

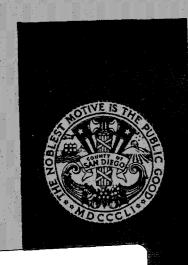
1998-99
Adopted
Program Budget

Department Program

Budgets

Lawrence B. Prior III
Chief Administrative Officer

William J. Kelly Chief Financial Officer/ Auditor and Controller



DO NOT REMOVE COUNTY OF SAN DIEGO AUDITOR & CONTROLLER OFP-LIBRARY

Board of Supervisors

Greg Cox. Lind Distric

Dianne Jacob Second District

Pam Slater

Ron Roberts Fourth District

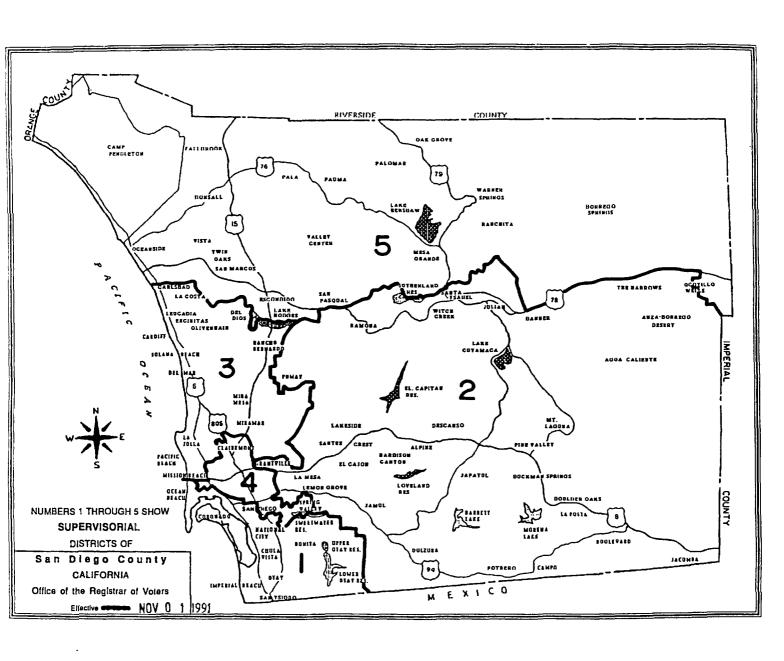
> Bill Horn Fifth District

COUNTY OF SAN DIEGO

1998-99 ADOPTED PROGRAM BUDGET

LAWRENCE B. PRIOR III
CHIEF ADMINISTRATIVE OFFICER

WILLIAM J. KELLY
CHIEF FINANCIAL OFFICER/
AUDITOR AND CONTROLLER





GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of San Diego,

California

"An Outstanding Policy Document"

For the Fiscal Year Beginning

July 1, 1997

President

Executive Directo

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PUBLIC SAFETY GROUP

PUBLIC SAFETY GROUP

	1995-96 Actual	1996-97 Actual ¹	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Executive Office	\$0	\$309,044	\$544,218	\$481,924	\$4,856,372	\$4,374,448	907.7
Juvenile Justice Commission	0	78,736	94,912	106,764	111,473	4,709	4.4
TOTAL DIRECT COST	\$0	\$387,780	\$639,130	\$588,688	\$4,967,845	\$4,379,157	743.9
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$387,780	\$639,130	\$588,688	\$4,967,845	\$4,379,157	743.9
STAFF YEARS	0.00	5.36	6.00	6.00	10.00	4.00	66.7

MISSION

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

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Complete the Probation Department Review:
 - a. Select prime contractor to assist with the Probation Department management review/reengineering project.
 - b. Conduct structured review and make implementation recommendations for Board of Supervisors approval.
 c. Increase level of supervision for juveniles under court ordered probation.

 - d. Enhance funding for probation services.
 - e. Fully implement Deliquency Drug Court initiative.
- 2. Implement Medical Examiner Administration Enhancement Project recommendations.
- Increase Marshal warrant service and civil process service to serve approximately 20,000 felony warrants, misdemeanor warrants and domestic violence orders annually.
- Support District Attorney initiatives:

 - a. Elder abuse investigation and prosecution.b. Domestic violence and stalking grant funded project.
 - c. Protection of children exposed to drugs and illegal drug activities.
 - d. Welfare Fraud Hotline transfer from Health and Human Services Agency to District Attorney.
 - e. Automated child support case management and payment system.
- 5. Negotiate re-use plan for Central Detention Facility to maximize revenue potential.
- 6. Continue implementation and expansion of Juvenile Court Recovery Project.
- Continue development of plans to fully automate all Public Safety Group departments by year 2001. 7.
- Support project development of Sheriff's Jail Information Management System (JIMS). 8.
- Complete implementation of the Lockyer-Isenberg Trial Court Funding Act of 1997 and stabilize funding for support system costs.
- 10. Juvenile Hall Overcrowding Evaluate alternative sites for secure juvenile placement, review programs that could assist in relieving overcrowding, and open at least one additional secure juvenile detention facility.
- 11. Develop a long term funding strategy for anticipated labor cost increases for fiscal year 2000-01 and beyond.
- 12. Develop capital projects:

1 - 1

¹ This column contains Executive Office expenditures only. The Juvenile Justice Commission was not transferred to this department until 1997-98.

PROGRAM: Executive Office

DEPARTMENT: PUBLIC SAFETY GROUP

PROGRAM #: 00630 MANAGER: Rich Robinson ORGANIZATION #: 0630

REFERENCE: 1998-99 Proposed Budget - Pg. 1-2

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$306,365	\$428,070	\$387,705	\$744,646	92.1
Services & Supplies	0	2,679	116,148	94,219	107,087	13.7
Other Charges	0	0	0	0	0	0.0
Management Reserve	0	0	0	0	3,995,346	100.0
CERS Reserve	0	0	0	0	9,293	100.0
TOTAL DIRECT COST	\$0	\$309,044	\$544,218	\$481,924	\$4,856,372	907.7
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$0	\$309,044	\$544,218	\$481,924	\$4,856,372	907.7
STAFF YEARS	0.00	4.00	4.00	4.00	8.00	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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Public Safety Group budget actual is slightly greater than the 1997-98 Adopted Budget. Salary and benefit costs reflect the Operational Incentive Plan payments that were paid in 1997-98. These payments were not included in the adopted budget and were funded in the third quarter budget status report. Services and Supplies costs reflect increased expenditures approved mid-year by the Board to fund Search and Rescue paid by the Public Safety Group. Actual staff years are 4.00 staff years.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Competition of Dependency Representation accomplished, APD selected after appeal of private bar and negotiated transfer of cases.
- Medical Examiner zero based with structural reforms implemented.
- Juvenile Hall Overcrowding plan developed (short term).
- 4. Survey undertaken in all PSG departments with the exception of the District Attorney. PSG group activities publicized with the Winter Weather Conference and sponser of the "Meth is Death" video, both well received.
- 5. Completed consolidation of Food Production with Sheriff taking over for Probation.
- 6. General Management System completed and on the Web.
- 7. Coordinated JIMS approval process.
- 8. Initiated revenue generation plan from re-use of old jail.
- 9. Overhead reduction achieved in Probation reengineering, savings redirected to field operations (Phase I).
- Picked up 800 MHZ implementation plan from DIS; managed Board actions associated with election and emergency medical care involvement.
- 11. Restructured CLERB to accommodate word load and re-direction which has been positively reviewed and supported by Sheriff.
- 12. Negotiated Agreement with City of San Diego relating to the receipt of \$5.2 million payment for new jail.
- 13. Negotiated MOU with trial courts to mitigate against fiscal liability.
- 14. Dependency Court Recovery Project implemented effective April 13, 1998.
- 15. Pre-Trial Services costs transferred to the courts in accordance with Courts/County MOU.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the department summary page.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
		_	4 00	_	4.00		400 705
0347	CAO Project Manager	1	1.00	1	1.00	\$75,040	\$80,305
0348	CAO Staff Officer	1	1.00	2	2.00	58,046	123,698
0963	Group Human Resources Director	U	0.00	1	1.00 1.00	0	80,305
0969 2104	Group Finance Director	1	0.00 1.00	1	1.00	_	80,305
2505	Deputy Chief Admin. Officer Senior Accountant	'n	0.00	4	1.00	114,736	131,766 40,345
2759	Administrative Secretary IV	1	1.00	1	1.00	35,160	36,919
	Administrative Secretary IV		1.00	•	1.00	33,100	
	Total	4	4.00	8	8.00	\$282,982	\$573,643
Salary	Adjustments:					25,832	27,217
Premiu	n/Overtime Pay:					0	0
Employ	ee Benefits:					79,143	144,038
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					(252)	(252)
	Total Adjustments			· · · ·		\$104,723	\$171,003
Program	n Totals	4	4.00	8	8.00	\$387,705	\$744,646

PROGRAM: Juvenile Justice Commission

DEPARTMENT: PUBLIC SAFETY GROUP

PROGRAM #: 80103 MANAGER: Yolanda Levy OPCANIZATION #- OARD

REFERENCE: 1998-99 Proposed Budget - Pg. 1-4

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.

	1995-96 Actual	1996-97 Actual ¹	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	0	78,364	92,573	104,547	106,326	1.7
Services & Supplies	0	372	2,339	2,217	2,217	0.0
CERS Reserve	0	0	0	0	2,930	100.0
TOTAL DIRECT COST	\$0	\$78,736	\$94,912	\$106,764	\$111,473	4.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$0	\$78,736	\$94,912	\$106,764	\$111,473	4.4
STAFF YEARS	0.00	1.36	2.00	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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Estimated actuals are projected to be slightly less than budgeted due CERS savings for approximately one-third of a year. Services and supplies are projected to be fully expended.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Received and reviewed status reports on the Juvenile Court Recovery Project from the Presiding Judge.
- 2. Ensured the Commission and staff are kept apprised of all programmatic changes affecting the juvenile justice system by having routine meetings with personnel from Probation Department and Children's Services Bureau.
- Reviewed educational programs in juvenile facilities operated by the County.
- Met on a regular basis with administrative staff from the Polinsky Children's Center to mitigate and solve the
- change-of-placement youngster problem at PCC.
 Monitored Barrett Youth Correction Center, effect of welfare reform on children, effect of automated case management on service to children/families, juvenile court 6-month review hearings. 5.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.
- Inspect 28 jails and lockups operated by police departments and the Sheriff's Department.
- Review all appropriate critical incidents in both Probation and HHSA Children's Services involving wards and

¹ These expenditures were part of the Chief Administrative Office for FY 1996-97.

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	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0368 2409	Administrative Officer, JJC Juvenile Justice Com. Assistant	: 1	1.00 1.00	1 1	1.00 1.00	\$49,945 39,293	\$52,445 37,559
	Total	2	2.00	2	2.00	\$89,238	\$90,004
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					26,188	27,201
Salary	Savings:					(2,670)	(2,670)
VTO Rec	ductions:					(8,209)	(8,209)
	Total Adjustments		.			\$15,309	\$16,322
Program	n Totals	2	2.00	2	2.00	\$104,547	\$106,326

ALTERNATE PUBLIC DEFENDER

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	<i>ች</i> Change
Conflicts Defense	\$5,591,212	\$5,664,083	\$6,345,733	\$6,129,919	\$8,065,322	\$1,935,403	31.6
TOTAL DIRECT COST TOTAL PROGRAM REVENUE	\$5,591,212	\$5,664,083	\$6,345,733	\$6,129,919	\$8,065,322	\$1,935,403	31.6
	(454,099)	(325,682)	(603,496)	(351,744)	(2,552,433)	(2,200,689)	625.7
NET GENERAL FUND COST	\$5,137,113	\$5,338,401	\$5,742,237	\$5,778,175	\$5,512,889	\$(265,286)	(4.6)
STAFF YEARS	69.26	66.29	63.79	71.00	91.50	20.50	28.9

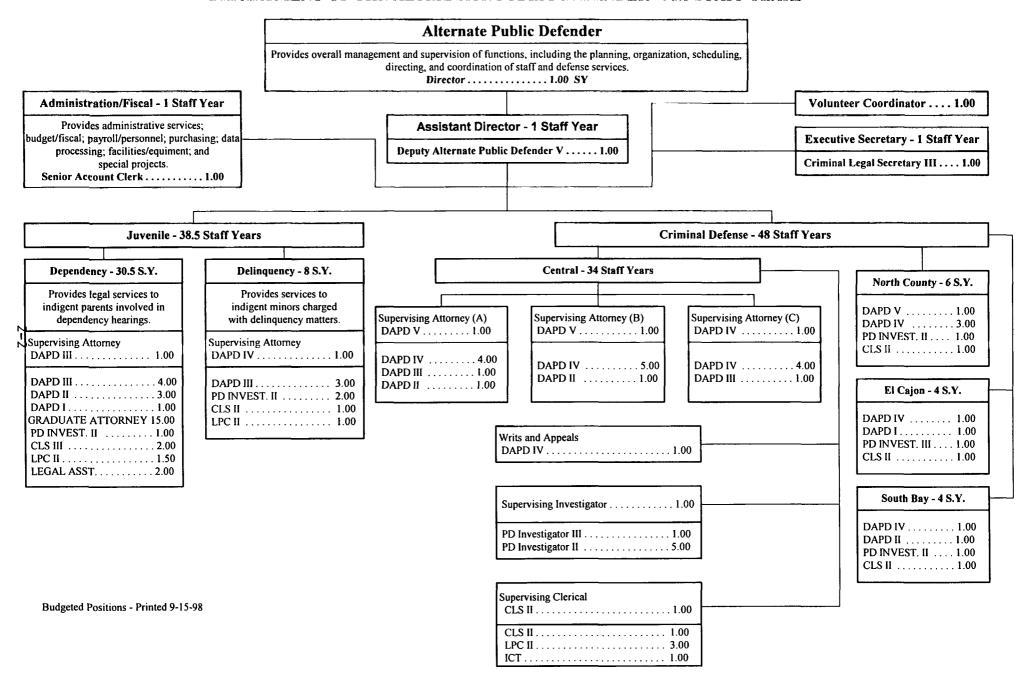
MISSION

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Provide legal representation for 100% of the cases appointed by the Courts, except for cases where a conflict of interest is declared.
 - a. Provide legal representation for 1,700 class three cases (property/drug crimes).
 - b. Provide legal representation for 375 class four cases (crimes against people).
 - c. Provide legal representation for 50 class five cases (murder/attempted murder).
 - d. Provide legal representation for 4 class six cases (death penalty cases).
 - e. Provide legal representation for 120 two strike cases (felony with one prior serious felony).
 - f. Provide legal representation for 75 three strike cases (felony with two prior serious felonies).
 - g. Provide legal representation for 2,963 new dependency cases and 3200 dependency cases transferred from the panel of private Attorneys.
 - h. Provide legal representation for 1,300 delinquency cases.

DEPARTMENT OF THE ALTERNATE PUBLIC DEFENDER - 91.5 STAFF YEARS



PROGRAM: Conflicts Defense DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050

MANAGER: Timothy A. Chandler

ORGANIZATION #: 3000

REFERENCE: 1998-99 Proposed Budget - Pg. 2-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ኔ Change
DIRECT COST Salaries & Benefits	\$5,071,423	\$5,136,790	\$5,461,223	\$5,375,240	\$6,668,826	24.1
Services & Supplies	519,789	527,293	884,510	754,679	1,219,031	61.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	24,000	100.0
CERS Reserve	0	0	0	0	153,465	100.0
TOTAL DIRECT COST	\$5,591,212	\$5,664,083	\$6,345,733	\$6,129,919	\$8,065,322	31.6
PROGRAM REVENUE	(454,099)	(325,682)	(603,496)	(351,744)	(2,552,433)	625.7
NET GENERAL FUND COST	\$5, 137,113	\$5,338,401	\$5,742,237	\$5,778,175	\$5,512,889	(4.6)
STAFF YEARS	69.26	66.29	63.79	71.00	91.50	28.9

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 actual expenditures exceed the 1997-98 budget due to two major mid-year budget adjustments. The 1997-98 Budget column does not reflect these adjustments.

The actual revenue collected reflects an additional \$265,400 (mid-year adjustment) due to the receipt of State revenue as a part of AB233, the new Trial Court Funding Legislation, which became effective on January 1, 1998. Furthermore, the 1997-98 budgeted column does not account for a mid-year adjustment of \$185,873, which remedied an inadvertent omission of CERS retirement offset appropriations from the 1997-98 APD Line Item Budget by the Auditor and Controller and DIS.

1997-98 ACHIEVEMENT OF OBJECTIVES

Exceeded 100 % of goal by providing legal representation to 1,803 class three cases (property/drug crimes).

Exceeded 100% of goal by providing legal representation to 369 class four cases (crimes against people).

Exceeded 100 % of goal by providing legal representation to 1,070 delinquency cases.

Provided legal representation to 65 class five cases (murder/attempted murder).

Provided legal representation to 1,712 dependency cases.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to Department Summary page).

PROGRAM: Conflicts Defense

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration [5.00 SY; E = \$636,343; R = \$11,017] including the Alternate Public Defender (APD), 1 Deputy APD V (acting as Assistant Director), 1 Volunteer Coordinator, 1 clerical position, and 1 Senior Account Clerk is:
 - Mandated/Discretionary Service Level.
 - Establishing the Department's operating policies, procedures and overall management direction for a \$8.6 million budget.
 - Managing the department's budget, fiscal, personnel, payroll, training, space and automation needs.
 - O Moving the Volunteer Coordinator into the Administrative Unit from Dependency since the Coordinator serves a Department-wide function.
 - Redistributing revenue formerly placed in the Administrative Unit, to other cost centers (i.e., low-orgs) within the Department to which this revenue more closely relates.
 - Reallocating \$29,807 of its Services and Supply Budget to other cost centers within the Department in order to more accurately reflect the actual costs of these centers.
- 2. <u>Juvenile Dependency</u> [30.50 SY; E = \$2,291,951; R = \$2,462,581] including 24 attorneys, 1 investigator, 2 legal assistants, and 3.5 clerical position is:
 - Mandated/Mandated Service Level.
 - Representing the accused parents or guardians in Juvenile Court dependency proceedings.
 - O Representing the secondary parents and conflict children in Juvenile Court dependency proceedings.
 - Providing legal representation for approximately 2,963 new dependency cases and approximately 3200 cases transferred from the panel of private attorneys.
 - O Transferring the Volunteer Coordinator to the APD Administrative Unit since this position serves the Department as a whole.
 - Being allocated an additional \$2,200,689 in AB233, Trial Court Funding Legislation Revenue, which is a State reimbursement for Juvenile Dependency Court-Appointed Attorney costs.
- 3. <u>Juvenile Delinquency</u> [8.00 SY; E = \$613,188; R = \$5,600] including 4 attorneys, 2 investigator, and 2 clerical positions is:
 - Mandated/Mandated Service Level.
 - Representing minors in delinquency cases when the Department of the Public Defender cannot provide representation due to a conflict of interest.
 - Providing legal representation for approximately 1,300 delinquency cases.
- 4. <u>Criminal</u> [48.00 SY; E = \$4,523,840; R = \$73,235] including 29 attorneys, 10 investigators, and 9 clerical positions is:
 - Mandated/Mandated Service Level.
 - Representing clients in criminal cases when the Department of Public Defender cannot provide representation due to a conflict of interest.
 - Providing legal representation for approximately 2,322 criminal cases.
 - Deleting one attorney position (DAPD II) in response to the CAO's FY 1997-98 structural budget reduction request.

F	PROGRAM REVENUE BY SOURCE					
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget		
Aid from Other Government Agencies	395,516	0	2,462,581	2,462,581		
Recovered Expenditures Trial Court Funding	\$44,289 \$113.839	\$40,000 \$261,892	\$40,000 \$0	\$0 \$(261,892)		
AB 189 - Penalty Assessment Fund	\$49,852	\$49,852	\$49,852	\$0		
Sub-Total	\$603,496	\$351,744	\$2,552,433	\$2,200,689		
Total	\$603,496	\$351,744	\$2,552,433	\$2,200,689		

EXPLANATION/COMMENT ON PROGRAM REVENUES

FISCAL YEAR 1997-98

Estimated Actual revenues for FY 1997-98 show an increase of approximate \$265,400 over the FY 1997-98 budgeted amount. This increase reflects the impact of AB233, the new Trial Court Funding legislation that went into effect January 1, 1998. This legislation allows counties to obtain reimbursement for their Juvenile Dependency Court-Appointed Attorney costs including attorney fees and related overheads and supports costs.

The impact of AB233 is also seen in the FY 1998-99 CAO Adopted Budget which shows a \$2,200,689 increase in trial court funding (now called Aid from Other Government Agencies) over the FY 1997-98 Budget.

PROGRAM: Conflicts Def	ense
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A - Conflicts Defense				-	
% of Resources: 99%					
Outcomes					
Provide legal representation for 100% of cases appointed by the Courts, except cases where a conflict of interest is dec		100%	100 %	100%	100%
1) Class 3 cases (property/drug crimes)					
Effectiveness					
Cost of providing legal representation for all Class 3 cases.	\$1,044,384	\$985,139	\$1,425,595	\$1,122,653	\$1,393,113
Outputs					
Number of Class 3 cases defended.	1,698	1,668	1,803	1,700	1,800
Efficiency					
Cost per Class 3 case defended.	\$615	\$591	\$791	\$660	\$774
Class 4 cases (crimes against people)					
<u>Effectiveness</u>					
Cost of providing legal representation for all Class 4 cases.	\$680,264	\$568,758	\$833,376	\$631,988	\$828,902
<u>Outputs</u>					
Number of Class 4 cases defended.	387	337	369	335	375
Efficiency					
Cost per Class 4 case defended.	\$1,758	\$1,688	\$2,258	\$1,887	\$2,210
 Class 5 cases (murder/attempted murder 	r)				
Effectiveness					
Cost of providing legal representation for Class 5 cases.	\$984,107	\$1,118,027	\$1,033,418	\$1,144,445	\$1,031,678
Outputs					
Number of Class 5 cases defended.	60	71	49	65	50
Efficiency ·					
Cost per Class 5 case defended.	\$16,401	\$15,747	\$21,090	\$17,607	\$20,634
4) Class 6 cases (death penalty cases)					
<u>Effectiveness</u>					
Cost of providing legal representation for Class 6 cases.	\$147,676	\$147,747	\$379,526	\$475,477	\$742,994

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budge
4) Class 6 cases con't					
Outputs					
Number of Class 6 cases defended.	1	1	2	3	4
Efficiency					
Cost per Class 6 case defended.	\$203,611	\$147,747	\$189,763	\$202,000*	\$185,749
5) Two Strike Cases (a felony with one prior	or serious fel	ony)			
<u>Effectiveness</u>					
Cost of providing legal representation for "Two Strike" cases.	\$236,186	\$279,950	\$336,830	\$359,249	\$321,964
<u>Outputs</u>					
Number of "Two Strike" cases defended.	120	148	133	170	130
Efficiency					
Cost per "Two Strike" case defended.	\$1,968	\$1,892	\$2,533	\$2,113	\$2,477
6) Three Strike Cases (a felony with two pr	ior serious f	elonies)			
Effectiveness					
Cost of providing legal representation for "Three Strike" cases.	\$708,557	\$916,628	\$872,910	\$1,003,784	\$866,826
<u>Outputs</u>					
Number of "Three Strike" cases defended.	72	97	69	95	70
Efficiency					
Cost per "Three Strike" case defended.	\$9,841	\$9,450	\$12,651	\$10,566	\$12,383
7) Ongoing Dependency Cases					
<u>Effectiveness</u>					
Cost of providing legal representation for ongoing dependency cases.	\$1,399,823	\$1,240,714	\$944,197	\$895,330	\$1,999,802
<u>Outputs</u>					
Number of ongoing dependency cases defended.	719	0(a)	1,712	2,225	6,068(b)
Efficiency					
Cost per ongoing dependency case defended.	\$1,947	0(a)	\$552	\$402	\$697

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

⁽b) This number includes open cases from the prior fiscal year, in addition to new cases appointed, and cases closed throughout the current fiscal year. FY 96-97 Budget did not include a case closure factor.

^{*} Complete historical costs of death penalty cases have not been maintained by the department. Therefore, this figure is an estimate based on historical cost data provided by the Public Defender. This figure represents the average cost of 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.

PROGRAM: Conflicts Defense	GRAM: Conflicts Defense						
PERFORMANCE MEASURES					-		
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget		
Delinquency Cases (new output measure, historical data not available)							
Effectiveness							
Cost of providing legal representation for delinquency cases.	\$0	\$0	\$519,880	\$514,785	\$702,579		
<u>Outputs</u>							
Number of delinquency cases defended.	0	0	1,070	700	1,100		
Efficiency							

IMPORTANT NOTE:

Cost per delinquency case defended.

O The efficiency number is derived by dividing the totals in the effectiveness row by the totals in the outputs row and should not be used for an economy or efficiency analysis as defined in Board Policy A-96.

\$0

- O The above activities include the costs of many services unrelated to adjudicating a particular case in court. Some of those post-sentencing activities include, but not limited to, the following:
 - a. Filing motions to return property, to produce copies of a case, to release a defendant from custody;
 - Providing written or verbal communication including provision of case file information to employers, schools or subsequent counsel on behalf of a defendant; and

\$0

\$486

\$735

\$639

- c. Filing writs to return a defendant to court for sentence reconsideration.
- d. Item 8 was not a performance measure in the FY 1995-96 budget. Therefore, data for this column is not included.

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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2127	Alternate Public Defender	1	1.00	1	1.00	\$107,508	\$126,063
2510	Senior Account Clerk	1	1.00	1	1.00	25,401	26,658
2700	Intermediate Clerk Typist	1	1.00	1	1.00	21,936	20,130
2776	Criminal Legal Secretary II	6	6.00	6	6.00	194,927	206,463
2777	Criminal Legal Secretary III	2	2.00	3	3.00	69,168	105,297
2907	Legal Procedures Clk. II	4	4.00	5.5	5.50	93,466	131,011
3918	Deputy Alternate P.D. I	1	1.00	. 2	2.00	42,400	87,726
3919	Deputy Alternate P.D. II	7	7.00	6	6.00	434,688	392,262
3920	Deputy Alternate P.D. III	9	9.00	10	10.00	680,940	790,883
3921	Deputy Alternate P.D. IV	21	21.00	21	21.00	1,857,392	1,978,188
3922	Deputy Alternate P.D. V	4	4.00	4	4.00	356,790	378,979
3936	Legal Assistant II	0	0.00	2	2.00	0	59,162
3941	Graduate Attorney	0	0.00	15	15.00	0	397,485
5750	Supervising P.D. Investigator	1	1.00	1	1.00	53,546	56,233
5765	Public Defender Invest. II	10	10.00	10	10.00	430,113	452,312
5766	Public Defender Invest. III	2	2.00	2	2.00	87,530	91,904
6344	Coordinator, Volunteer Services	s 1	1.00	1	1.00	33,442	35,124
	Total	71	71.00	92	91.50	\$4,489,247	\$5,335,880
Salary	Adjustments:					(89,700)	(53,047)
Premium	n/Overtime Pay:					5,819	5,819
Employe	ee Benefits:					1,080,323	1,493,398
Salary	Savings:					(84,936)	(87,711)
VTO Rec	ductions:					(25,513)	(25,513)
	Total Adjustments					\$885,993	\$1,332,946
Program	n Totals	71	71.00	92	91.50	\$5,375,240	\$6,668,826

CITIZENS LAW ENFORCEMENT REVIEW BOARD

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Citizens Law Enforcement Review Board	\$192,762	\$198,133	\$190,701	\$195,898	\$328,240	\$132,342	67.6
TOTAL DIRECT COST	\$192,762	\$198,133	\$190,701	\$195,898	\$328,240	\$132,342	67.6
TOTAL PROGRAM REVENUE	0	0	0	0	0	0	0.0
FUND BALANCE CONTRIBUTION	0	0	0	0	0	0	0.0
NET GENERAL FUND COST	\$192,762	\$198,133	\$190,701	\$195,898	\$328,240	\$132,324	(100.0)
STAFF YEARS	2.54	2.00	1.69	4.00	4.00	0.00	0.0

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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;
 - In 40% of investigations, review/summarize department records, reports and policies; review/summarize medical records; and/or research relevant law and case decisions; 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 and case decisions as needed.
- 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 intern program.
 - f. Provide training as needed (Board members, public, colleges).
 - g. Provide normal office administrative coverage.

PROGRAM: Citizen's Law Enforcement Review Board

DEPARTMENT: CITIZEN'S LAW ENFORCEMENT REVIEW BOARD

PROGRAM #: 13004 MANAGER: John Parker ORGANIZATION #: 2650

REFERENCE: 1998-99 Proposed Budget - Pg. 3-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$155,887	\$146,846	\$166,323	\$152,735	\$276,724	81.2
Services & Supplies	36,875	51,287	24,378	43,163	44,763	3.7
Other Charges	0	0	0	0	0	
Fixed Assets	0	0	0	0	0	
Operating Transfers	0	0	0	0	0	
CERS Reserve	0	0	0	0	6,753	100.0
TOTAL DIRECT COST	\$192,762	\$198,133	\$190,701	\$195,898	\$328,240	67.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$192,762	\$198,133	\$190,701	\$195,898	\$328,240	67.6
STAFF YEARS	2.54	2.00	1.69	4.00	4.00	0.0

PROGRAM MISSION

(See departmental mission statement)

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Estimated actuals were greater than budgeted due to staffing changes made this fiscal year. However, savings due to unfilled positions and related lower operating costs resulted in overall savings by year-end.

1997-98 ACHIEVEMENT OF OBJECTIVES

- CLERB received 101 complaints during the fiscal year, likely due to highly publicized staff shortage July Dec 1997.
- 2. CLERB heard recommendations on 22 cases March through June 1998, after the hiring of investigative staff.
- 3. CLERB held 10 board meetings.
- 4. CLERB successfully completed litigation on subpoena power. In addition, CLERB negotiated an agreement with the Sheriff and the DSA for the mandatory cooperation of Sheriff's staff in CLERB investigations. Success in this process should significantly reduce litigation costs for CLERB and enable CLERB staff to properly investigate and close cases at a higher rate.
- 5. CLERB maintained records as described; met with Sheriff's and Probation Department staff regarding policy recommendations; published annual report on findings and trends; made presentations to groups outside the county and to a class at Southwestern College; supervised an initial effort by student interns to create a workable database; provided updated Review Board member training at the Regional Law Enforcement Training Center, and provided normal office coverage to the extent possible.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See departmental outcome and output objectives)

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

PROGRAM: Citizen's Law Enforcement Review Board

DEPARTMENT: CITIZEN'S LAW ENFORCEMENT REVIEW BOARD

- 1. <u>Citizens Law Enforcement Review Board</u> [4.00 SY; E = \$328,240; R = \$0]
 - Mandated Activity/Discretionary Service Level
 - Receive, review, classify and investigate citizen complaints alleging misconduct on the part of peace officers or custodial officers in the Sheriff and Probation Departments.
 - Dispose of complaints by Board Hearings or Procedural closings.
 - 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	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0375	Special Investigator	1	1.00	2	2.00	51,654	109,071
0447 2700	Executive Officer, CLERB	1	1.00	1	1.00	56,671	78,004
2758	Intermediate Clerk Typist Administrative Secretary III	1	1.00 1.00	1	0.00 1.00	18,496 22,794	0 28,921
9999	Extra Help	Ö	0.00	ó	0.00	0	0
	Total	4	4.00	4	4.00	\$149,615	\$215,996
Salary	Adjustments:					(41,290)	0
Premiu	n/Overtime Pay:					0	0
Employe	ee Benefits:					49,274	60,982
Salary	Savings:					(4,610)	0
VTO Rec	ductions:					(254)	(254)
	Total Adjustments					\$3,120	\$60,728
Program	n Totals	4	4.00	4	4.00	\$152,735	\$276,724

DEFENSE ATTORNEY CONTRACT CLAIMS PROCESSING

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Contract Claims Processing	\$0	\$9,090,228	\$9,032,003	\$9,116,950	\$7,673,022	\$(1,443,928)	(15.8)
TOTAL DIRECT COST	\$0	\$9,090,228	\$9,032,003	\$9,116,950	\$7,673,022	\$(1,443,928)	(15.8)
TOTAL PROGRAM REVENUE	(0)	(1,933,816)	(3,414,482)	(1,734,880)	(2,353,907)	(619,027)	35.7
NET GENERAL FUND COST	\$0	\$7,156,412	\$5,617,521	\$7,382,070	\$5,319,115	\$(2,062,955)	(28.0)
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-Arraignment Counseling Services of the El Cajon Municipal Court.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Process and pay claims in approximately 4311 criminal matters, and 5,692 civil matters 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.
- 2. Process and pay approximately 500 claims annually for the Superior Court's Probate and Family Court cases.
- Process and pay monthly claims presented for Pre-Arraignment Counseling Services performed at the El Cajon Municipal Court.

PROGRAM: Contract Attorney Claims Processing

DEPARTMENT: DEFENSE ATTORNEY CONTRACT CLAIMS

PROGRAM #: 13090

ORGANIZATION #: 3090

MANAGER: Rich Robinson

REFERENCE: 1998-99 Proposed Budget - Pg. 4-2

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	9,090,228	9,032,003	9,116,950	7,673,022	(15.8)
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$9,090,228	\$9,032,003	\$9,116,950	\$7,673,022	(15.8)
PROGRAM REVENUE	(0)	(1,933,816)	(3,414,482)	(1,734,880)	(2,353,907)	35.7
NET GENERAL FUND COST	\$0	\$7,156,412	\$5,617,521	\$7,382,070	\$5,319,115	(28.0)
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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Legislative changes to Trial Court Funding under AB 233 increased actual revenues by \$1.7 million; The 1997-98 adopted budget did not reflect this increase as the legislation was enacted mid-year.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Processed and paid 4,500 electronic 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. This is less that the 7,500 projected manual claims to be processed and paid because the electronic process consolidates several manual claims into one electronic claim.
- 2. Processed and paid 500 electronic claims annually for the Superior Court's Probate and Family Court cases. This is less that the 729 projected manual claims to be processed and paid because the electronic process consolidates several manual claims into one electronic claim.
- 3. Processed and paid 12 monthly claims for Pre-Arraignment Counseling Services performed at the El Cajon Municipal
- 4. Processed and paid 10 claims presented for cases from the former office of Panel Administration. These cases are now part of the Master Contract dealt with in objective number one.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

- The activities of this program are summarized as follows:

 1. Contract Claims Processing [0.00 SY; E = \$7,673,022; R = \$2,353,907]:
 - Mandatory/Mandatory Service Level.
 - ٥ 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-Arraignment Counseling Services performed at the El Cajon Municipal Court, and ancillary costs for death penalty cases.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
CHARGES FOR CURRENT SERVICES:				
Court Appointed Attorney	\$681,357	\$329,607	\$329,607	\$0
Trial Court Funding	\$2,733,125	\$1,405,273	\$2,024,300	\$619,027
Aid from Other Gov't Agencies	\$0	\$0	\$0	\$0
Sub-Total	\$3,414,482	\$1,734,880	\$2,353,907	\$619,027
Total	\$3,414,482	\$1,734,880	\$2,353,907	\$619,027

Revenue and Recovery collects attorney fees for Court Appointed Attorneys.

DISTRICT ATTORNEY

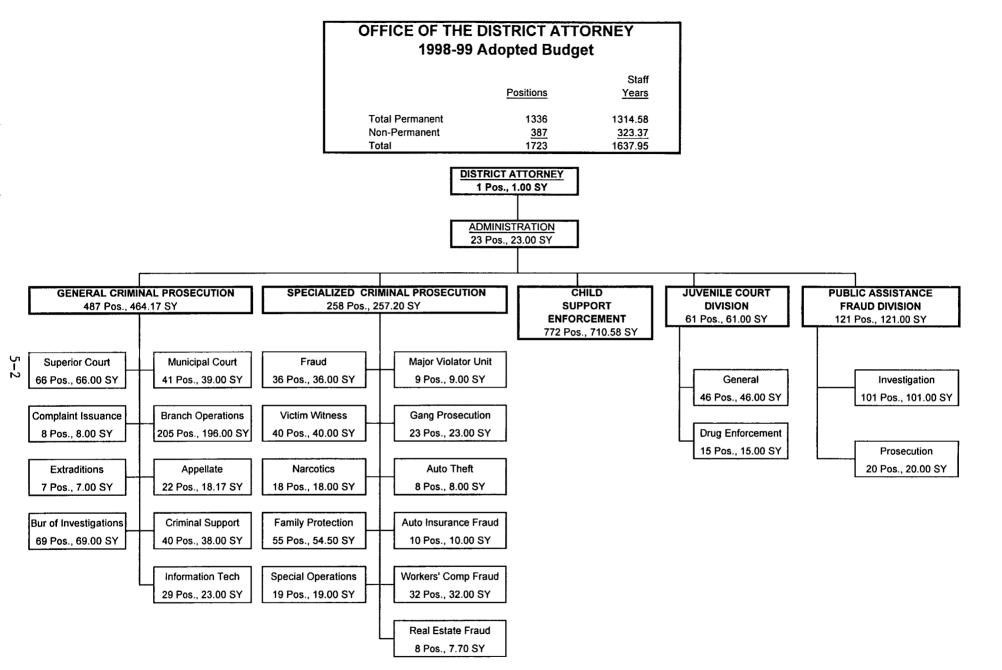
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1998-99 Budget	% Change
General Criminal Prosc.	27,693,217	30,736,215	30,829,249	35,409,856	38,013,170	2,603,314	7.4
Juvenile Court Serv.	3,709,408	3,939,091	4,435,205	4,755,382	5,056,065	300,683	6.3
Specialized Criminal Prose	c.18,737,895	19,644,265	22,383,075	19,005,172	20,863,373	1,858,201	9.8
Child Support Enforcement	12,616,816	16,829,923	24,817,905	27,785,929	36,139,593	8,353,664	30.1
Administration	2,866,068	2,499,216	1,847,142	2,001,079	5,128,584	3,127,505	156.3
Public Assistance Fraud	(771,463)	(1,070,455)	(485,660)	(916,746)	(838,703)	78,043	(8.5)
TOTAL DIRECT COST	\$64,851,941	\$72,578,255	\$83,826,916	\$88,040,672	\$104,362,082	\$16,321,410	18.5
TOTAL PROGRAM REVENUE	(53,686,574)	(62,563,378)	(74,303,052)	(68,073,699)	(81,955,493)	(13,881,794)	20.4
NET GENERAL FUND COST	\$11,165,367	\$10,014,877	\$9,523,864	\$19,966,973	\$22,406,589	\$2,439,616	12.2
STAFF YEARS	1072.90	1,269.59	1299.47	1,507.95	1637.95	130.00	8.6

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Manage the Two and Three Strikes caseload.
- 2. Reduce plea bargaining for defendants in violent felony cases.
- 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.



PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget 整 Pg. 5-3

AUTHORITY: Mandates prosecution of criminal cases; Government Code 26500-26502; mandates processing of criminal

fugitives: Penal Code section 1548-1558.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$25,025,850	\$26,812,656	\$26,878,843	\$31,492,366	\$32,918,822	4.5
Services & Supplies	2,467,341	3,610,148	3,856,262	3,724,626	3,967,179	6.5
Other Charges	34,599	76,673	2,863	72,864	72,864	0.0
Fixed Assets	165,427	236,738	91,281	120,000	140,000	16.7
CERS Reserve	0	0	0	_ 0	914,305	100.0
TOTAL DIRECT COST	\$27,693,217	\$30,736,215	\$30,829,249	\$35,409,856	\$38,013,170	7.4
PROGRAM REVENUE	(16,026,074)	(17,716,435)	(19,877,571)	(18,828,063)	(20,336,450)	8.0
NET GENERAL FUND COST	\$11,667,143	\$13,019,780	\$10,951,678	\$16,581,793	\$17,676,720	6.6
STAFF YEARS	428.00	420.25	415.02	461.17	464.17	0.7

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals include prior year encumbrances of \$28,722 in fixed assets, and \$190,558 in services and supplies. Actual salaries/benefits were below budget because of delays in filling newly approved positions.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Issued 33,608 Misdemeanor cases.
- 2. Issued 19,483 Felony cases.
- 3. Prosecuted 536 Superior Court Jury/Court trials

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Manage the Two and Three Strikes caseload.
- 2. Reduce plea bargaining for defendants in violent felony cases.
- 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 through vertical prosecution and gang abatement injunctions.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget reflects the decrease in the basic County Employee Retirement System (CERS) rate and the transfer of those funds to a holding account. Expenditure decisions for a portion of those funds are addressed in the 1998-99 Adopted Budget.

The activities of this program are summarized as follows:

1. <u>Superior Court</u> [66.00 SY; E = \$6,588,748; R = \$3,695,156] including support personnel is:

- Mandated/Discretionary Service Level.
- O Responsible for prosecuting 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 Changes to the budget of this subprogram activity include:
 - The deletion of one (1) Deputy District Attorney V (Forensic Crime Lab Deputy) funded by AB 3229, and the addition of one (1) Deputy District Attorney IV (Forensic Crime Lab Deputy) funded by AB 3229. This action is a result of the Department of Human Resources classification process.
 - Services and Supplies decrease due to the transfer of \$9,500 in Account 2216 (Communications-Telephone) to the Information Technologies Division.
 - Services and Supplies change due to an increase of \$80,000 to Account 2325 Laboratory Services (DNA testing), fully offset by Proposition 172 funds.
- 2. <u>Municipal Court</u> [39.00 SY; E = \$3,567,339; R = \$1,734,422] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for presenting evidence at preliminary hearings of felony cases filed in the San Diego Municipal Court. Evaluates all felony cases filed in San Diego Municipal Court for the purpose of arriving at a disposition prior to transfer of the case to the Superior Court and to select out those cases to be retained in the Municipal Court for final determination.
- 3. <u>Branch Offices</u> [196.00 SY; E = \$16,158,567; R = \$9,910,508] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for issuing and prosecuting all cases set for trial in the Superior and Municipal Courts located in East County, North County and South Bay.
 - O Changes to the budget of this subprogram activity include:
 - Services and Supplies changes due to an increase of \$38,340 in Account 2306 (office expense-postage) for the payment of U.S. and Intercounty mail service costs to the Department of General Services through the Intercounty Service Fund, a reduction of \$54,450 in Account 2329 (rents and leases structures) as the result of a lease termination planned for January 1, 1999, and the transfer of \$7,400 in Account 2331 (computer equipment rental) to the Information Technologies Division.
 - Fixed Assets change due to an increase of \$20,000 to Account 4509 Transportation Equipment (vehicle for HIDTA), fully offset by HIDTA grant revenue.
- 4. <u>Complaint Issuance</u> [8.00 SY; E = \$674,831; R = \$431,056] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Responsible for the issuance and review of all felony cases submitted to the main office for prosecution.

 Drafts search warrants and processes emergency daytime telephone search warrants.
 - O Changes to the budget of this subprogram activity include:
 - Services and Supplies changes due to the transfer of \$38,366 to the Information Technologies Division as follows: \$1,000 Account 2216 (communications-telephone), \$15,000 Account 2311 (data processing supplies), \$17,556 Account 2391 (software new-init lic), \$1,810 Account 2392 (software ongoing fee/maintenance), \$3,000 Account 2410 (computer cable LAN).
- 5. Extradition Division [7.00 SY; E = \$607,355; R = \$422,762] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Responsible for the extradition of fugitives from and to the State of California.
- 6. Appellate Division [18.17 SY; E = \$1,735,242; R = \$1,144,403] including support personnel is:

- Mandated/Discretionary Service Level.
- Responsible for providing appellate support to the District Attorney's Office and other law enforcement agencies in San Diego County. This division prepares and handles pre-trial motions and other extraordinary motions involving constitutional and non-routine legal questions before the Superior and Appellate Courts; prepares and handles writs before the Superior and United States District Courts; and provides timely legal training and instruction to the District Attorney staff and other County of San Diego law enforcement agencies.
 - Services and Supplies change due to an increase of \$50,000 to Account 2308 Office Expense-Books-Office (on-line legal resources), fully offset by Proposition 172 funds.
- 7. <u>Bureau of Investigation</u> [69.00 SY; E = \$5,058,278; R = \$1,910,398] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Responsible for providing 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.
 - Changes to the budget of this subprogram activity include:
 - Services and Supplies changes due to the transfer of \$500 to the Information Technologies Division as follows: \$350 - Account 2391 (software new-init lic), and \$150 - Account 2392 (software-ongoing fee/maintenance).
 - The deletion of four (4) Investigative Specialist II positions and the addition of four (4) Legal Assistant I positions, the addition of one (1) Legal Support Assistant II position and the upgrade of one (1) District Attorney Investigator IV to District Attorney Investigator V, and the addition of one (1) Chief of Fleet Operations.
 - Services and Supplies changes due to an increase of \$50,000 to Account 2340 Special Department Expense (trial exhibits) fully offset by Proposition 172 funds, and increases of \$11,987 to Account 2348 - Minor Equipment, and \$247 to Account 2391 - New Software initial licensing fees offset by a transfer from the CERS holding account.
- 8. Criminal Support Services [38.00 SY; E = \$2,070,596; R = \$1,087,745] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for providing criminal support services including criminal records filing, subpoena issuance, and stenographic assistance to operating divisions of the office.
 - Changes to the budget of this subprogram activity include:
 - The transfer of one (1) Departmental LAN Analyst III, two (2) Departmental Systems Engineer II, one (1) Senior Departmental Systems Engineer, one (1) Departmental EDP Coordinator, two (2) Principal Systems Analyst, four (4) Senior Systems Analyst, three (3) Departmental Computer Specialist II, three (3) Departmental Computer Specialist III, four (4) Temporary Extra Help, and one (1) Director of District Attorney Information Services to the Information Technologies Division.
 - Services and Supplies changes due to an increase of \$50,929 in Account 2249 (Public Liability Insurance premium) and the transfer of \$145,381 to the Information Technologies Division as follows:
 \$70,381 Account 2288 (data processing equipment maintenance) and \$75,000 Account 2410 (computer cable LAN).
 - Fixed Assets change due to the transfer of \$120,000 Account 4503 (data processing equipment) to the Information Technologies Division.
- 9. Information Technologies Division [23.00 SY; E = \$1,552,214; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - o Responsible for providing information technology support to operating divisions of the office.
 - O Changes to the budget of this subprogram activity include:
 - The transfer of one (1) Senior Clerk from District Attorney Administration.

- DEPARTMENT: DISTRICT ATTORNEY
- The transfer of one (1) Departmental LAN Analyst III, two (2) Departmental Systems Engineer II, one (1) Senior Departmental Systems Engineer, one (1) Departmental EDP Coordinator, two (2) Principal Systems Analyst, four (4) Senior Systems Analyst, three (3) Departmental Computer Specialist II, three (3) Departmental Computer Specialist III, four (4) Temporary Extra Help, and one (1) Director of District Attorney Information Services to the Information Technologies Division from Criminal Support Services.
- Services and Supplies changes due to the transfer of \$216,647 from various subprogram activities.
- Fixed Assets change due to the transfer of \$120,000 Account 4503 (data processing equipment) from Criminal Support Services.

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
FUND BALANCE/RESERVE DECREASE	\$0	\$0	\$0	\$0
Fund Balance	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$17,573,758	\$17,562,870	\$17,851,257	\$288,387
HIDTA Grant	\$494,401	\$512,837	\$532,837	\$20,000
ST AID - COPS Prog AB 3229	\$0	\$489,050	\$489,050	\$0
Federal Law Enforcement Block Grant	\$97,987	\$0	\$0	\$0
Adult Deferred Prosecution	\$14,487	\$0	\$0	\$0
Sub-Total	\$18,180,633	\$18,564,757	\$18,873,144	\$308,387
CHARGES FOR CURRENT SERVICES:				
Extradition	\$257,908	\$200,000	\$200,000	\$(
Fraining Peace Officers - POST	\$77,978	\$14,000	\$14,000	\$(
Other Miscellaneous	\$50,838	\$49,306	\$49,306	\$(
FED-ST Criminal Alien Assist.	\$1,200,000	\$0	\$1,200,000	\$1,200,000
Cellular Phone Emp. Reimb	\$7,280	\$0	\$0	\$1,200,000
Jury or Witness Fees	\$150	\$0	\$0	\$0
Sub-Total	\$1,594,154	\$263,306	\$1,463,306	\$1,200,000
MISCELLANEOUS REVENUE:				
Recovered Expenditures	\$89,188	\$0	\$0	\$0
Other Miscellaneous	\$13,596	\$0	\$0	\$0
Sub-Total	\$102,784	\$0	\$0	\$0
Total	\$19,877,571	\$18,828,063	\$20,336,450	\$1,508,387

The 1998-99 Adopted Budget includes a total of \$27,429,321 in Public Protection Sales Tax Revenue (Proposition 172).

Federal SCAAP (State Criminal Alien Assistance) reimbursement of \$1,200,000 is available to support the 1998-99 Budget.

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

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTPUT (Service or Product)					
Misdemeanor Cases Issued	57,831	47,986	33,608	50,000	35,000
Felony Cases Issued	17,090	17,186	19,483	16,992	17,200
Preliminary Hearings Set	13,812	13,837	14,369	11,756	13,500
Superior Court Jury/Court Trials	597	598	536	650	550
	<u>1995</u>	<u>1996</u>	1997		
Commitments to State Prison/Probation	18,410	21,235	21,234		

Traffic citations are now excluded from the count of misdemeanor cases issued.

Recent increases in penalties for crime - for specific crimes and for categories of crimes under the Three Strikes law - have created a greater demand on prosecution resources. As more serious consequences are at stake, the process becomes longer and more litigious.

STAFFING SCHEDULE

		1997-98 Budget	1997-98 Budget	1998-99 Budget	1998-99 Budget	1997-98 Budget	1998-99 Budget
Class	Title		Staff Yrs	Positions	_	Cost	Cost
3925	Deputy DA V	39	38.00	74	73.00	\$3,641,078	\$7,569,918
3926	Deputy DA IV	37	37.00	2	2.00	3,545,260	168,076
3927	Deputy DA III	<i>7</i> 3	70.00	87	84.00	5,206,742	6,878,545
3928	Deputy DA II	14	14.00	0	0.00	1,042,631	0
2499	Principal Systems Analyst	2	2.00	2	2.00	120,289	131,338
2525	Senior Systems Analyst	4	4.00	4	4.00	211,783	205,768
2461	Dept. Systems Engineer II	2	2.00	2	2.00	96,077	98,503
2462	Senior Departmental Systems Eng	gr 1	1.00	1	1.00	47,797	60,973
2467	DIS LAN Systems Analyst III	1	1.00	0	0.00	47,797	0
2469	Departmental EDP Coordinator	1	1.00	1	1.00	41,893	46,193
2302	Admin Asst III	1	1.00	1	1.00	48,991	51,433
0332	Deputy Chief Investigator	1	1.00	1	1.00	78,363	84,758
5759	DA Investigator V	6	6.00	7	7.00	407,274	484,904
5753	DA Investigator IV	9	9.00	8	8.00	579,623	542,496
5754	DA Investigator III	40	40.00	40	40.00	2,200,984	2,355,679
5755	DA Investigator II	1	1.00	1	1.00	41,378	44,491
2391	D.A. Crime Analysis	1	1.00	1	1.00	47,952	52,897
0337	Pub. Affairs Ofcr, Dist. Atty.	1	1.00	1	1.00	53,200	57,554
2899	Legal Supp Mgr	6	6.00	6	6.00	260,113	275,717
5768	Supv Investigative Spec	9	9.00	9	9.00	292,242	347,944
5788	Supv Investigative Tech	1	1.00	1	1.00	39,767	49,507
2336	International Case Specialist	1	1.00	1	1.00	42,204	46,533
5749	Investigative Specialist III	15	15.00	15	15.00	497,210	509,265
5751	Investigative Specialist II	17	17.00	13	13.00	526,312	433,498
3119	Dept Computer Specialist II	3	3.00	3	3.00	104,790	100,294
3120	Dept Computer Specialist III	3	3.00	3	3.00	110,516	124,087
3935	Legal Assistant I	0	0.00	4	4.00	0	102,904
3936	Legal Assistant II	2	2.00	2	2.00	64,661	68,704
2453	Dept LAN Analyst III	0	0.00	1	1.00	0	60,995
2776	Criminal Legal Sec II	13	11.00	13	11.00	371,120	371,128
2775	Criminal Legal Sec I	6	6.00	6	6.00	167,357	178,079
2714	Intermediate Transcriber Typist	: 2 0	2.00	2 1	2.00	47,314 0	42,908
2730 2785	Senior Clerk	18	0.00 18.00	18	1.00 18.00	571,524	26,658 575 105
2786	Legal Support Supervisor I Legal Support Supervisor II	19	19.00	19	19.00	679,212	575,105 712,530
2784	- · · · · · · · · · · · · · · · · · · ·	22	22.00	žž	22.00	635,866	618,035
2783	Legal Support Assistant III Legal Support Assistant II	70	70.00	71	71.00	1,763,108	1,838,779
5739	Latent Fingerprint Tech	3	3.00	3	3.00	88,459	97,481
5758	Invest Tech	4	4.00	4	4.00	157,007	158,048
7516	Delivery Vehicle Driver	ĩ	1.00	1	1.00	19,609	21,085
5762	Process Server	7	7.00	7	7.00	159,271	164,072
2650	Stock Clerk	i	1.00	1	1.00	21,016	22,063
2404	Grants & Revenue Coordinator	i	1.00	i	1.00	49,201	57,337
8865	Director of DA Information Svcs	s 1	1.00	1	1.00	99,999	100,382
6102	Chief, Fleet Operations	0	0.00	1	1.00	0	50,976
9999	Temporary Extra Help	2 5	8.17	25	8.17	230,969	230,969
	Total	484	461.17	487	464.17	\$24,457,959	\$26,218,609

STAFFING SCHEDUL	STA	FF	ING	SCH	FDUI	F
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1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
				(9,634)	75,894
				(168,025)	(168,025)
				240,000	240,000
				7,438,091	6,943,943
				(37,494)	(37,494)
				(428,531)	(354,105)
				\$7,034,407	\$6,700,213
484	461.17	487	464.17	\$31,492,366	\$32,918,822
	Budget Positions	Budget Budget Positions Staff Yrs	Budget Budget Positions Staff Yrs Positions	Budget Budget Budget Positions Staff Yrs Positions Staff Yrs	Budget Budget Budget Budget Cost (9,634) (168,025) 240,000 7,438,091 (37,494) (428,531)

PROGRAM: Juvenile Court Services

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget # Pg. 5-9

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,990,682	\$3,242,962	\$3,609,481	\$4,058,535	\$4,272,211	5.3
Services & Supplies	198,024	163,891	211,742	153,131	195,212	27.5
Other Charges	520,702	501,412	596,770	543,716	509,198	(6.3)
Fixed Assets	0	30,826	17,212	0	0	0.0
CERS Reserve	0	0	0	- 0	79,444	100.0
TOTAL DIRECT COST	\$3,709,408	\$3,939,091	\$4,435,205	\$4,755,382	\$5,056,065	6.3
PROGRAM REVENUE	(3,095,257)	(3,177,073)	(3,327,166)	(3,291,910)	(3,460,870)	5.1
NET GENERAL FUND COST	\$614,151	\$762,018	\$1,108,039	\$1,463,472	\$1,595,195	9.0
STAFF YEARS	51.55	53.62	56.22	59.00	61.00	3.4

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Total expenditures are within budgeted levels and include mid-year adjustments for the JUDGE grant and the implementation of the Drug Endangered Children Program.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Prepared and filed 7,140 "602" petitions.
- 2. Attended 11,110 Juvenile Court Hearings.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Improve the quality of the juvenile justice system to deter future criminals.
- 2. Try violent juvenile criminals in adult court.
- Reduce juvenile graffiti.
- 4. Reduce school truancy by participating in the School Attendance Review Board.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget reflects the decrease in the basic County Employee Retirement System (CERS) rate and the transfer of those funds to a holding account. Expenditure decisions for a portion of those funds are addressed in the 1998-99 Adopted Budget.

- 1. <u>Juvenile Court Division</u> [61.00 SY; E = \$5,056,065; R = \$3,460,870] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Changes to the budget of this activity include:
 - Add one (1) Deputy District Attorney IV position for the Drug Endangered Children Program 12/16/97 (26).
 - Delete one (1) Legal Support Assistant II position. OCJP funding for the Jurisdictions Unified for Drug Gang Enforcement Grant was reduced for FY 1997-98 11/4/97 (31).

Appropriations were reduced as follows:

1000 Salaries & Benefits (\$24,080) 2000 Services & Supplies (\$15,230) 3000 Other Charges (\$34,518)

- The deletion of one (1) Investigative Specialist I and the addition of one (1) Legal Assistant I to address the need of professional paralegal support.
- The addition of two (2) Legal Assistant II positions to assist attorneys prosecuting difficult cases involving gang offenders. Funding is provided by Proposition 172 growth revenue.
- Services and Supplies changes due to an increase of \$12,234 in Account 2348 (Minor Equipment) fully
 offset by a transfer from the CERS holding account.

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
INTERGOVERNMENTAL REVENUE:				
Federal Grants	\$1,346,097	\$1,312,682	\$1,401,525	\$88,843
Public Protection Sales Tax (Prop 172)	\$1,512,116	\$1,512,116	\$1,592,233	\$80,117
Sub-Total	\$2,858,213	\$2,824,798	\$2,993,758	\$168,960
REALIGNMENT:				
Sociał Services – Sales Tax	\$467,112	\$467,112	\$467,112	\$0
Sub-Total	\$467,112	\$467,112	\$467,112	\$0
CHARGES FOR CURRENT SERVICES:				
Cellular Phone Employee Reimbursement	\$27	\$0	\$0	\$0
Other Miscellaneous	\$1,814	\$0	\$0	\$0
Sub-Total	\$1,841	\$0	\$0	\$0
Total	\$3,327,166	\$3,291,910	\$3,460,870	\$168,960

The 1998-99 Adopted Budget includes a total of \$27,429,321 in Public Protection Sales Tax Revenue (Proposition 172).

Other Miscellaneous Revenue includes Salary Reimbursement from other agencies, Cellular Phone Employee Reimbursement, Discoveries and Recovered Costs, and Prior Year Adjustments.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
QUTPUT (Service or Product)					
602 petitions/prepared and filed	6,230	6,662	7,140	6,736	6,800
Juvenile Court Hearings	-,		11,110		11,500

Activity measures are revised in the 1998-99 Adopted Budget to more accurately reflect services provided.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
3925	Deputy DA V	3	3.00	3	3.00	\$285,362	\$302,218
3926	Deputy DA IV	7	7.00	8	8.00	665,845	794,244
3927	Deputy DA III	15	15.00	15	15.00	1,175,993	1,228,685
3935	Legal Assistant I	0	0.00	1	1.00	0	25,726
3936	Legal Assistant II	0	0.00	2	2.00	0	59,162
5754	DA Investigator III	2	2.00	2	2.00	116,528	122,378
2899	Legal Supp Svc Div Mgr II	2	2.00	2	2.00	88,528	88,240
5749	Investigative Specialist III	1	1.00	1	1.00	32,236	36,394
5751	Investigative Specialist II	4	4.00	4	4.00	123,182	128,839
5752	Investigative Specialist I	1	1.00	0	0.00	24,748	0
2775	Criminal Legal Sec I	3	3.00	3	3.00	89,908	84,196
2783	Legal Support Assistant II	8	8.00	7	7.00	198,155	184,801
2784	Legal Support Assistant III	7	7.00	7	7.00	202,321	184,029
2785	Legal Support Supervisor I	4	4.00	4	4.00	121,220	126,762
2786	Legal Support Supervisor II	1	1.00	1	1.00	· 36,753	38,589
2724	Senior Transcriber Typist	1	1.00	1	1.00	27,272	25,293
	Total	59	59.00	61	61.00	\$3,188,051	\$3,429,556
Salary	Adjustments:					(10,534)	2,387
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					965,336	911,207
VTO Rec	ductions:					(5,067)	(5,067)
Salary	Savings:					(65,248)	(56,813)
Adjustr	ment in Lieu of Position Cuts:					(14,003)	(9,059)
	Total Adjustments					\$870,484	\$842,655
Program	n Totals	59	59.00	61	61.00	\$4,058,535	\$4,272,211

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget 2 Pg. 5-14

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$15,596,169	\$17,394,715	\$19,723,177	\$16,586,306	\$18,188,693	9.7
Services & Supplies	1,465,037	1,257,066	1,641,959	1,168,314	1,480,299	26.7
Other Charges	1,265,165	854,057	984,677	1,205,252	985,252	(18.3)
Fixed Assets	411,524	138,427	33,262	45,300	112,371	148.1
CERS Reserve	0	0	0	_ 0	96,758	100.0
TOTAL DIRECT COST	\$18,737,895	\$19,644,265	\$22,383,075	\$19,005,172	\$20,863,373	9.8
PROGRAM REVENUE	(12,778,896)	(14,635,970)	(14,353,197)	(14,000,603)	(14,928,002)	6.6
NET GENERAL FUND COST	\$5,958,999	\$5,008,295	\$8,029,878	\$5,004,569	\$5,935,371	18.6
STAFF YEARS	228.84	249.25	277.86	243.20	257.20	5.8

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals reflect mid-year augmentation in the Victim/Witness OCJP Grant, Criminal Disposition Unit, and an adjustment in the Joint Powers Agreement, as well as prior year encumbrances.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Issued 280 gang related cases.
- 2. Participated in 941 actual preliminary hearing bindovers.
- Dealt with 16,033 actual contested hearings and motions.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Manage the Two and Three Strikes caseload.
- 2. Reduce plea bargaining for defendants in violent felony cases.
- 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 through vertical prosecution and gang abatement injunctions.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget reflects the decrease in the basic County Employee Retirement System (CERS) rate and the transfer of those funds to a holding account. Expenditure decisions for a portion of those funds are addressed in the 1998-99 Adopted Budget.

The activities of this program are summarized as follows:

- 1. Fraud Division [36.00 SY; E = \$2,893,388; R = \$1,696,843] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for the investigation and prosecution of criminal and civil consumer frauds, real estate and business frauds, corporate security violations, environmental matters, and other frauds of a complex and sophisticated nature.
 - O Changes to the budget of this activity include:
 - The transfer of \$1,500 in Services and Supplies to the newly established organization number for the Information Technology Division.
- 2. <u>Special Operations Division</u> [19.00 SY; E = \$1,663,450; R = \$1,019,240]
 - Mandated/Discretionary Service Level.
 - Responsible for bringing to the attention of the District Attorney and the County of San Diego Grand Jury substantive information concerning organized crime, criminal cases which are likely to attract notoriety and become highly publicized, and those cases referred for prosecution from the Intelligence and Special Prosecution units of the office.
- 3. Victim/Witness Assistance [40.00 SY; E = \$1,760,344; R = \$1,325,298] including support personnel is:
 - Mandated/Discretionary Service Level
 - Providing comprehensive services to victims and witnesses of crime. These services include crisis intervention, emergency assistance, orientation to the criminal justice system, restitution assistance and collection of compensation claims.
 - Changes to the budget of this activity include:
 - The addition of one (1) Victim/Witness Program Director, three (3) Investigative Specialist III, the deletion of one (1) Victim//Witness Program Manager, and the addition of \$60,000 in Services and Supplies as part of a mid-year Victim/Witness Assistance Grant board letter 9/23/97 (16).
 - The addition of one (1) Investigative Specialist III and \$6,313 in related Services and Supplies as part of a mid-year Criminal Disposition Unit board letter, 8/12/97 (26).
 - The deletion of two (2) Senior Victim Claims Technicians and four (4) Victim Claims Technicians and the addition of two (2) Supervising Investigative Specialists, one (1) Investigative Specialist III and three (3) Investigative Specialist II positions as part of a mid-year board letter, 7/15/97 (32). Services and Supplies related to the mid year board letter increased by \$2,700.
- 4. Major Violator Unit [9.00 SY; E = \$954,796; R = \$684,220] including support personnel is:
 - 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 Changes to the budget of this activity include:
 - The addition of one (1) Grants & Revenue Specialist, and the deletion of one (1) Analyst III as part of a mid-year reclassification.
- 5. Narcotics Prosecution Unit [18.00 SY; E = \$1,600,475; R = \$843,805] including support personnel is:
 - Mandated/Mandated Service Level
 - Responsible for the prosecution of intermediate and high level narcotic distributors and drug abatement enforcement. The ultimate goal is to help reduce the flow of narcotics from and through San Diego County.

- 6. Gang Prosecution Unit [23.00 SY; E = \$2,010,481; R = \$1,125,014] including support personnel is:
 - Mandated/Mandated Service Level
 - Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.
 - O Changes to the budget of this activity include:
 - The transfer of \$1,000 in Services and Supplies to the newly established organization number for the Information Technology Division.
 - The addition of one (1) Deputy District Attorney III position, one (1) District Attorney Investigator III position, \$23,211 in related Services and Supplies and \$22,474 in related Fixed Assets to augment the Gang Crimes Unit. Offsetting revenue is provided through Proposition 172 growth revenue and a transfer from the CERS holding account.
 - The addition of \$55,000 in the overtime budget for gang and witness protection. This is supported by Proposition 172 growth revenue.
- 7. Family Protection Division [54.50 SY; E = \$4,300,165; R = \$2,749,940] including support personnel is:
 - Mandated/Discretionary Service Level
 - O Providing for enhanced prosecution of child abuse cases through vertical prosecution and ultimately hopes to reduce incidents of such abuse. The unit issues complaints in disputed custody and child stealing matters and responds to violent behavior in the home as criminal behavior that will not be tolerated.
 - O Changes to the budget of this activity include:
 - The transfer of \$1,000 in Services and Supplies to the newly established organization number for the Information Technology Division.
 - The addition of one (1) District Attorney Investigator position, \$21,192 in related Services and Supplies and \$22,474 in related Fixed Assets to augment the Child Abduction Unit. Initial funding is from the CERS holding account pending receipt of SB 90 reimbursement.
 - The addition of one (1) Deputy District Attorney IV position, one (1) Deputy District Attorney III position, two (2) District Attorney Investigator III positions and one (1) Criminal Legal Secretary II position, \$52,539 in related Services and Supplies and \$44,948 in related Fixed Assets to augment the Family Protection Division. Funding is provided through Proposition 172 growth revenue and a transfer from the CERS holding account.
 - The addition of one (1) Deputy District Attorney III position, one (1) Legal Assistant II position and \$4,400 in related Service and Supplies to augment the Elder Abuse Unit. Offsetting revenue is provided through Proposition 172 growth revenue and a transfer from the CERS holding account.
- 8. Regional Auto Theft Unit (RATI) [8.00 SY; E = \$1,771,397; R = \$1,649,272] including support personnel is:
 - Mandated/Mandated Service Level
 - Responsible for the enhanced multi-jurisdictional investigation and prosecution of criminal automobile theft concentrating on the professional vehicle thief that strips vehicles for later reassembly.
 - o Offset 100% by program revenue.
 - O Changes to the budget of this activity include:
 - The deletion of one (1) Deputy District Attorney III and one (1) Legal Support Assistant II due to a decrease in revenues. A decrease of \$220,000 in Other Changes to reimburse police department detective salaries and a \$20,000 decrease in Fixed Assets are also related to the decrease in revenues.
- 9. Auto Insurance Fraud [10.00 SY; E = \$899,231; R = \$904,654]
 - Mandated/Mandated Service Level
 - O Responsible for deterring, investigating and prosecuting criminal automobile insurance fraud.

- Offset 100% by program revenue.
- O Changes to the budget of this activity 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 = \$2,226,793; R = \$2,138,697]
 - Mandated/Mandated Service Level
 - O Responsible for deterring, investigating and prosecuting criminal Workers' Compensation fraud.
 - Offset 100% by program revenue.
- 11. Real Estate Fraud [7.70 SY; E = \$782,853; R = \$791,019]
 - Mandated/Mandated Service Level
 - O Responsible for deterring, investigating and prosecuting real estate fraud crimes.
 - Offset 100% by program revenue.
 - O Changes to the budget of this activity include:
 - The deletion of \$5,300 in Fixed Assets.
 - The addition of \$72,800 in Services and Supplies for an automated case management system.
 - The addition of one (1) Deputy District Attorney III and one (1) District Attorney Investigator III and \$72,330 in related Services and Supplies and \$22,475 in related Fixed Assets.

PROGRAM REVENUE BY SOURCE				Change From
	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget	Budget	Budget
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$5,750,701	\$5,723,333	\$6,421,266	\$697,933
Auto Insurance Fraud	\$865,745	\$904,654	\$904,654	\$0
Regional Auto Theft (RATT)	\$1,449,505	\$2,034,154	\$1,649,272	\$(384,882)
Workers' Compensation Fraud	\$2,220,064	\$2,138,697	\$2,138,697	\$0
Narcotic Prosecution Grant	\$170,344	\$169,810	\$169,810	\$0
Major Violator Grant	\$338,555	\$338,555	\$338,555	\$0
Victim/Witness Assistance	\$1,322,781	\$1,055,455	\$1,325,298	\$269,843
Statutory Rape Grant	\$318,319	\$300,000	\$300,000	\$0
Spousal Abuser (SAPP Grant)	\$108,000	\$110,000	\$110,000	\$0
COPS Program AB 3229	\$1,044,368	\$554,306	\$554,306	\$0
Domestic Violence Stalking Grant	\$82,193	\$0	\$0	\$0
Sub-Total	\$13,670,575	\$13,328,964	\$13,911,858	\$582,894
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	\$23,283	\$70,000	\$70,000	\$0
Real Estate Fraud Prosecution	\$430,182	\$446,514	\$791,019	\$344,505
Sub-Total	\$453,465	\$516,514	\$861,019	\$344,505
OTHER REVENUE:				
Bad Check Diversion Program	\$153,748	\$155,125	\$155,125	\$0
Miscellaneous	\$75,409	\$0	\$0	\$0
Sub-Total	\$229,157	\$155,125	\$155,125	\$0
Total	\$14,353,197	\$14,000,603	\$14,928,002	\$927,399

The 1998-99 Final Budget includes a total of \$27,429,321 in Public Protection Sales Tax Revenue (Proposition 172).

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
3925	Deputy DA V	17	17.00	17	17.00	\$1,616,413	¢1 70/ E/7
3926	Deputy DA IV	15	15.00	16	16.00	1,426,246	\$1,784,547 1,581,573
3927	Deputy DA III	46	46.00	49	49.00	3,574,476	4,021,960
5753	DA Investigator IV	7	7.00	8	8.00	422,619	515,833
0330	Victim/Witness Program Director		0.00	1	1.00	0	51,283
2418	Grants & Revenue Specialist	0	0.00	1	1.00	0	51,433
2413	Analyst III	1	1.00	0	0.00	48,991	0
5754	DA Investigator III	36	36.00	40	40.00	2,034,705	2,329,115
5724	Bad Check Enf Prog Specialist	1	1.00	1	1.00	34,534	45,406
2504	Investigative Accountant	1	1.00	1	1.00	47,826	42,343
2425	Associate Accountant	1	1.00	1	1.00	39,399	41,372
2460	Departmental System Engineer I	1	1.00	1	1.00	44,409	46,635
3931	VW Program Manager	1	1.00	0	0.00	47,570	0
5768	Supv Investigative Spec	4	4.00	6	6.00	143,232	226,276
5749	Investigative Spec III	13	13.00	18	18.00	437,928	591,926
5751	Investigative Spec II	29	29.00	32	32.00	863,348	1,055,556
3936	Legal Assistant II	2	2.00	3	3.00	59,166	93,193
2777	Criminal Legal Sec III	2	2.00	2	2.00	73,506	77,178
2776	Criminal Legal Sec II	25	25.00	26	26.00	830,485	877,399
2775 2786	Criminal Legal Sec I	6 3	6.00	6 3	6.00	172,613	180,723
2785	Legal Support Supervisor II	4	3.00 4.00	4	3.00 4.00	110,259	115,767
2784	Legal Support Supervisor I Legal Support Assistant III	3	3.00	3	3.00	133,304 82,299	141,029
2783	Legal Support Assistant II	17	17.00	16	16.00	422,194	78,570
5767	Senior V/W Claims Technician	2	2.00	0	0.00	52,770	413,086
5742	V/W Claims Technician	5	5.00	1	1.00	120,462	23,585
9999	Temporary Extra Help	2	1.20	2	1.20	70,762	70,762
	Total	244	243.20	258	257.20	\$12,909,516	\$14,456,550
Salary	Adjustments:					(100,908)	40,687
Adjustm	nents in Lieu of Position Cuts:					(3,653)	0
Premium	n/Overtime Pay:					60,000	115,000
Employe	ee Benefits:					3,987,962	3,824,112
VTO Red	ductions:	٠				(18,310)	(18,310)
Salary	Savings:					(248,301)	(229,346)
	Total Adjustments	ţ				\$3,676,790	\$3,732,143
Program	ı Totals	244	243.20	258	257.20	\$16,586,306	\$18,188,693

PROGRAM: Child Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget # Pg. 5-20

AUTHORITY: Mandated Child Support: Title 42 U.S.Code, Section 652; California W & I Code Sections 11475.1 and 11475.2; Public Law 93-647 (IV-D); 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,517,993	\$11,656,362	\$15,913,279	\$22,147,928	\$26,017,347	17.5
Services & Supplies	2,793,613	4,639,909	8,705,370	4,393,001	8,778,586	99.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,305,210	533,652	199,256	1,245,000	1,343,660	7.9
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$12,616,816	\$16,829,923	\$24,817,905	\$27,785,929	\$36,139,593	30.1
PROGRAM REVENUE	(19,642,277)	(25,586,423)	(34,215,901)	(30,511,942)	(38,865,606)	27.4
NET GENERAL FUND COST	\$(7,025,461)	\$(8,756,500)	\$(9,397,996)	\$(2,726,013)	\$(2,726,013)	0.0
STAFF YEARS	229.72	412.12	417.20	600.58	710.58	18.3

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures are lower than budgeted due to savings in salaries and benefits and fixed assets. Over 200 new staff years were added to the FY 1997-98 budget, primarily for temporary positions. Hiring and retaining qualified temporary staff is challenging but it also has been very effective in addressing targeted projects.

1997-98 ACHIEVEMENT OF OBJECTIVES

Addressed impacts of Federal Welfare Reform on the Child Support Program, including the initiation of development of automated Welfare Reform compliant systems approved by the Board of Supervisors on 1/13/98 (20) and 5/12/98 (7). The program continued its aggressive approach to the collection of child support payments which increased collections in FY 1997-98 to \$102 million, a 100% increase over FY 1995-96.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Address the impacts of Federal Welfare Reform on the Child Support Program.
- 2. Continue to streamline child support operations through automation.
- Reduce San Diego County's TANF (Temporary Assistance to Needy Families) burden.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Child Support Enforcement [710.58 SY; E = \$36,139,593; R = \$38,865,606] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for establishing and enforcing child support obligations. This responsibility continues during o the minority of the children.
 - o Offset 100% by program revenue.
 - o Changes to the budget of this activity include:
 - An increase of \$387,660 to budgeted resources for the payment of United States and intercounty mail service costs to the Department of General Services through the Internal Service Fund.
 - The cancellation of one time fixed asset appropriations of \$1,245,000 and a related reduction to budgeted revenues.
 - The shift of \$475,000 in Child Support revenue previously budgeted in the Capital Program for Justice Facility Construction. In 1998-99, that revenue returns to the District Attorney's program budget.
 - Adjustments to staffing to reflect the following additions and deletions which address on-going operational needs increasing the budget by \$1,098,489:

Class	# Class Title	Change	to # Budgeted
0977	Child Support Enforcement Deputy Director		1
0338	Child Support Division Chief		(1)
2314	Technical Writer		1
2367	Principal Admin Analyst		1
2405	Assistant Accountant		(1)
2413	Analyst III		(1)
2425	Associate Accountant		1
2757	Admin. Secretary II		(1)
2758	Admin. Secretary III		(1)
2777	Criminal Legal Secretary III		`2
2783	Legal Support Assistant II		15
2784	Legal Support Assistant III		6
2786	Legal support Supervisor II		2
2941	Child Support Officer		(4)
2492	Supv. Child Support Officer		
2943	Child Support Manager		2
3927	Deputy District Attorney III		5 2 8
5717	· · ·		
	Senior Field Investigator		(1)
9999	Extra Help		<u>(14)</u>
	Total Change		20

- The addition of a Case Review Team which:
 - 1) increased salary and benefit costs by \$2,452,500 and added 90 extra help positions
 - 2) required leased space costs at \$268,200; \$224,600 in one-time facility improvements; and equipment and furniture costs of \$564,330.
- Automation costs of \$3,571,260 to include a \$1,000,000 imaging project for both child support cases and related court files; equipment purchases of \$1,671,260 and \$900,000 for contracted software development.
- Increased outreach, allowed for new and replacement fixed assets, and needed renovations to the downtown courthouse for a total of \$713,195.
- The utilization of \$391,564 saved by the decrease in the basic County Employee Retirement System (CERS) rate to partially offset computer imaging project.

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
FUND BALANCE/RESERVE DECREASE: Reserve Designation Decrease	\$0	\$1,000,000	\$0	\$(1,000,000)
nese, to been graction been ease				(1,000,000)
Sub-Total	\$0	\$1,000,000	\$0	\$(1,000,000)
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$13,706,418	\$8,447,861	\$11,943,281	\$3,495,420
IV-D Administrative Claim	\$18,013,591	\$20,137,882	\$25,909,732	\$5,771,850
Sub-Total	\$31,720,009	\$28,585,743	\$37,853,013	\$9,267,270
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$144,903	\$43,606	\$130,000	\$86,394
FSD Recovered Costs	\$2,350,989	\$882,593	\$882,593	\$0
Sub-Total	\$2,495,892	\$926,199	\$1,012,593	\$86,394
Total	\$34,215,901	\$30,511,942	\$38,865,606	\$8,353,664

The Bureau of Child Support Enforcement receives State Support Enforcement Incentive Funds (SEIF) based on child support payments collected and distributed during the Fiscal Year. These funds are used as the 34% matching requirement for the Federal Title IV-D revenue that funds the majority of this Program. These incentive funds must be utilized for child support enforcement activities. Any revenues in excess of that amount are held in a Reserve Designation for use in subsequent years. The FY 1997-98 Adopted Budget had included \$1.0 million from the Reserve Designation. Due to under expenditures and increased incentive funds, Reserve Designation funding will not be needed in FY 1997-98. The \$1.0 million budgeted will be returned to Reserve Designation at the close of the 1997-98 fiscal year. The FY 1998-99 Adopted Budget does not require the use of Reserve Designation as increased incentive revenue will be available. Other revenue remains stable in relationship to anticipated expenditures.

47,722	43,235	40,204	40,000	41,200
47,225	37,040	31,525	40,000	24,000
16,326	28,945	34,882	30,000	31,000
\$51,210,724	\$78,529,885	\$102,194,713	\$84,000,000	\$95,060,000
	47,722 47,225 16,326	Actual Act 47,722 43,235 47,225 37,040 16,326 28,945	Actual Ac	Actual Actual Actual Budge 47,722 43,235 40,204 40,000 47,225 37,040 31,525 40,000 16,326 28,945 34,882 30,000

EXPLANATIONS/COMMENTS:

^{*} In FY 1997-98, "Cases Referred and Reviewed" includes 5,698 cases generated by a one time special project to identify currently active or recently closed Health and Human Services Agency aid cases that had, for a variety of reasons, not been processed by Child Support Enforcement. "Cases Filed" includes approximately 2,500 filings related to the same special project. These increases will not continue into FY 1998-99 and "Cases Filed" are expected to decrease reflecting the elimination of backlogs.

STA	FF1	NC	SCH	EDUL	c

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0290	Director of Child Support	1	1.00	1	1,00	\$110,620	\$119,637
0338	Division Chief, Child Support	6	6.00	5	5.00	308,350	277,898
0977 2307	CSE Deputy Director	0	0.00	1	1.00	0 (5.533	67,307
2314	Dept Personnel Officer III Technical Writer	1 0	1.00 0.00	1 1	1.00 1.00	45,522 0	57,125 33,987
2324	Dept Public Affairs Officer	Ĭ	0.50	i	0.50	20,194	25,402
2380 2385	Staff Development Coordinator	1	1.00	1	1.00	46,463	49,964
2367	Chief, Child Support Admin. Principal Administrative Analys	1 st 0	1.00 0.00	1 1	1.00 1.00	58,094 0	56,912 47,376
2403	Accounting Technician	ì	1.00	i	1.00	23,834	29,299
2405	Asst Accountant	1	1.00	0	0.00	35,808	0
2412 2413	Analyst II Analyst III	1	1.00 2.00	1	1.00 1.00	36,547 89,326	39,321
2425	Associate Accountant	Õ	0.00	i	1.00	07,520	43,364 33,223
2427	Assoc Systems Analyst	3	3.00	3	3.00	139,454	153,666
2430 2462	Cashier	4 1	4.00	4	4.00	89,463	92,177
2493	Senior Dept Systems Engineer Intermediate Account Clerk	15	1.00 15.00	1 15	1.00 15.00	55,346 313,752	60,995 324,286
2499	Principal Systems Analyst	Ĭ	1.00	1	1.00	62,546	60,995
2505	Senior Accountant	1	1.00	<u>1</u>	1.00	46,450	50,227
2510	Senior Account Clerk	3	3.00	3	3.00	74,242	72,678
2525 2528	Senior Systems Analyst Database Specialist II	3 1	3.00 1.00	3 1	3.00 1.00	153,688 43,370	173,432 46,665
2658	Storekeeper II	i	1.00	i	1.00	22,197	25,040
2660	Storekeeper I	1	1.00	1	1.00	19, <i>7</i> 36	22,835
2745 2757	Supervising Clerk	1	1.00	1	1.00	29,464	26,712
2758	Admin Secretary II Admin Secretary III	1	1.00 1.00	0 0	0.00 0.00	25,489 31,265	0
2776	Criminal Legal Sec II	ż	2.00	ž	2.00	61,384	60,980
2777	Criminal Legal Sec III	0	0.00	2	2.00	0	61,978
2783	Legal Support Assistant II	101	93.58	116	108.58	2,219,526	2,623,467
2784 2785	Legal Support Assistant III Legal Support Supervisor I	13 8	13.00 8.00	19 8	19.00 8.00	361,027 260,848	505,073 251,807
2786	Legal Support Supervisor II	3	3.00	5	5.00	108,706	169,273
2910	Graduate Law Clerk	30	22.50	30	22.50	585,462	648,890
2941 2942	Child Support Officer	117	117.00	113 31	113.00	3,692,335	3,763,605
2943	Supv Child Support Officer Child Support Manager	26 4	26.00 4.00	6	31.00 6.00	1,061,822 178,654	1,281,035 269,152
3120	Dept Computer Specialist II	4	4.00	4	4.00	152,208	170,959
3925	Deputy DA V	1	1.00	1	1.00	91,662	98,598
3926 3927	Deputy DA IV Deputy DA III	2 8	2.00 8.00	2 16	2.00 16.00	154,574 556,451	169,887 1,188,723
3936	Legal Assistant II	1	1.00	1	1.00	35,078	31,872
5717	Sr Field Investigator	1	1.00	0	0.00	43,246	0
5719	Field Investigator	1	1.00	1	1.00	38,969	40,910
5722 5723	Child Support Investigator Senior Child Support Investigat	1 or 1	1.00 1.00	1 1	1.00 1.00	32,877 43,246	40,910 45,404
8865	Child Supp Comm Outreach Off	1	1.00	i	1.00	50,001	45,406 50,191
9999	Temporary Extra Help	284	238.00	360	314.00	2,586,008	8,650,411
	Total	662	600.58	772	710.58	\$14,195,304	\$22,113,650
Salary	Adjustments:					4,250,873	(295,198)
Premium	√Overtime Pay:					0	0
Employe	ee Benefits:					4,075,462	4,670,962
VTO Rec	ductions:					(27,665)	(27,665)
Salary	Savings:					(346,046)	(444,402)
	Total Adjustments					\$7,952,624	\$3,903,697
Program	n Totals	662	600.58	772	710.58	\$22,147,928	\$26,017,347

PROGRAM: District Attorney Administration

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget - Pg. 5-25

AUTHORITY: Government Code 26500-26502. The District Attorney is the public prosecutor and he shall attend to the courts and conduct on behalf of the People all prosecutions for public offenses.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	1,867,960	1,971,296	1,677,815	1,721,580	1,785,916	3.7
Services & Supplies	986,217	505,988	169,327	279,499	490,893	75.6
Fixed Assets	11,891	21,932	0	0	0	0.0
CERS Reserve	0	0	0	0	51,775	100.0
Management Reserve	0	0	0	0	2,800,000	100.0
TOTAL DIRECT COST	\$2,866,068	\$2,499,216	\$1,847,142	\$2,001,079	\$5,128,584	156.3
PROGRAM REVENUE	(2,101,777)	(1,445,425)	(2,524,695)	(1,441,181)	(4,364,565)	202.8
NET GENERAL FUND COST	\$764,291	\$1,053,791	\$(677,553)	\$559,898	\$764,019	36.5
STAFF YEARS	30.00	30.40	25.04	24.00	24.00	0.0

PROGRAM MISSION

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

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual revenues for 1997-98 reflect the District Attorney's successful management of resources and the creation of a Management Reserve Account.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget reflects the decrease in the basic County Employee Retirement System (CERS) rate and the transfer of those funds to a holding account. Expenditure decisions for a portion of those funds are addressed in the 1998-99 Adopted Budget.

The activities of this program are summarized as follows:

- Administration [24.00 SY; E = \$5,128,584; R = \$4,364,565] including support personnel is:
 - Mandated/Discretionary Service Level
 - Prosecuting, on behalf of the People of California, those individuals who commit misdemeanor and felony offenses throughout San Diego County. Provides administrative and fiscal control, and program management support to departmental divisions.
 - Changes to the budget of this activity include:
 - The transfer of one (1) Senior Clerk to the General Criminal Program in support of the Information Technologies Division. The transfer of \$12,000 in Services and Supplies to that Division.
 - The addition of \$157,277 in Services and Supplies for increased Internal Service Fund Costs
 associated with the fuel, maintenance, insurance and depreciation for our fleet of vehicles.
 - The addition of \$60,000 in Services and Supplies for increased costs associated with witness

DEPARTMENT: DISTRICT ATTORNEY

protection. This is revenue offset through the use of Proposition 172 law enforcement enhancement funds.

- The addition of one (1) Staff Development Specialist position, one (1) District Attorney Facility Manager position, one (1) Associate Accountant position, and one (1) Criminal Legal Secretary III position and the deletion of one (1) Analyst III position, one (1) Analyst II position and one (1) Criminal Legal Secretary I position. These changes are supported by Proposition 172 growth funds and a transfer from the CERS reserve.
- The transfer of \$6,117 from the CERS reserve to Service and Supplies to support the Fleet Manager position described above.
- The addition of \$2,800,000 in the Management Reserve account based on projected FY 97-98 fund balance.

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
FUND BALANCE/RESERVE DECREASE:		,		
Fund Balance	\$0	\$0	\$2,800,000	\$2,800,000
Sub-Total	\$0	\$0	\$2,800,000	\$2,800,000
INTERGOVERNMENTAL REVENUE:				
Public Protection Sales Tax (Prop 172)	\$1,441,181	\$1,441,181	\$1,564,565	\$123,384
Damages for Fraud	\$1,082,444	\$0	\$0	\$0
Miscellaneous	\$1,070	\$0	\$0	\$0
Sub-Total	\$2,524,695	\$1,441,181	\$1,564,565	\$123,384
Total	\$2,524,695	\$1,441,181	\$4,364,565	\$2,923,384

The 1998-99 Final Budget includes a total of \$27,429,321 in Public Protection Sales Tax Revenue (Proposition 172).

Through successful management of the business operation, the District Attorney has created a Management Reserve Account. Additional funds from the District Attorney's 1997-98 Fund Balance will be deposited by Board Action in the First Quarter of 1998-99 to the Management Reserve Account.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
			Jtd11 115	703101013			
0140	District Attorney	1	1.00	1	1.00	125,778	132,066
0240	Assistant District Attorney	i	1.00	i	1.00	120,478	130,294
0245	Chief Deputy District Attorney	•	1.00	i	1.00	110,620	119,637
0342	Special Investigator	ż	2.00	ž	2.00	147,100	159,106
0343	Special Assistant	ī	1.00	1	1.00	67,210	71,411
0344	Chief Investigator	1	1.00	1	1.00	99,550	107,667
0345	Asst Chief Invest	1	1.00	1	1.00	78,363	84,758
2537	Dept Budget Manager	1	1.00	1	1.00	60,992	64,040
2413	Analyst III	1	1.00	0	0.00	48,991	0
2412	Analyst II	1	1.00	0	0.00	44,409	Ō
2425	Associate Account	0	0.00	1	1.00	0	33,223
8890	D.A. Facilities Manager	Ō	0.00	1	1.00	Õ	57,875
2307	Dept Personnel Officer III	1	1.00	1	1.00	51,793	48,998
2365	Staff Development Specialist	Ò	0.00	1	1.00	0	38,010
2781	DA Legal Support Op Manager	ī	1.00	i	1.00	58,094	60,995
2899	Legal Supp Svcs Div Mgr	1	1.00	1	1.00	44.264	46,482
2785	Legal Suppt Sup I	1	1.00	1	1.00	34,046	30,343
0346	Confidential Secretary	ì	1.00	1	1.00	39,899	43,144
2758	Admin Secretary III	1	1.00	1	1.00	27,520	31,164
2777	Criminal Legal Sec III	1	1.00	2	2.00	36,753	69,578
2775	Criminal Legal Sec I	i	1.00	ō	0.00	29,092	0,,5,0
2403	Accounting Technician	1	1.00	1	1.00	26,576	25,643
2511	Senior Payroll Clerk	i	1.00	1	1.00	21,663	23,885
2320	Personnel Aide	1	1.00	1	1.00	29,314	30,782
2655	Storekeeper III	1	1.00	1	1.00	25,683	29,666
2730	Senior Clerk	1	1.00	0	0.00	23,853	0
	Total	24	24.00	24	24.00	\$1,352,041	\$1,438,767
Salary	Adjustments:					3,623	19,651
Employe	ee Benefits:					403,971	358,305
VTO Rec	ductions:					(3,717)	(3,717)
Salary	Savings:					(34,338)	(27,090)
	Total Adjustments					\$369,539	\$347,149
Program	n Totals	24	24.00	24	24.00	\$1,721,580	\$1,785,916

PROGRAM: Public Assistance Fraud

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13025

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 2900

REFERENCE: 1998-99 Proposed Budget 豊 Pg. 5-28

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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,366,787	\$5,592,012	\$5,970,281	\$6,430,252	\$6,770,508	5.3
Services & Supplies	768,257	670,380	823,082	1,105,799	1,111,539	0.5
Fixed Assets	60,975	50,465	29,173	25,000	20,000	(20.0)
Reimbursements	(6,967,482)	(7,383,312)	(7,308,196)	(8,477,797)	(8,942,597)	5.5
CERS Reserve	0	0	0	0	201,847	100.0
TOTAL DIRECT COST	\$(771,463)	\$(1,070,455)	\$(485,660)	\$(916,746)	\$(838,703)	(8.5)
PROGRAM REVENUE	\$(42,293)	\$(2,052)	\$(4,522)	\$(0)	\$(0)	0.0
NET GENERAL FUND COST	\$(813,756)	\$(1,072,507)	\$(490,182)	\$(916,746)	\$(838,703)	(8.5)
STAFF YEARS	104.79	103.93	108.13	120.00	121.00	0.8

PROGRAM MISSION

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

1997-98 ACTUAL TO 1997-98 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.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Completed 47,924 referrals for investigations of alleged public assistance fraud.
- 2. Filed 1,732 criminal charges in referrals involving public assistance fraud.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Reduce San Diego County's AFDC/TANF burden.
- 2. To address over 47,000 referrals for investigation of alleged public assistance fraud.
- To prosecute all appropriate cases of criminal public assistance fraud.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget reflects the decrease in the basic County Employee Retirement System (CERS) rate and the transfer of those funds to a holding account. Expenditure decisions for a portion of those funds are addressed in the 1998-99 Adopted Budget.

The activities of this program are summarized as follows:

- 1. Public Assistance Fraud Investigation [101.00 SY; E = (\$740,614); R = \$0]
 - O Mandated/Mandated Service Level
 - Offset by cost applied funding.
 - O Responsible for investigation of criminal public assistance fraud and early fraud detection and prevention.
 - O Changes to the budget of this activity include:
 - The addition of one (1) District Attorney Investigator III to respond to fraud allegations in the new Food Stamp Electronic Benefit Transfer (EBT) System in San Diego County. (Board Action on 8/12/97) This system replaces the cash out system currently used for food stamp distribution. Food stamp recipients will be issued food stamp credits in an ATM type card which could be used at over 1,000 projected vendors. This position would investigate allegations of food stamp fraud committed by the recipient and the retailer. The position will be specifically assigned to this program.
- 2. Public Assistance Fraud Prosecution [20.00 SY; E = (\$98,089); R = \$0]
 - Mandated/Mandated Service Level
 - O Offset by cost applied funding.
 - O Responsible for prosecution of criminal public assistance fraud.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
OTHER REVENUE: Miscellaneous	\$4,522	\$0	\$0	\$0
Sub-Total	\$4,522	\$0	\$0	\$0
Total	\$4,522	\$0	\$0	\$0

Miscellaneous revenue includes cellular phone employee reimbursement and recovered costs.

PROGRAM .	Public	Assistance	Fraud

DEPARTMENT: DISTRICT ATTORNEY

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
<u>output</u>					
Investigations					
Referrals for Investigation	38,995	38,352	47,924	44,000	47,000
Referrals Completed	38,595	37,308	47,924	44,000	47,000
Prosecutions					
Referrals from Investigation	1,659	2,232	1,916	1,700	2,000
Referrals Resulting in Criminal Charges Filed	1,427	1,427	1,732	1,700	1,800
<u>EFFICIENCY</u>					
Referrals for Investigation (Per Budgeted Program Investigator Staff Year)	600	566	737	677	723
Referrals from Investigation (Per Budgeted Program Attorney Staff Year)	332	395	383	340	400
<u>OUTCOME</u>					
Protect 100% Cost Avoidance			4.1 million	4.5 million	4.5 million
Court Order Restitution from Prosecuted Cases			7.9 million	7.5 million	8.0 million
Fines and Penalties from Prosecuted Cases			1.2 million	1.0 million	1.4 million

EXPLANATION/COMMENTS:

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

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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
3925	Deputy DA V	2	2.00	2	2.00	\$206,382	\$221,960
3927	Deputy DA III	5	5.00	5	5.00	382,291	406,728
0332	Deputy Chief Investigator	1	1.00	1	1.00	78,363	84,758
5759	DA Investigator V	1	1.00	1	1.00	67,879	71,277
5753	DA Investigator IV	2	2.00	2	2.00	129,134	135,624
2302	Admin Assist III	1	1.00	.1	1.00	48,991	51,433
5754	DA Investigator III	10	10.00	11	11.00	573,055	639,728
5728	Public Asst Investigator II	56 9	56.00	56	56.00	2,167,854	2,385,102
5729 5758	Public Asst Supv Investigator	1	9.00	9 1	9.00	408,127	429,508
2405	Investigative Technician	1	1.00 1.00	1	1.00 1.00	36,374 30,180	40,115
2403	Assistant Accountant Assoc Systems Analyst	1	1.00	1	1.00	30, 189 52, 714	32,457
2785	Legal Support Supervisor I	3	3.00	3	3.00	97,818	46,665 99,943
2899	Legal Support Manager	1	1.00	1	1.00	44,264	46,482
2783	Legal Support Assistant II	15	15.00	15	15.00	368,664	390,482
2784	Legal Support Assistant III	3	3.00	3	3.00	86,709	91,029
5751	Investigative Specialist II	2	2.00	2	2.00	62,113	67,255
2777	Criminal Legal Sec. III	2	2.00	2	2.00	65,033	66,634
2776	Criminal Legal. Sec II	3	3.00	3	3.00	98,397	102,323
2660	Storekeeper I	1	1.00	1	1.00	19,772	22,829
	Total	120	120.00	121	121.00	\$5,024,123	\$5,432,332
Salary	Adjustments:					(20,980)	10,163
Adjustn	ment in Lieu of Position Cuts:					0	0
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,628,660	1,528,358
VTO Rec	ductions:					(19,984)	(19,984)
Salary	Savings:					(181,567)	(180,361)
	Total Adjustments					\$1,406,129	\$1,338,176
Program	n Totals	120	120.00	121	121.00	\$6,430,252	\$6,770,508

	1995·96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Grand Jury Proceedings	\$244,849	\$223,122	\$300,215	\$250,520	\$286,230	\$35,710	14.3
TOTAL DIRECT COST	\$244,849	\$223,122	\$300,215	\$250,520	\$286,230	\$35,710	14.3
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	. 0.0
NET GENERAL FUND COST	\$244,849	\$223,122	\$300,215	\$250,520	\$286,230	\$35,710	14.3
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.

1998-99 KEY DEPARTMENTAL OUTCOME 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.).

PROGRAM: GRAND JURY PROCEEDINGS

DEPARTMENT: GRAND JURY

PROGRAM #: 13003

MANAGER: Grand Jury Foreman

ORGANIZATION #: 2700

REFERENCE: 1998-99 Proposed Budget - Pg. 6 - 1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$53,311	\$53,538	\$54,826	\$ 54, <i>7</i> 33	\$53,809	(1.7)
Services & Supplies	191,538	160,635	245,389	195,787	231,094	18.0
Fixed Assets	0	8,949	0	0	0	0.0
CERS Reserve	0	0	0	0	1,327	0.0
TOTAL DIRECT COST	\$244,849	\$223,122	\$300,215	\$250,520	\$286,230	14.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$244,849	\$223,122	\$300 <u>,</u> 215	\$250,520	\$286,230	14.3
STAFF YEARS	1.00	1.00	1.00	1.00	1.00	0.0

PROGRAM MISSION

Please refer to Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals exceed budgeted because of a mid-year, Board approved transfer of \$50,000 from Public Safety Group Management Reserves to fund payments for Special Counsel requested by the Grand Jury. [2/10/98, No. 1]

1997-98 ACHIEVEMENT OF OBJECTIVES

- Civil Grand Jury reviewed 103 non-criminal complaints and issued 23 major reports
- · Criminal Grand Jury issued 59 criminal indictments, a 136 percent increase over FY 1996-97.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental objectives on the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Grand Jury Proceedings [1.00 SY; E = \$286,230; R = \$0] involves:
 - 0 Mandated/Discretionary Service Level
 - Responsible for investigating operations of governmental agencies of San Diego County and reporting its findings.
 - Responsible for hearing evidence presented by the District Attorney and issuing criminal indictments.
 - Increased \$35,307 in services and supplies funding to acquire microcomputer workstations and software to replace older technology equipment that has exceeded its useful life.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0725	Coordinator, Grand Jury	1	1.00	1	1.00	\$40,431	\$41,713
	Total	1	1.00	1	1.00	\$40,431	\$41,713
Salary Adjustments:						0	0
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					14,543	12,337
Salary	Savings:					(0)	(0)
VTO Re	ductions:					(241)	(241)
	Total Adjustments					\$14,302	\$12,096
Progra	m Totals	1	1.00	1	1.00	\$54,733	\$53,809

MARSHAL

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
MARSHAL	\$19,486,079	\$20,013,431	\$20,574,790	\$21,549,254	\$22,380,256	\$831,002	3.9
TOTAL DIRECT COST	\$19,486,079	\$20,013,431	\$20,574,790	\$21,549,254	\$22,380,256	\$831,002	3.9
TOTAL PROGRAM REVENUE	(2,606,085)	(2,693,899)	(8,821,301)	(3,188,308)	(16,484,021)	(13,295,713)	417.0
NET GENERAL FUND COST	\$16,879,994	\$17,319,532	\$11,753,489	\$18,360,946	\$5,896,235	\$(12,464,711)	(67.9)
STAFF YEARS	351.8	356.0	348.3	393.50	398.5	5.00	1.3

MISSION

The Marshal's Department is the law enforcement arm of the courts.

It is our mission to insure the safety, and protect the dignity, of all court proceedings. We will provide bailiff, security and detention services to all Superior and Municipal Courts.

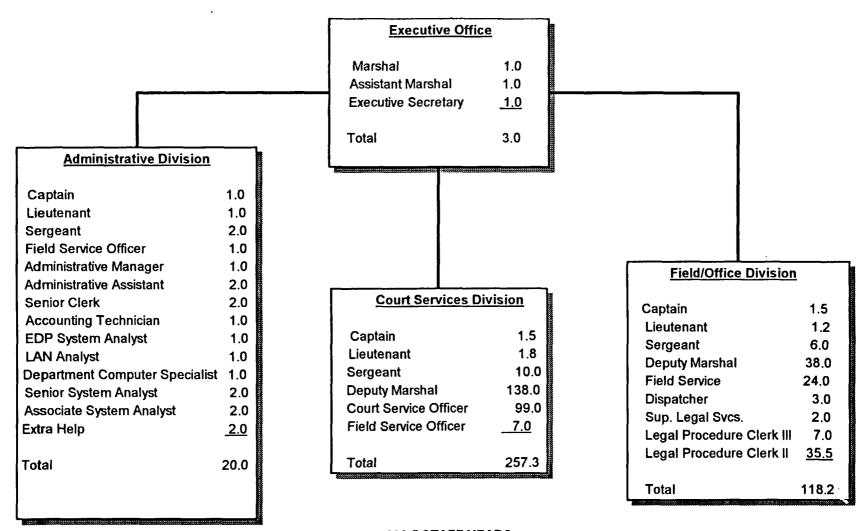
It is our sworn responsibility to enforce all court orders. We will execute warrants of arrest, we will seize property to satisfy judgements issued by the courts, and we will serve all orders and process delivered to us.

It is our commitment to provide the highest quality, most efficient service to the courts and citizens of San Diego County. We will adhere to our Core Values and the Law Enforcement Code of Ethics.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Ensure that no weapons are brought into any court facility.
 - a. Screen more than 3.5 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 163 courts during all proceedings.
- 3. Prevent escape, rescue or injury to prisoners appearing in court.
 - a. Maintain custody of approximately 136,000 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 140,000 writs, orders, civil process and subpoenas each year.

MARSHAL'S DEPARTMENT 1998/99 Organization Chart



398.5 STAFF YEARS

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000

MANAGER: Cary L. Klippert

ORGANIZATION #: 2500

REFERENCE: 1998-99 Proposed Budget - Pg. 7-1

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$18,525,198	\$19,324,040	\$19,360,026	\$20,215,893	\$20,653,214	2.2
Services & Supplies	613,308	545,001	1,064,706	1,218,361	1,292,118	6.1
Fixed	347,543	144,390	150,058	115,000	115,000	
CERS Reserve					319,924	
TOTAL DIRECT COST	\$19,486,079	\$20,013,431	\$20,574,790	\$21,549,254	\$22,380,256	3.9
PROGRAM REVENUE	(2,606,085)	(2,693,899)	(8,821,301)	(3,188,308)	(16,484,021)	417.0
NET GENERAL FUND COST	\$16,879,994	\$17,319,532	\$11,753,489	\$18,360,946	\$5,896,325	21.9
STAFF YEARS	351.8	356.0	348.3	393.50	398.5	1.3

PROGRAM MISSION

See department mission on the green sheet.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 estimated actual budget is less than adopted for two reasons. First, as a result of recruitment and retention problems, we were unable to keep filled vacant court service officer positions. Second, savings in CERS costs resulted in lower than anticipated expenditures.

Additionally, as a result of the passage of AB 233, the Trial Court Funding bill, funding for our court security operations will be received from the State.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. During calendar year 1997, Marshal personnel screened more than 3 million persons entering County Courts and seized 14,796 potential weapons, including knives, illegal firearms, stun guns, chemical agents, ammunition, tools and brass knuckles. There were no incidents involving weapons in any court facility in FY 97/98.
- 2. During FY 97/98, there were no incidents of prisoner escape from Marshal custody and no significant breaches of security or interrputions of court proceedings.
- 3. During FY 97/98, Marshal personnel made 3,469 arrests on felony, misdemeanor and bench warrants.
- 4. During FY 97/98, Marshal personnel served 138,605 subpoenas, writs, orders and other civil process.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

DEPARTMENT: MARSHAL

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Executive/Administrative Services [23.0 SY; E = \$1,323,620; R = \$1,186,706]
 - Mandated/Discretionary Service Level.
 - Includes Marshal and Assistant Marshal and related support staff.
 - Provides personnel, information services, payroll, purchasing, budgeting and accounting activities for department staff.
- 2. <u>Court Services</u> [257.3 SY; E = \$14,118,612; R = \$13,295,315]
 - Mandated/Discretionary Service Level
 - Includes bailiff services to 163 courts in twelve locations throughout the County for a total of more than 34,000 court days per year.
 - Includes court security, weapons screening and prisoner control.
 - Processes in excess of 136,000 prisoners through the courts per year.
- 3. Field/Office Services [118.5 SY; E = \$6,618,100; R = \$2,002,000]
 - Mandated/Discretionary Service Level
 - Includes enforcement of warrants of arrest, temporary restraining orders, mental health protection orders and execution of civil process, including subpoenas, levies and wage garnishments.
 - Receives in excess of 71,000 civil process, 15,000 felony and misdemeanor warrants, and 67,000 criminal subpoenas for service per year.
 - Provides clerical and technical support for field enforcement.
 - Maintains the county-wide Want/Warrant and Temporary Restraining Order repository.

PROGRAM REVENUE BY SOURCE				Channa Fara
	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$2,060,891	\$2,165,000	\$2,000,000	\$(165,000)
Federal Warrant Entry	1,865	4,000	2,000	(2,000)
Family Support Enforcement	1,546	100,169	102,000	1,831
Fed Local Law Enf Blk Grant	90,000			
Sub-Total	\$2,154,302	\$2,269,169	\$2,104,000	\$(165,169)
OTHER REVENUE:				
Civil Process Surcharge	\$239,212	\$288,532	\$354,586	\$66,054
Writ Disbursement Fee	58,951	116,330	116,330	0
Automated Warrant Fee	283,807	483,327	579,990	96,663
POST Training Reimbursement	20,498	21,950	22,000	50
Other Recovered Expenses	80,123	0	2,500	2,500
SB668 Court Facilities	9,000	9,000	9,300	300
Aid From Other Gov't Agency	5,964,051	0	13,295,315	13,295,315
Op Trans From Asset Forfeiture	11,357	0	0	0
Sub-Total	\$6,666,999	\$919,139	\$14,380,021	\$13,460,882
Total	\$8,821,301	\$3,188,308	\$16,484,021	\$13,295,713

EXPLANATION/COMMENT ON PROGRAM REVENUES

Increase in "Aid From Other Gov't Agency" represents State Trial Court Funding Revenue, effective 1/1/98.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: COURT SERVICES					
% OF RESOURCES: 06%					
OUTCOME (Planned Result)					
No weapons brought into court	0	0	0	0	O
EFFECTIVENESS (Input/Outcome)					
Cost to screen visitors	\$1,145,582	\$1,200,806	\$1,234,487	\$1,288,061	\$1,338,422
OUTPUT (Service or Product)					
Screen 3 million visitors	2,490,000	3,000,000	3,000,000	3,000,000	3,500,000
EFFICIENCY (Input/Output)					
Cost per visitor screened	\$.0.46	\$.40	\$.0.41	\$0.43	\$.38
ACTIVITY B: COURT SERVICES					
% OF RESOURCES: 43%					
OUTCOME (Planned Result)					
Prevent violence during court proceedings	0	0	0	0	00
EFFECTIVENESS (Input/Outcome)					
Cost to provide bailiffs to 163 courts	\$8,334,474	\$8,605,775	\$8,847,159	\$8,801,753	\$9,592,053
OUTPUT (Service or Product)					
Provide bailiffs to 163 courts	157	146	163	157	163
EFFICIENCY (Input/Output)					
Cost per courtroom staffed	\$53,086	\$58,944	\$54,277	\$56,062	\$58,847
ACTIVITY C: COURT SERVICES					
% OF RESOURCES: 16%					
OUTCOME (Planned Result)					
Prevent prisoner escape	0	0	0	0	(
EFFECTIVENESS (Input/Outcome)					
Cost to provide prisoner security	\$2,838,156	\$3,202,149	\$3,291,966	\$3,649,507	\$3,569,136
OUTPUT (Service or Product)					
Maintain custody of 136,000 prisoners	130,713	131,258	136,525	135,000	136,000
EFFICIENCY (Input/Output)					
Cost per prisoner	\$21.71	\$24.40	\$24.11	\$26.74	\$26.2

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY D: FIELD/OFFICE SERVICES					
% OF RESOURCES: 3%					
OUTCOME (Planned Result)					
Execute warrants of arrest	11,273	11,589	15,601	15,000	20,000
EFFECTIVENESS (Input/Outcome)					
Cost to serve warrants	\$499,153	\$600,403	\$617,244	\$646,478	\$669,213
OUTPUT (Service or Product)					
Attempt service of warrants	11,273	11,589	15,601	15,000	20,000
EFFICIENCY (Input/Output)					
Cost per warrant worked in field	\$44.27	\$51.81	\$39.56	\$43.10	\$33.46
ACTIVITY E: FIELD/OFFICE SERVICES					
% OF RESOURCES: 21%					
OUTCOME (Planned Result)					
Enforce writs, subpoenas, civil process	155,363	152,419	154,206	161,000	141,000
EFFECTIVENESS (Input/Outcome)					
Cost to serve all process	\$4,092,077	\$4,202,821	\$4,320,706	\$4,525,343	\$4,684,491
OUTPUT (Service or Product)					
Serve writs, subpoenas, civil process	155,363	152,471	154,206	161,000	141,000
EFFICIENCY (Input/Output)					
Cost per item served	\$26.33	\$27.56	\$28.01	\$28.11	\$33.22

NOTE: Activity D - Warrant Service - Does not include warrant or restraining order repository costs. Activity E - Civil Service - Represents expenditures only. Does not include program revenue.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$111,981	\$121,104
0622	Assistant Marshal	1	1.00	1	1.00	93,310	102,869
0623	Captain	4	4.00	4	4.00	310,860	326,412
0641	Lieutenant	4	4.00	4	4.00	275,200	288,940
0643	Sergeant	18	18.00	18	18.00	1,060,195	1,113,018
0631	Deputy Marshal	176	176.00	176	176.00	8,420,478	8,795,432
0629	Court Service Officer	99	99.00	99	99.00	2,831,459	2,978,914
0628	Field Service Officer	27	27.00	32	32.00	565,275	597,003
0645	Admin Assistant III	1	1.00	1	1.00	44,409	51,433
0646	Admin. Assistant II	1	1.00	1	1.00	44,409	39,321
0624	Accounting Technician	1	1.00	1	1.00	28,278	29,686
0637	Admin. Secretary III	1	1.00	1	1.00	35,914	37,711
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	67,052	71,690
0633	Legal Procedure Clerk III	7	7.00	7	7.00	196,925	207,957
0632	Legal Procedure Clerk II	36	35.50	36	35.50	867,018	915,345
0630	Senior Clerk	2	2.00	2	2.00	55,870 07,437	58,670
0639	Associate Systems Analyst	2	2.00	2	2.00	97,123	101,991
0644	Senior Systems Analyst	2	2.00	2	2.00	110,808	116,351
1833	Admin. Service Mgr. III	1	1.00	1 3	1.00	64,063	67,263
1910	Emergency Services Dispatcher	3	3.00	1	3.00	103,029	92,568 35,471
1943 8801	Dept. Computer Spec. III	1	1.00	1	1.00 1.00	37,646	35,641 54,530
2471	LAN Analyst	1	1.00 1.00	1	1.00	46,414 56,678	54,530 60,978
9999	EDP Systems Manager Temporary Help	2	2.00	ż	2.00	43,004	43,004
	Total	394	393.50	399	398.50	\$15,567,398	\$16,307,831
Salary	Adjustments:					25,664	414,117
Premiun	n/Overtime Pay:					60,000	66,000
Uni for	Allowance:					188,990	191,803
Employe	ee Benefits:					5,573,024	4,872,646
Salary	Savings:					(1,170,354)	(1,170,354)
VTO Rec	ductions:					(28,829)	(28,829)
	Total Adjustments					\$4,648,495	\$4,345,383
Program	■ Totals	394	393.50	399	398.50	\$20,215,893	\$20,653,214

MEDICAL EXAMINER

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Decedent Investigation	\$3,527,550	\$3,441,610	\$3,421,800	\$3,457,162	\$3,928,539	\$471,377	13.6
TOTAL DIRECT COST TOTAL PROGRAM REVENUE	\$3,527,550 (452,021)	\$3,441,610 (400,464)	\$3,421,800 (404,063)	\$3,457,162 (370,293)	\$3,928,539 (348,864)	\$471,377 21,429	13.6
NET GENERAL FUND COST STAFF YEARS	\$3,075,529 44.90	\$3,041,146 48.20	\$3,017,737 46.52	\$3,086,869 46.67	\$3,579,675 49.67	\$492,806 3.00	16.0

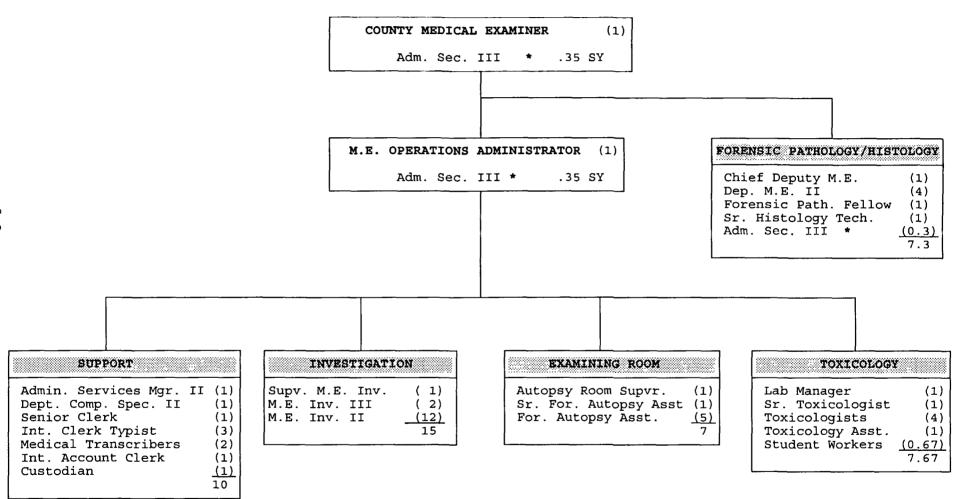
MISSION

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Waive 6,200 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.
- 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 2,500 traumatic and sudden deaths.
 - b. Perform autopsy and pathological examinations on 1,730 cases.
 - c. Perform toxicology testing on 2,400 cases and analyze for alcohol, prescription drugs, cocaine, methamphetamine and morphine (breakdown product of heroin).
- 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 OF SAN DIEGO MEDICAL EXAMINER ORGANIZATIONAL CHART FY 1998/99



^{*} Administrative Secretary III shared between County Medical Examiner, Chief Deputy Medical Examiner and M.E. Operations Administrator

PROGRAM: Decedent Investigation

DEPARTMENT: MEDICAL EXAMINER

PROGRAM #: 19001

MANAGER: Brian D. Blackbourne, M.D.

ORGANIZATION #: 2750

REFERENCE: 1998-99 Proposed Budget - Pg. 8-1

AUTHORITY: This program was developed for the purpose of complying with Section 27491 of the California Government Code which requires the Medical Examiner to investigate and determine the cause of death in certain cases.

MANDATE: This function is mandatory. The level of service for this function is not specific in the legislation.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,772,589	\$2,875,497	\$2,810,496	\$3,011,419	\$3,230,493	7.3
Services & Supplies	622,069	526,055	611,304	445,743	595,958	33.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	132,892	40,058	0	0	30,000	100.0
CERS Reserve	0	0	0	0	72,088	100.0
TOTAL DIRECT COST	\$3,527,550	\$3,441,610	\$3,421,800	\$3,457,162	\$3,928,539	13.6
PROGRAM REVENUE	(452,021)	(400,464)	(404,063)	(370,293)	(348,864)	(5.8)
NET GENERAL FUND COST	\$3,075,529	\$3,041,146	\$3,017,737	\$3,086,869	\$3,579,675	16.0
STAFF YEARS	44.90	48.20	46.52	46.67	49.67	6.4

PROGRAM MISSION

Please refer to the Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The actual expenditures in Salaries and Benefits were \$200,923, less than budgeted mainly due to staff's reduction in pay, prolonged vacancies, and savings from CERS. These salary savings were used to fund the overexpenditures of \$165,561, in the Services and Supplies account. These overexpenditures were mainly due to underfunding and unavoidable escalating costs related to most of the accounts. The actual revenues realized were \$33,770, over than budgeted. This office has continuously been submitting yearly data to the Auditor and Controller for reimbursable costs under legislative mandate SB-90 (SIDS Protocol), which are directly credited to the County general fund.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Achieved 106.6% of goal to waive 6,100 cases not under the Medical Examiner's jurisdiction by waiving 6,501 cases.
 - Achieved 101.9% of goal to review circumstances surrounding the death of 8,700 cases by reviewing 8,863 cases.
- a. Achieved 92.3% of goal to investigate circumstances of 2,560 traumatic and sudden deaths by investigating 2,362 deaths.
 - b. Achieved 95.0% of goal to perform autopsy examination on 1,775 cases by performing autopsies on 1,687 cases.
 - c. Achieved 102.5% of goal to perform toxicology testing on 2,400 cases by performing toxicology testing on 2,461 cases.
- 3. a. Achieved 76.4% of goal to provide expert testimony in 110 murder trials by testifying in 84 murder trials.
- a. Achieved 103.9% of goal to provide notification to 90% of decedents' families by providing notification to 93.5% of decedents' families.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page (green sheet)

DEPARTMENT: MEDICAL EXAMINER

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Support Services [11.65 SY; E = \$570,292; R = \$4.000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for supporting activities in investigation, laboratory and medical services.
 - Responsible for payroll, personnel, fiscal (including billing for reimbursements), budget, procurement, contracts, computer and technical support, and building maintenance.
 - Responsible for tracking case files, death certificate preparation, medical reports transcription and upkeep.
 - Responsible for communicating with and providing assistance to the public, media and community.
 - Responsible for implementing automation of reports with direct input to a departmental data base for report preparation. This provides more current information for families, attorneys, law enforcement agencies, and the media.
 - Responsible for safekeeping the decedents' personal properties and releasing them to the decedents' next of kin or the Public Administrator.
- 2. Investigation Services [15.31 SY; E = \$982,408; R = \$50,000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for on scene death investigation, follow-up investigation, initial property protection, and next of kin notification.
- 3. Forensic Pathology Services [14.06 SY; E = \$1,679,605; R = \$219,864] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for decedent handling, autopsy services, evidence documentation, and embalming.
 - Coordinating training program with various hospitals.
- 4. Forensic Laboratory Services [8.65 SY; E = \$696,234; R = \$75,000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - 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.

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICES:				
Other Government Agencies	\$103,170	\$75,000	\$75,000	\$0
Third Party Reimbursement-Embalming Fees	2.672	27,927	2,004	(25,923)
Trauma - Héalth Fees	50,000	50,000	50,000	0
Institutional Care and Services-Edgemoor Hospital	8,474	, O	11,610	11,610
Document Duplication	6,667	0	4,000	4,000
Coroner Services-Family Requested Autopsy	39,627	18,240	22,500	4,260
Jury or Witness Fee	1,250	. 0	. 0	. 0
Other Miscellaneous-Transportation Fees	140,325	174,126	157,500	(16,626)
Other-Miscellaneous	23,878	25,000	26,250	1,250
Operational Transfer fron Asset Forfeiture	28,000	0	, 0	. 0
Sub-Total	\$404,063	\$370,293	\$348,864	\$(21,429)
Total	\$404,063	\$370,293	\$348,864	\$(21,429)

EXPLANATION/COMMENT ON PROGRAM REVENUES

In 1998-99, it is projected that the following revenues will be realized by source:

Other Government Agencies (\$75,000) - Reimbursement from San Bernardino County for laboratory analyses. Services are performed through a purchase order issued by San Bernardino County. A contract is currently being formalized for this service. Another contract is in process to provide laboratory analyses for Imperial County.

Third Party Reimbursement-Embalming Fees (\$2,004) - Reimbursement for embalming the decedents per next of kin's request and authorization.

Trauma-Health Fees (\$50,000) - Reimbursement for performing medico-legal investigations and autopsies on deaths not specifically mandated per California statute.

Institutional Care and Services-Edgemoor Hospital (\$11,610) - Reimbursement for performing medico-legal investigations on Edgemoor deaths for quality assurance.

Document Duplication (\$4,000) - Reimbursement for providing documents to requestors.

Coroner Services-Family Requested Autopsy (\$22,500) - Reimbursement for performing autopsies on non-Medical Examiner cases.

Other Miscellaneous-Transportation Fees (\$157,500) - Reimbursement for transporting cases (bodies) from the place of death to the Medical Examiner's building.

Other-Miscellaneous (\$26,250) - Reimbursement for body bags.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: DECEDENT INVESTIGATION					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Determine cause of death of cases under the Medical Examiner's jurisdiction	2,615	2,529	2,362	2,560	2,500
EFFECTIVENESS (Input/Outcome)					
Cost/case	\$1,329	\$1,418	\$1,427	\$1,428	\$1,497
OUTPUT (Service or Product)					
Investigate circumstances surrounding death (Includes travel to scenes, investigative report writing, evidence preservation, property inventory, John/Jane Doe identification, and media relations)	2,615	2,529	2,362	2,560	2,500
EFFICIENCY (Input/Output)					
Cost/investigation	\$235	\$232	\$245	\$243	\$263
QUIPUT (Service or Product)					
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)	1,785	1,772	1,687	1,775	1,730
EFFICIENCY (Input/Output)					
Cost/autopsy	\$927	\$925	\$932	\$943	\$965
OUTPUT (Service or Product)					
Perform laboratory testing (Average of 8 tests/case. Includes laboratory testing and toxicological analysis)	2,456	2,556	2,461	2,400	2,400
EFFICIENCY (Input/Output)					
Cost/case OUTCOME (Service or Product)	\$267	\$261	\$250	\$242	\$269
Provide expert testimony in murder trials in San Diego County	145	110	84	110	110
EFFECTIVENESS (Input/Output)					
Cost to provide expert testimony	\$45,827	\$32,525	\$23,454	\$33,075	\$33,845
QUIPUT (Service or Product)					
Attend pretrial conferences with Deputy District Attorneys and defense attorneys, and appear in court (Hours of staff time)	725	499	352	500	500
EFFICIENCY (Input/Output)					
Cost/hour	\$63.21	\$65.18	\$66.63	\$66.15	\$67.69
QUICOME (Service or Product)					

PROGRAM: Decedent Investigation

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
Notify families of decedents	91.32%	92.29%	93.48%	89.84%	92.00%
EFFECTIVENESS (Input/Output)					
Cost to notify families	\$210,808	\$201,044	\$222,758	\$213,297	\$225,831
OUTPUT (Service or Product)					
Identify and locate decedent's legal next of kin	2,388	2,334	2,208	2,300	2,300
EFFICIENCY (Input/Output)					
Cost/notification	\$88.28	\$86.14	\$100.89	\$92.74	\$98.19
OUTCOME (Planned Result)					
Determine cases not under the Medical Examiner's jurisdiction	6,304	6,343	6,501	6,100	6,200
EFFECTIVENESS (Input/Output)					
Cost to determine non-Medical Examiner cases	\$91,656	\$87,411	\$89,103	\$92,738	\$98,188
OUTPUT (Service or Product)					
Review circumstances surrounding death and waive cases not under the Medical Examiner's jurisdiction	8,919	8,872	8,863	8,660	8,700
EFFICIENCY (Input/Output)					
Cost/case	\$10.28	\$9.85	\$10.05	\$10.71	\$11.29

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0982	Forensic Tox Lab Manager	1	1.00	1	1.00	\$65,900	\$69,194
2180	County Medical Examiner	1	1.00	1	1.00	135,676	121,104
2281	Operations Administrator	1	1.00	1	1.00	70,325	63,250
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	118,305	124,221
2369	Admin. Services Manager II	1	1.00	1	1.00	58,094	60,995
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	18,618
2700	Intermediate Clerk Typist	2	2.00	3	3.00	43,872	61,455
2730	Senior Clerk	1	1.00	1	1.00	25,401	26,658
2758	Administrative Secretary III	0	0.00	1	1.00	0	27,544
3056	Medical Transcriber	2	2.00	2	2.00	44,922	50,250
3119	Dept. Computer Specialist II	1	1.00	1	1.00	30,786	36,799
4157	Forensic Pathology Fellow	1	1.00	1	1.00	40,010	42,006
4159 4160	Deputy Medical Examiner II	3 1	3.00	4 0	4.00 0.00	302,885	433,134
4305	Supv. Deputy Medical Examiner	4	1.00 4.00	4	4.00	108,740	20/ 49/
4306	Toxicologist	1	1.00	ő	0.00	194,936 55,404	204,684 0
4319	Supervising Toxicologist	i	1.00	1	1.00	38,092	39,988
4330	Senior Histology Technician Laboratory Assistant	i	1.00	ó	0.00	24,024	37,700 N
4800	Autopsy Room Supervisor	i	1.00	ĭ	1.00	50,134	52,643
4819	Senior Forensic Autopsy Asst.	i	1.00	i	1.00	39,788	41,789
4820	Forensic Autopsy Assistant	5	5.00	Ś	5.00	172,484	183,180
5740	Med. Exam. Investigator II	14	14.00	12	12.00	556, 181	521,033
5792	Supervising M.E. Investigator	1	1.00	1	1.00	51,642	54,221
7031	Custodian	1	1.00	1	1.00	17,655	19,488
8804	Senior Toxicologist	0	0.00	1	1.00	. 0	58,385
8806	Assistant Toxicologist	0	0.00	1	1.00	0	31,320
8807	Med. Exam. Investigator III	0	0.00	2	2.00	0	85,814
9999	Temporary Extra Help	1	0.67	1	0.67	17,780	29,800
_	Total	47	46.67	50	49.67	\$2,263,036	\$2,457,573
Salary	Adjustments:					14,610	18,753
Premiu	n/Overtime Pay:					10 /00	9.70/
	Shift Premium:					10,400 5,000	8,794 38,018
	Standby: Holiday Premium:					20,500	35,500
	•					•	-
	Extraordinary Pay:					2,520	2,520
Employe	ee Benefits:					708,872	682,854
Salary	Savings:					(3,086)	(3,086)
VTO Rec	ductions:					(10,433)	(10,433)
	Total Adjustments					\$748,383	\$772,920
Program	n Totals	47	46.67	50	49.67	\$3,011,419	\$3,230,493

OFFICE OF DISASTER PREPAREDNESS

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Disaster Preparedness	\$607,304	\$720,358	\$1,221,347	\$768,997	\$826,114	\$57,117	7.4
TOTAL DIRECT COST	\$607,304	\$720,358	\$1,221,347	\$768,997	\$826,114	\$57,117	7.4
TOTAL PROGRAM REVENUE	(\$420,864)	(565,741)	(\$1,047,394)	(592,783)	(\$624,472)	(\$31,689)	5.3
NET GENERAL FUND COST	\$186,440	\$154,617	\$173,953	\$176,214	\$201,642	\$25,428	14.4
STAFF YEARS	10.41	10.00	10.50	11.00	11.00	0.00	0.0

MISSION

Prepare 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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

Office of Disaster Preparedness will continue and complete 3 program outcome and output objectives first began in FY 96-97. Those objectives include:

Activity A:

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.

- a. Attend 33 committee and sub-committee meetings to develop management and operational administration policies of the Regional Communication System by June 1999.
- b. Complete 20 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 1999.

Activity B:

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 1999.
- 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 1999.
- c. Procure one network system to be located in the new emergency operation center complex for utilization by all fire agencies by June 1999.

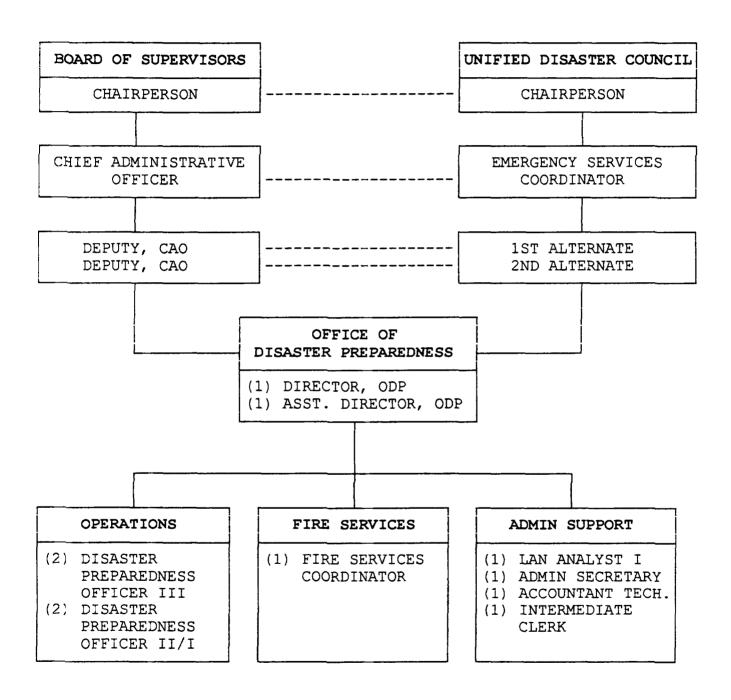
Activity C:

Develop three Dam Evacuation Plans for the San Diego County Operational Area and complete digitization of three Dam Inundation Maps.

- a. Select three 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 March 1999.
- b. Working with the three 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 1999.
- c. Schedule meetings with fire and law enforcement agencies downstream of the three 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 1999.
- d. Finalize entry of evacuation data for all three dams and distribute to affected agencies downstream of each dam by June 1999.
- e. The Department of Public Works (DPW), Cartographic Services, will digitize 3 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 1999.

UNIFIED SAN DIEGO COUNTY EMERGENCY SERVICES ORGANIZATION

OFFICE OF DISASTER PREPAREDNESS



---- Indicates same person fills both roles

PROGRAM: Disaster Preparedness

DEPARTMENT: DISASTER PREPAREDNESS

PROGRAM #: 31519

MANAGER: Daniel J. Eberle

ORGANIZATION #: 0690

REFERENCE: 1998-99 Proposed Budget - Pg. 9-1

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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$541,993	\$554,766	593,624	\$610,612	\$606,348	(.7)
Services & Supplies	55,332	157,487	307,804	158,385	164,766	4.0
Fixed Assets	9,979	8,105	319,919	0	55,000	100.0
CERS Reserve	0	0	0	0	0	0
TOTAL DIRECT COST	\$607,304	\$720,358	\$1,221,347	\$768,997	\$826,114	7.4
PROGRAM REVENUE	(420,864)	(565,741)	(1,047,394)	(592,783)	(624,472)	5.3
NET GENERAL FUND COST	\$186,440	\$154,617	\$173,953	\$176,214	\$201,642	14.4
STAFF YEARS	10.41	10.00	10.50	11.00	11.00	0.0

PROGRAM MISSION

Refer to Department Summary Page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The \$452,000 of additional ODP expenditures resulted from an addition of \$420,000 in funds in fixed assets and services , and supplies, from the San Diego Authority for Freeway Emergencies (SAFE). The purpose of these equipment purchases was for vehicle rescue equipment for Volunteer Fire Agencies and Fire Districts in the unincorporated areas of the county. An additional \$32,000 was appropriated by the Board of Supervisors for fire dispatch servies for Inland Fire agencies.

1997-98 ACHIEVEMENT OF OBJECTIVES

Activity A: 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. Several public safety agencies, including the Sheriff's Department, have received and installed equipment, received training and are now operating on the 800 MHz system. (This activity will be ongoing during 1998-99).

Activity B: Develop a county-wide datalink to provide interface for all jurisdictions with fire and emergency servies prior to and during an actual response to disaster. The Computer Server has been installed and went on-line in July of 1998. All fire agencies are now in the process of being linked to the County ODP Server. Meetings are being held to develop web pages for the website, and currently 12 fire agency web pages are linked to the County server. (This goal continues in 1998-99).

Activity C: Develop four Dam Evacuation Plans for San Diego County Operational Area and complete digitization of three Dam Inundation Maps. ODP developed four Dam Evacuation Plans during 1997-98. Digitization is proceeding, however, completion is dependent upon receipt of approved State Office of Emergency Services Maps for dams in San Diego County. (This goal continues in 1998-99).

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

ODP will continue and complete 3 program objectives fist began in FY 96-97. Those activities are:

1. Activity A: 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

- a. Attend 33 committee and sub-committee meetings to develop management and operational administration policies of the Regional Communication System by June 1999.
- b. Complete 20 Regional Communications 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 1999.
- 2. Activity B: Develop a county-wide datalink to provide interface for all jurisdictions with fire and emergency services prior to and during an actual response to a disaster.
 - a. Attend 72 committee meetings to design and develop the datalink system by June 1999.
 - b. Attend 20 meetings with 18 cities, 15 fire protection districts and 10 volunteer fire agencies in the development of the ODP website by June 1999.
 - c. Procure one network system to be located in the new emergency opperation center complex for utilization by all fire agencies by June 1999.
- 3. Activity C: Develop three Dam Evacuation Plans for the San Deigo County Operational Area and complete digitization of three Dam Inundation Maps.
 - a. Select three dams/reservoirs in the county that require current Dam Failure Evacuation 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 March 1999.
 - b. Working with the three 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 1999.
 - c. Schedule meetings with fire and law enforcement agencies downstream of the three dams in order to obtain additional updated evacuation data and determine appropriate traffic control points, evacuation routes, command post, etc. (Includes preparation of memo and xeroxing of draft maps and evacuation data plans). Conduct meetings by March 1999.
 - d. Finalize entry of evacuation data for all three dams and distribute to affected agencies downstream of each dam by June 1999.
 - e. The Department of Public Works (DPW), Cartographic Services will digitize 3 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 1999.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- SONGS [1.00 SY; E = \$140,000; R = \$140,000] including planning for the San Onofre Nuclear Generating Station. This activity is:
 - Mandated Activity/Mandated Service Level
 - Offset 100% by revenue
- 2. <u>HIRT (Hazardous Materials Incident Response Team)</u> [1.00 SY; E = \$74,000; R = \$74,000] includes planning, development and maintenance of the HIRT Program, HIRT Trust Fund and Cost Recovery. This activity is:
 - Mandated Activity/Mandated Service Level
 - Offset 100% by revenue
- 3. PLANNING [4.00 SY; E = \$276,406; R = \$194,976] including development and revision of the County's Emergency Plan and annexes, and assistance to cities in developing compatible plans. This activity is:
 - Mandated Activity/Discretionary Service Level
 - Offset 70.53% by revenue
- 4. OPERATIONS [4.00 SY; E = \$276,406; R = \$194,976] includes coordinating response to emergencies and disasters, conducting exercises to prepare for emergency response, providing training and public education in emergency and earthquake preparedness, and other emergency activities. This activity is:
 - Mandated Activity/Discretionary Service Level
 - o Offset 70.53% by revenue

PROGRAM: Disaster Preparedness

- 5. <u>FIRE SERVICES</u> [1.00 SY; E = \$59,302; R = \$20,520] includes coordinating fire services in the County and resolving fire protection issues. Represents County at fire agency/protection meetings and liaison between County departments and fire agencies. This activity is:
 - O Discretionary Activity/Discretionary Service Level
 - Offset 34.6% by revenue
 - o Serving as a centralized source of information and assistance on legislation and grant opportunities to local fire protection agencies.

9-5

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
INTERGOVERNMENTAL REVENUE:				
Civil Defense Cities (44% match required)	\$199,953	\$199,952	\$199,952	\$0
Sub-Total	\$199,953	\$199,952	\$199,952	\$0
AID FROM OTHER GOV'T. AGENCIES:	•			
Civil Defense Administration 44% match required)	\$169,995	\$140,000	\$190,000	\$50,000
Hazard Mitigation Grant	\$41,099	\$49,383	\$0	\$(49,383)
Fed Aid - Rain Damage	\$0	\$0	\$0	\$0
State Grants - Other	\$0	\$7,500	\$5,000	\$(2,500)
Joint Powers Authority	\$74,000	\$74,000	\$74,000	\$0
State Civil Defense - Other	\$118,108	\$120,000	\$140,000	\$20,000
Sub-Total	\$403,202	\$382,599	\$409,000	\$(84,579)
OTHER REVENUE:				
Recovered Expenditures	\$24,239	\$1,948	\$0	\$(1,948)
Fire Mitigation Fees/Safe Grant	\$420,000	\$0	\$15,520	\$15,520
Management Reserve	\$0.	e4 O/0	#4E E20	#1F F20
Sub-Total	\$444,239	\$1,948	\$15,520	\$15,520
Tota!	\$1,047,394	\$592,783	\$624,472	\$33,689

EXPLANATION/COMMENT ON PROGRAM REVENUES

ODP received an additional \$29,995 in FY 97-98 over bedgeted revenues from the State from the Emergency Management Agency. An Additional \$50,000 is expected in FY 98-99 due to a new revenue budgeting formula. The Hazard Mitigation Grant was finished in FY 97-98, thus the reduction in revenue from that source. An expected \$20,000 increase in San Onofre funds (State Civil Defense/other) for equipment is budgeted. ODP has budgeted \$15,520 for the Public Safety Management Reserve Fund.

EFFICIENCY (Input/Output)			
Cost of Equipment	\$16,500	\$16,500	\$16,500
ACTIVITY C:			
Develop 4 Dam Evacuation Plans		•	

& Digitized Dam Inundation Maps

OUTCOME (Planned Result)

Complete Dam Evacuation Plans & Maps

4

4

3

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFECTIVENESS (Outcome/Input)					
Cost of completed project			\$10,492	\$10,492	\$9,000
OUTPUT (Service or Product)					
Select four dams/reservoirs with Public Works & trace maps and meet with down- stream Fire & Law Enforcement to finalize evacuation routes & traffice control points.			4	4	3
EFFICIENCY (Input/Output) (Efficiency)				,	
Cost per dam			\$1,026	\$1,026	\$1,302
OUTPUT (Service or Product)					
Review digitization and assign appropriate symbols (map legend) to maps and distribute to affected agencies.			4	4	3
EFFICIENCY (Input/Output)					
Cost per map			\$1,597	\$1,597	\$1,677

STAFFING SCHEDULE

Class	Title F	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$50,407	\$52,927
0949	Fire Services Coordinator	1	1.00	1	1.00	42,908	45,054
2284	Dir, Ofc/Disaster Preparedness	;	1.00	1	1.00	72,686	76,316
2403	Accounting Technician	i	1.00	1	1.00	28,278	29,686
2700	Intermediate Clerk Typist	i	1.00	i	1.00	21,936	23,047
2757	Administrative Secretary II	ì	1.00	i	1.00	25,401	26,658
2842	Data Communication Network Spec	11 0	0.00	ò	0.00	34,472	0
5864	Disaster Prep. Oper. Off. III	1	1.00	2	2.00	44,409	85,971
5865	Disaster Prep Operations Off. I	1 3	3.00	2	2.00	122,193	85,560
2465	Dept. LAN Analyst I	1	1.00	1	1.00	50,994	39,749
	Total	11	11.00	11	11.00	\$493,684	\$464,968
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					15,000	15,000
Other	Extraordinary Pay:					13,500	13,500
Employ	ee Benefits:					103,143	129,995
Salary	Savings:					(13,271)	(11,838)
VTO Re	ductions:					(1,444)	0
	Total Adjustments					\$116,928	\$146,657
Program	n Totals	11	11.00	11	11.00	\$610,612	\$611,625

PRETRIAL SERVICES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	አ Change
Pretrial Services	\$3,396,553	\$775,647	\$755,136	\$808,943	\$849,569	\$40,626	5.0
TOTAL DIRECT COST	\$3,396,553	\$775,647	\$755,136	\$808,943	\$849,569	\$40,626	5.0
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)*	0	0.0
NET GENERAL FUND COST	\$3,396,553	\$775,647	\$755,136	\$808,943	\$849,569*	\$40,626	5.0
STAFF YEARS	20.25	19.90	19.48	22.00	22.00	0.00	0.0

^{*}Subsequent to the adoption of the Fiscal Year 1998-99 budget a Memorandum of Understanding (MOU) between the San Diego County Trial Courts and County of San Diego (Resolution 98-176) was accomplished. The MOU provides that Pretrial Services shall be funded one hundred percent from Civil Assessment Program Revenue collected by the Trial Courts. This results in a net General Fund cost of \$0 to the County of San Diego.

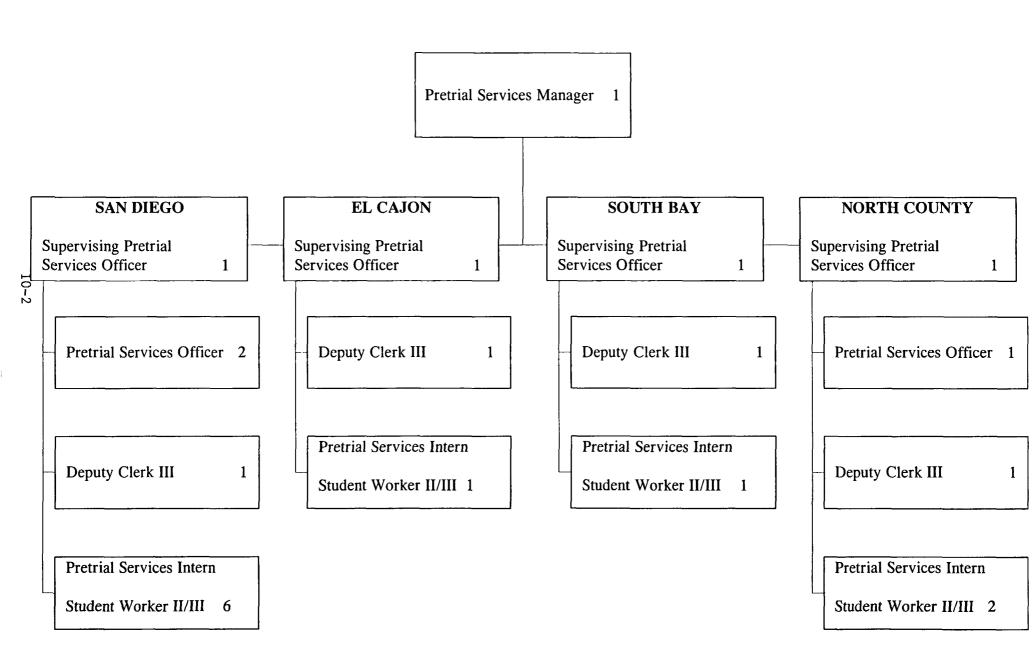
MISSION

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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.
- 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

MANAGER: D. Kent Pedersen

ORGANIZATION #: 2360

REFERENCE: 1998-99 Proposed Budget - Pg. 10-1

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$742,517	\$739,137	\$732,619	\$789,250	\$814,941	3.3
Services & Supplies	\$40,646	\$32,486	\$22,517	\$19,693	\$19,693	0.0
Fixed Assets	1,070	4,024	0	0	0	0.0
Civil Assessment Commissions	2,612,320	0	0	0	0	0.0
CERS Reserve	0	0	0	0	14,935	100.0
TOTAL DIRECT COST	\$3,396,553	\$775,647	\$755,136	\$808,943	\$849,569	5.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)*	0.0
NET GENERAL FUND COST	\$3,396,553	\$775,647	\$755,136	\$808,943	\$849,569*	5.0
STAFF YEARS	20.25	19.90	19.48	22.00	22.00	0.0

^{*}Subsequent to the adoption of the Fiscal Year 1998-99 budget a Memorandum of Understanding (MOU) between the San Diego County Trial Courts and the County of San Diego (Resolution 98-176) was accomplished. The MOU provides that Pretrial Services shall be funded one hundred percent from Civil Assessment Program Revenue collected by the Trial Courts. This results in a net General Fund cost of \$0 to the County of San Diego.

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 Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

- In Fiscal Year 1997-98 Pretrial Services realized salary and benefit savings due to a Pretrial Services Officer temporary vacancy. In addition, Pretrial Services realized salary savings as a result of temporary extra help staffing shortages.
- 2. Fiscal Year 1997-98 Mid-Year Budget changes include:
 - Transfer of appropriations from account 1102 Salaries & Wages (\$2,824) to Account 2348 Minor Equipment in Pretrial Services Org. 2363. This increase in Services & Supplies appropriations was used to purchase personal computers and printing hardware for space in the San Diego Central Jail. This new eqipment will allow staff to communicate with and utilize software environments within the municipal courts. This appropriation was accomplished due to salary savings realized from a temporary vacancy.
- 3. Fiscal Year 1997-98 Actuals include the following prior year costs:
 - \$1,595 in Services & Supplies.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. In Fiscal Year 1997-98, Pretrial Services processed 30,853 criminal history summaries. As a result, the municipal courts received 18,636 Limited Arraignment Reports on cases filed by the District Attorney.
- Pretrial Services continues to provide 99% of all requested Bail Review Reports to the judiciary to assist in bail setting decisions. In Fiscal Year 1997-98, the total number of Bail Review Reports submitted to all four municipal courts was 1,195.
- In Fiscal Year 1997-98, at the request of the judiciary Pretrial Services prepared 2,103 Supervised Release Reports to assess a defendant's risk and suitability for conditional release.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please Refer to the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

- San Diego Judicial District [11.00 SY; E = \$424,785; R = \$0] including support personnel are:
 - Discretionary/Mandated Service Level.
 - Provide a summary of criminal history information to the judiciary at arraignment hearings.
 - 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.
 - Conduct supervised released investigations, including careful assessment of community safety and flight risk issues.
 - Monitor defendants placed on supervised release to ensure compliance with the court-ordered conditions of their release.
 - Continue to maintain a 90% or better appearance rate for defendants under Pretrial Services' supervision.
 - Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.
 - Provide all administrative support for the Department of Pretrial Services.
- 2. El Cajon Judicial District [3.00 SY; E = \$115,850; R = \$0] including support personnel are:
 - Discretionary/Mandated Service Level.
 - Provide a summary of criminal history information to the judiciary at arraignment hearings.
 - 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.
 - Conduct supervised released investigations, including careful assessment of community safety and flight risk issues.
 - Monitor defendants placed on supervised release to ensure compliance with the court-ordered conditions of their release.
 - Continue to maintain a 90% or better appearance rate for defendants under Pretrial Services' supervision.
 - Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.

PROGRAM: Pretrial Services DEPARTMENT: PRETRIAL SERVICES

North County Judicial District [5.00 SY; E = \$193,084; R = \$0] including support personnel are: 3.

- Discretionary/Mandated Service Level.
- Provide a summary of criminal history information to the judiciary at arraignment hearings. 0
- 0 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.
- ٥ Conduct supervised released investigations, including careful assessment of community safety and flight risk issues.
- Monitor defendants placed on supervised release to ensure compliance with the court-ordered conditions of 0 their release.
- o Continue to maintain a 90% or better appearance rate for defendants under Pretrial Services' supervision.
- ٥ Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.
- South Bay Judicial District [3.00 SY; E = \$115,850; R = \$0] including support personnel are: 4.
 - 0 Discretionary/Mandated Service Level.
 - Provide a summary of criminal history information to the judiciary at arraignment hearings. 0
 - 0 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.
 - Conduct supervised released investigations, including careful assessment of community safety and flight risk issues.
 - 0 Monitor defendants placed on supervised release to ensure compliance with the court-ordered conditions of their release.
 - Continue to maintain a 90% or better appearance rate for defendants under Pretrial Services' supervision.
 - Continue to maintain a 15% or less rearrest rate for defendants under Pretrial Services' supervision.

PERFORMANCE MEASURES									
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget				
ACTIVITY A:									
LIMITED ARRAIGNMENT REPORTS									
% OF RESOURCES: 58%									
OUTCOME (Planned Result)									
Bail Reviews Waived	9,094	9,079	9,900*	8,800	9,500				
EFFECTIVENESS (Input/Outcome)									
Cost to maintain limited arraignment report process	\$447,013	\$442,119	\$437,979	\$461,098	\$492,750				
OUTPUT (Service or Product)									
# of Arraignment reports processed	29,788	30,140	30,853**	29,500	31,000				
EFFICIENCY (Input/Output)									
Cost per Report processing	\$15.01	\$14.67	\$14.20	\$15.63	\$15.90				
ACTIVITY B: BAIL REVIEW REPORTS									
% OF RESOURCES: 9%									
OUTCOME (Planned Result)									
% of bail review reports prepared at request of judiciary.	99%	99%	99%	99%	99%				
EFFECTIVENESS (Input/Outcome)									
Cost to prepare bail review reports	\$117,635	\$85,321	\$67,962	\$88,984	\$76,461				
OUTPUT (Service or Product)									
# of bail review reports	2,161	1,514	1,195*	1,800	1,200				
EFFICIENCY (Input/Output)									
Cost per report process	\$54.44	\$56.35	\$56.87	\$49.44	\$63.72				

^{*} The decrease in Bail Review Reports prepared is due to the increase in bail reviews waived. In addition many bail review hearings are conducted at the time of arraignment.

 $[\]ensuremath{^{**}}$ The increase in Limited Arraignment Reports can be attributed to increased assistance to Domestic Violence Court.

\$116,347

1,792

\$64.93

\$120,822

2,103

\$57.45

\$121,341

1,900

\$63.86

\$135,931

2,000

\$67.97

\$86,266

1,764

\$48.90

EFFECTIVENESS (Input/Outcome)

OUTPUT (Service or Product)
of Supervised Release Reports

EFFICIENCY (Input/Output)

Cost per report process

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0611	Deputy Clerk III	4	4.00	4	4.00	\$105,565	\$110,848
1770	Pretrial Services Manager	1	1.00	1	1.00	54,218	56,938
1771	Supv Pretrial Services Offr	4	4.00	4	4.00	177,144	186,008
1772	Pretrial Services Officer	3	3.00	3	3.00	120,606	123,863
9007	Salary Adjustments					0	18,556
9999	Extra Help	10	10.00	10	10.00	170,644	170,644
	Total	22	22.00	22	22.00	\$628,177	\$666,857
Integra	ated Leave Savings:					0	0
VTO Red	ductions:					-2,390	(2,292)
Premiun	m/Overtime Pay:					0	0
Employe	ee Benefits:					163,463	150,376
Salary	Savings:					(0)	(0)
	Total Adjustments					\$161,073	\$148,084
Program	n Totals	22	22.00	22	22.00	\$789,250	\$814,941

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Adult Field Services	\$17,826,961	\$17,226,811	\$18,580,889	\$19,378,396	\$20,001,085	\$622,689	3.2
Special Services	9,164,042	9,762,904	10,942,016	10,476,463	11,076,196	599,733	5.7
Juvenile Field Services	10,007,419	25,970,416	27,637,083	33,842,292	40,327,375	6,485,083	19.2
Juvenile Institutional Services	23,057,096	18,720,343	21,776,654	21,500,219	24,184,407	2,684,188	12.5
Department Administration	4,286,039	7,979,362	5,277,494	3,586,673	5,704,781	2,118,108	59.1
TOTAL DIRECT COST	\$64,341,557	\$79,659,836	\$84,214,136	\$88,784,043	\$101,293,844	\$12,509,801	14.1
TOTAL PROGRAM REVENUE	(31,189,761)	(40,903,731)	(53,764,844)	(51,192,072)	(60,032,493)	(8,840,421)	16.2
ET GENERAL FUND COST	\$33,151,796	\$38,756,105	\$30,449,292	\$37,591,971	\$41,261,351	\$3,669,380	9.8
STAFF YEARS	1212.85	1223.80	1240.66	1,284.50	1315.75	31.25	2.4

MISSION

Promote the health and safety of our neighborhoods by enhancing judicial decision making through assessment of offender risks and needs, enforcing court sanctions, engaging in prevention partnerships, moving probationers to lawful self-sufficiency, and supporting the rights of victims.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

Adult Field Services Investigation:

- 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.
 - a. Supervise or monitor 18,500 offenders in the community.

Special Services:

Adult Institutions Camps Program:

- Maintain a minimum of 147% of the Board of Corrections rated capacity providing 204 minimum security jail beds per day.
 - a. Provide 74,460 minimum security bed days for adult male offenders in Camp West Fork.
- 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. Enroll 65% of the 25,000 individuals referred by the Courts to participate in the Public Service Program.
 - Provide 25,056 days of constructive labor from Work Project participants ordered by the Court to perform public service.

Special Operations:

- Intensively and intrusively supervise an average of 508 adult and juvenile documented gang members by conducting 4th waiver searches and by testing for substance abuse.
 - a. Conduct an average of 5,300 4th waiver searches annually on juvenile and adult gang members.

b. Schedule appointments, observe and collect specimens from adult and juvenile gang members and screen 1,800 urine samples annually for drug use.

Juvenile Field Services Investigation:

- 85% of all offenders will receive the dispositional placement/commitment recommended, as a result of the investigation.
 - a. Conduct 4,335 investigations on non-wards referred from law enforcement agencies countywide.

Juvenile Field Services Supervision:

- 7. 80% of all wards will successfully complete probation (i.e., will not require prosecution for new law violations).
 - a. Supervise and provide probation services to 12,795 wards.

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 191,625 bed days annually (525 A.D.A.) for serious and predatory offenders in Juvenile Hall.

Juvenile Institutions - Juvenile Corrections:

- 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. Attend six recruitment campaigns for sworn and clerical employees.

Probation Department FY 1998-99 Adopted Organization Chart

Deputy Chief Probation Officer	1.00
Probation Director	3.00
Probation Youth Athletic Director	1.00
Supervising Probation Officer	19.00
Senior Probation Officer	29.00
Deputy Probation Officer	99.00
Transportation Officer	1.00
Prob. Operations Support Mgr	1.00
Correctional Dep. Prob. Off II	7.00
Administrative Secretary III	1.00
Administrative secretary II	2.00
Analyst II	1.00
Word Processing Center Supervisor	2.00
Probation Aide	13.00
Senior Transcriber Typist	3.00
Word Processor Operator	19.00
Senior Clerk	7.00
Records Clerk	22.00
Mail Clerk Driver	1.00
ntermediate Clerk Typist	3.00
Telephone Switchboard Operator	2.00
- -	237.00

Adult Field Services	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	5.00
Supervising Probation Officer	24.00
Senior Probation Officer	44.00
Deputy Probation Offficer	184.00
Prob Operations Support Mgr	2.00
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	69.00
Mail Clerk Driver	3.00
Intermediate Clerk Typist	4.00
	388.00
388 Positions - 388.00 Staff Years	

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

Administrative Services	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	1.00
Manager, Prob. Program Planning	1.00
Senior Systems Analyst	1.00
Departmental Budget Manager	1.00
Dept'l Personnel & Training Admin.	1.00
Associate Systems Analyst	1.00
Principal Administrative Analyst	2.00
Supervising Probation Officer	2.00
Coordinator, Prob. Comm. Affairs	1.00
Departmental Personnel Officer II	1.00
Analyst III	2.00
Senior Probation Officer	3.00
Probation Project Specialist	2.00
Analyst II	3.00
Departmental Personnel Officer I	2.00
Accounting Technician	3.00
Senior Account Clerk	5.00
Intermediate Account Clerk	5.00
Associate Accountant	1.00
Auditor & Controller Mge II	1.00
Senior Aud & Controller Accountant	1.00
Intermediate Clerk Typist	3.00
Data Entry Operator	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
	62.00
62 Positions - 62.00 Staff Years	

Juvenile Institutional Services	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	6.00
Supervising Probation Officer	22.75
Analyst III	1.00
Senior Probation Officer	50.00
Analyst II	1.75
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
Account technician	1.00
Correctional Dep. Prob. Off. I	224.50
Administrative Secretary II	1.00
Senior Payroll Clerk	1.00
Storekeeper II	2.00
Booking Clerk	9.50
Senior Clerk	3.00
Word Processor Operator	1.00
Records Clerk	5.00
Intermediate Clerk Typist	2.00
Stock Clerk	2.00
Sewing Room Supervisor	2.00
Laundry Worker	1.00
	414.75
422 Positions - 414.75 Staff Years	

Special Services	Staff Years
Deputy Chief Probation Officer	1.00
Probation Director	3.00
Supervising Probation Officer	13.00
Senior Probation Officer	26.00
Deputy Probation Officer	32.00
Correctional Dep. Prob. Off. II	27.00
Administrative Secretary III	1.00
Detention Processing Supervisor	1.00
Correctional Dep. Prob. Off. I	77.00
Supervising Clerk	1.00
Storekeeper II	1.00
Senior Clerk	4.00
Senior Word Processor Operator	1.00
Word Processor Operator	3.00
Records Clerk	16.00
Intermediate Clerk Typist	2.00
Stock Clerk	1.00
	210.00
212 Positions - 210.00 Staff Years	

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009

MANAGER: Doug Willingham

ORGANIZATION #: 3600

REFERENCE: 1998-99 Proposed Budget - Pg. 11-4

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$17,176,512	\$16,749,756	\$17,298,414	\$18,183,440	\$18,705,274	2.9
Services & Supplies	605,218	477,055	1,262,675	1,193,065	1,204,920	1.0
Other Charges	7,584	0	11,247	1,891	1,891	0.0
Fixed Assets	37,647	0	8,553	0	89,000	100.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$17,826,961	\$17,226,811	\$18,580,889	\$19,378,396	\$20,001,085	3.2
PROGRAM REVENUE	(9,997,916)	(10,822,188)	(11,690,091)	(10,920,900)	(11,446,113)	4.7
GENERAL FUND COST	\$7,829,045	\$6,404,623	\$6,890,798	\$8,457,496	\$8,554,972	1.3
STAFF YEARS	371.36	354.05	348.50	386.00	388.00	0.5

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

There are net savings of \$797,507 in direct cost between budgeted 1997-98 appropriations and the estimated actual 1997-98 expenditures. This was primarily due to total savings of \$885,026 in salaries and benefits. Of this total savings, \$452,225 resulted from achieving budgeted salary savings and Voluntary Time Off targets and \$432,801 were realized through unanticipated vacancies and underfilling of positions.

Services and Supplies Accounts were overexpended by \$69,610 due primarily to unfunded drug testing expenditures.

In addition to direct savings, a total of \$769,191 in unanticipated revenue was realized.

Together, savings and overrealized revenue resulted in a \$1,566,698 reduction in Net County Cost.

1997-98 ACHIEVEMENT OF OBJECTIVES

Investigation

- Superior and Municipal Court concurred in an estimated 82% (20,459) of sentencing recommendations submitted by the investigating probation officer.
 - Probation officers conducted 24,950 investigations in the 1997-98 fiscal year --50 investigations short of the budgeted objective.
- Investigations conducted by probation officers resulted in 15% of new cases resulting in incarceration in state prison.
 - A total of 3,768 offenders were denied probation and sentenced to state prison in the 1997-98 fiscal year.
- 3. Investigations conducted by probation officers resulted in 44% of new cases receiving Probation grants or

6% fewer than projected. This is the result of use of other court actions in diversions, fines, probation to the court.

Supervision

- All sentenced offenders granted probation were held accountable for Terms and Conditions of their Court Orders.
 - A total of 18,797 offenders were supervised or monitored in the community in Fiscal Year 1997-98.
- A success rate of 54% was maintained by monitoring or supervising individuals placed on probation in the community in the 1997-98 fiscal year.
 - a. 4,349 probationers completed the terms and conditions of probation without violation.
 - b. Public protection was maintained by the Revocation of Probation of 46% or 3,722 offenders, returning them to court for violating their Conditions of Probation.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Investigation:

- 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.
- Investigations conducted by probation officers will result in 18% of new cases resulting in incarceration in State Prison.
 - 4,500 offenders will be sent to State Prison/California Youth Authority.
- 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.
- 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.

1998-99 SUBPROGRAM ACTIVITIES

This program includes two activities:

- 1. <u>Investigation</u> [261.00 SY; E = \$13,178,909; R = \$4,761,169] includes investigation of Superior and Municipal Court referrals. This activity is:
 - Mandated/Mandated Service Level.
 - Mandated/Discretionary Service Level for misdemeanor referrals.
 - Offset 36.12% by revenue from both fees and charges (\$1,856,512) and from Sales Tax Revenue for Public Protection (\$2,805,657).
 - O Changed in its staffing to include:
 - Addition of one (1) Deputy Probation Officer (Class #5065) staff year for contracted Domestic Violence Electronic Monitoring Project. (Revenue offset mid-year change 12/02/97, M.O.#27)
 - Addition of one (1) Deputy Probation Officer (Class #5065) for Fee Enforcement and Recovery. (Revenue offset mid-year change 04/21/98, M.O.#38)

- 2. <u>Supervision</u> [127.00 SY; E = \$6,822,176; R = \$6,675,941] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 97.85% by Public Protection Sales Tax revenue.

DEPARTMENT: PROBATION

PROGRAM REVENUE BY SOURCE Change Fro								
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget				
Medicaid - SB 910	\$0	\$0	\$0	\$0				
State Aid Sales Tax - Public Protection	9,420,900	9,420,900	9,420,900	0				
SAIC Grant	Ō	0	60,698	60,698				
Board of Control - Collection Support	0	0	0	0				
Cost of Investigation/Supervision	2,131,410	1,426,875	1,856,512	429,637				
Miscellaneous	137,781	73,125	99,000	(73,125)				
Fund Balance - General Fund	0	. 0	9,003	-				
Sub-Total	\$11,690,091	\$10,920,900	\$11,446,113	\$525,213				
Total	\$11,690,091	\$10,920,900	\$11,446,113	\$525,213				

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, revenue is projected to increase by \$417,210 over the 1997-98 budget. State Aid Sales Tax for Public Protection is the single most significant revenue source for this program.

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 \$429,637 in 1998-99. Revenue from the State Board of Control in the amount of \$73,125 for cost associated with one (1) Senior Probation Officer to insure assignment and recovery of restitution for crime victims, is being renegotiated and has not been included in revenue projections. An additional \$60,698 represent National Institute of Justice grant revenue received as reimbursement for a Deputy Probation Officer contracted to the Domestic Violence Electronic Monitoring Project.

PROGRAM: Adult Field Services DEPARTMENT: PROBATION

					
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: INVESTIGATION					
% OF RESOURCES: 66%					
OUTCOME (Planned Result)					
The number of cases in which the Court follows recommendations in the pre-sentence investigation	20,335	19,078	20,459	21,250	21,250
EFFECTIVENESS (Input/Outcome)					
% of pre-sentence recommendations followed by the Superior Court	82%	82%	82%	85%	85%
OUTPUT (Service or Product)					
Conduct 25,000 investigations	24,799	23,266	24,950	25,000	25,000
EFFICIENCY (Input/Output)					
Cost per investigation Investigations per Senior/Deputy Probation Officer	\$472 184	\$476 173	\$481 165	\$510 185	\$522 185
OUTCOME (Planned Result)					
18% of investigations resulting in recommendation for State Prison/ Youth Authority	7,113 (29%)	4,466 (19%)	3,768 (15%)	4,500 (18%)	4,500 (18%)
EFFECTIVENESS (Input/Outcome)					
% of offenders receiving local sentences (Probation/Probation and Jail/Diversion/ Fine/Work in Lieu of Fine/Restitution)	71%	81%	85%	82%	82%
OUTPUT (Service or Product)					
Recommend State Prison on 4,500 cases	7,113	4,466	3,768	4,500	4,500
EFFICIENCY (Input/Output)					
% of offenders sent to prison	(29%)	(19%)	(15%)	(18%)	(18%)
OUTPUT (Service or Product)					
50% of investigations result in <u>grants</u> of probation	13,714 (55%)	10,187 (44%)	11,016 (44%)	12,500 (50%)	12,500 (50%)
EFFICIENCY (Input/Output)					
Number of investigations resulting in other Court action (Diversion/Fines-Forfeiture/Restitution/Probation to the Court)	3,972 (11%)	8,613 (37%)	10,166 (41%)	8,000 (32%)	8,000 (32%)

Note: Investigation do not include request for information from the Court not resulting in a written report (limited referrals).

ACTIVITY B: SUPERVISION

% OF RESOURCES: 34%

PROGRAM: Adult Field Services DEPARTMENT: PROBATION

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTCOME (Planned Result)			·		
Hold 100% offenders granted probation accountable for conditions ordered by the Court	18,274	17,327	18,797	18,500	18,500
EFFECTIVENESS (Input/Outcome)					
% Held accountable	100%	100%	0	100%	100%
OUTPUT (Service or Product)					
Supervise/Monitor 18,500 offenders Specialty Program supervised* Felony Bank Other Banks	18,274 1,938 9,510 6,826	17,327 2,212 8,290 6,825	18,797 2,486 9,429 6,882	18,500 2,400 9,500 6,600	18,500 2,400 9,500 6,600
EFFICIENCY (Input/Output)					
Offenders supervised per Senior/Deputy Probation Officer Specialized Program Supervision Felony Banks All Other Banks (Average) (Includes both felony misdemeanants and divertees case of supervision) Average cost of supervision	49 388 875 \$345	48 436 621 \$328	48 496 626 \$375	45 559 1,110 \$358	45 450 1,110 \$368
OUTCOME (Planned Result)					
Maintain 55% success rate on <u>all cases</u> <u>closed</u> (No new arrests or revocations)	11,933	9,221	8,071	10,392	10,392
EFFECTIVENESS (Input/Outcome)					
Successes/Closings	53%	55%	54%	55%	55%
OUTPUT (Service or Product)					
5,700 offenders will not violate probation at the time of case closing	6,343	5,032	4,349	5,715	5,715
EFFICIENCY (Input/Output)					
Successful completion/Closing	53%	55%	54%	55%	55%
OUTPUT (Service or Product)					
Protect public by returning probation violators to Court (revocations)	5,590	4,189	3,722	4,677	4,677
EFFICIENCY (Input/Output)					
% Returned to Court	47%	45%	46%	45%	45%

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

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

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$317,285	\$333,14 5
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	72,935	76,576
2700	Intermediate Clerk Typist	11	11.00	4	4.00	230,402	82,698
2710	Jr. Clerk	4	4.00	0	0.00	66,772	0
2715	Records Clerk	58	58.00	69	69.00	1,270,728	1,547,105
2719	Prob. Operations Support Mgr	0	0.00	2	2.00	0	63,887
2724	Sr. Transcriber Typist	1	1.00	1	1.00	27,915	29,311
2725	Principal Clerk	1	1.00	0	0.00	33,401	0
2726	Principal Clerk II	1	1.00	0	0.00	37,054	0
2730	Senior Clerk	9	9.00	9	9.00	220,631	236,274
2745	Supervising Clerk	6	6.00	6	6.00	171,713	183,172
2757	Admin. Secretary II	3	3.00	3	3.00	79,642	81,973
2758 3008	Admin. Secretary III	1	1.00	1 5	1.00	32,649	34,293
3009	Senior Word Proc. Oper.	5 26	5.00	26	5.00	135,840	142,640
3010	Word Proc. Oper.	20 1	26.00 1.00	1	26.00 1.00	640,052 32,432	669,181
3039	Word Proc. Center Supv. Mail Clerk Driver	3	3.00	3	3.00	65,937	34,048 69,082
5065	Deputy Probation Officer	182	182.00	184	184.00	7,368,470	7,718,017
5090	Senior Probation Officer	44	44.00	44	44.00	1,996,282	2,119,376
5115	Supervising Probation Officer	24	24.00	24	24.00	1,196,324	1,272,350
	Total	386	386.00	388	388.00	\$13,996,464	\$14,693,128
Salary	Adjustments:					0	32,954
Bilingu	ual Pay:					1,686	1,686
Premiun	n/Overtime Pay:					207,081	207,081
Employe	ee Benefits:					4,430,434	4,139,128
Salary	Savings:					(370,218)	(368,703)
VTO Rec	ductions:					(82,007)	0
	Total Adjustments					\$4,186,976	\$4,012,146
Program	n Totals	386	386.00	388	388.00	\$18,183,440	\$18,705,274

PROGRAM: Special Services

DEPARTMENT: PROBATION

PROGRAM #: 17007 MANAGER: David Price ORGANIZATION #: 3600

REFERENCE: 1998-99 Proposed Budget - Pg. 11-10

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,251,973	\$8,680,294	\$9,742,541	\$9,569,107	\$9,882,972	3.3
Services & Supplies	905,360	1,052,223	1,181,468	898,148	1,184,016	31.8
Other Charges	2,200	0	11,247	9,208	9,208	0.0
Fixed Assets	4,509	30,387	6,760	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$9,164,042	\$9,762,904	\$10,942,016	\$10,476,463	\$11,076,196	5.7
PROGRAM REVENUE	(4,594,314)	(6,207,904)	(7,904,203)	(5,906,308)	(6,593,879)	11.6
NET GENERAL FUND COST	\$4,569,728	\$3,555,000	\$3,037,813	\$4,570,155	\$4,482,317	(1.9)
STAFF YEARS	185.98	195.41	206.45	209.00	210.00	0.5

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; and

To benefit the community by 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Overall, estimated actual expenditures for Fiscal Year 1997-98 were be higher than budgeted levels by \$465,553. Salaries & Benefits were overspend by \$173,434, resulting from increased use of overtime in the institutions, reflecting the need to cover vacant positions. Services & Supplies were overspend by \$283,320. Services & Supplies overexpenditures are population driven and are primarily in food and personal supplies. In addition, an overexpenditure of \$2,039 in Other Charges and an overrealization of \$1,997,895 in revenue offset Direct Cost over expenditures of \$465,553, reducing the Net County Cost by \$1,532,342 in the 1997-98 fiscal year.

PROGRAM: Special Services DEPARTMENT: PROBATION

1997-98 ACHIEVEMENT OF OBJECTIVES

Adult Institutions

This program accepted into custody a total of 10,253 inmates/INS detainees for placement in Rural Honor camps. The honor camps operated at 171% of the Board of Corrections rated capacity of 283 beds. Another 21,939 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 72,446 days of labor and \$1,767,336 in revenue, exceeding budget levels by \$562,691 or 46.7% in offsetting revenue during 1997-1998 fiscal year. During the same period, Probation work crews provided labor valued at \$3,589,128 based on minimum wages of (\$5.15 an hour) to County departments and other public agencies for projects that would not be done without these crews. Revenue of \$404,429 was generated from the collection of an Administrative fee charged to Work Project participants.

Special Operations

This program consists of the Gang Suppression Unit and the JUDGE (Jurisdictions United for Drug and Gang Enforcement). During Fiscal Year 1997-1998 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 6,543 searches of documented gang members. These searches yielded contraband weapons and drugs and resulted in sanctions against these offenders. A total of 1,048 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, 715 gang members were sentenced to state prison or local detention facilities.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Youth Correctional Center

- 1. Provide alternative sentencing and enhancement to local treatment sites and reduce out-of-home placements with savings booked to the local juvenile placement trust fund.
 - a. Provide the Juvenile Court with 125 jail beds for young male offenders age 16 to 18.
- 2. 90% of all program graduates will complete three of the therapeutic programs provided.
 - a. Provide structured living programs for six months to one year with mandatory attendance in a variety of therapeutic programs.
- Generate revenue of \$284,500 in contract services by providing inmate labor crews to government and non-profit agencies.
 - a. Provide 12,512 day of constructive labor from juveniles assigned to work or cost recovery work crews.
- 4. Generate cost avoidance to the County by providing inmate labor at no cost to government and non-profit agencies.
 - Provide 10,380 days of constructive labor from juveniles confined at the Youth Correctional Center at Camp Barrett.

Camp West Fork:

- 5. Maintain a minimum of 147% of the Board of Corrections rated capacity providing 204 minimum security jail beds per day.
 - a. Provide 74.460 minimum security bed days for adult male offenders in Camp West Fork.
- 6. Generate revenue of \$349,240 by providing inmate labor crews to government and non-profit agencies contracting with Probation for the service of these inmate crews.
 - a. Provide 15,360 days of inmate labor assigned to cost recovery labor crews from inmates confined at Camp West Fork.
- Generate annual cost avoidance of \$964,080 by providing inmate labor at no cost to government and non-profit agencies.
 - a. Provide 31,200 days of labor from inmates confined in honor camps.

Work Project:

- 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. Enroll 65% of the 25,000 individuals referred by the Courts to participate in the Public Service program.
 - b. Provide 25,056 days of constructive labor from Work Project participants ordered by the Court to perform

DEPARTMENT: PROBATION

public service.

- 9. Generate cost avoidance of \$2,039,400 by providing labor crews at no cost to government and non-profit agencies.
 - a. Provide 66,000 days of constructive labor from participants ordered by the Court to perform public service.

Gang Suppression Unit:

- 10. Intensively and intrusively supervise an average of 508 adult and juvenile documented gang members by conducting 4th waiver searches and by testing for substance abuse.
 - a. Conduct an average of 5,300 4th waiver searches annually on juvenile and adult gang members.
 - b. Schedule appointments, observe and collect specimens from adult and juvenile gang members and screen 1,800 urine samples annually for drug usage.

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

- 11. 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. Enforce probationers not to use or possess unlawful weapons and not to possess contraband by conducting 1,000 4th waiver searches. Administer 1,000 residence searches (total weapons and drug confiscated cannot be predicted, actual weapons and drugs seized will be reflected).

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Rural Camps [136.00 SY; E = \$7,347,375; R = \$5,274,537] This program includes two rural camps Barrett and West Fork and is:
 - O Discretionary/Discretionary Service Level.
 - Offset 71.78% by program revenue.

Staffing for this program increased by 9 S.Y. (1 Supervising Probation officer, 4 Senior Probation Officers and 4 Correctional Deputy Probation Officers I). An additional 9 staff positions were approved by the Board of Supervisors on September 16 (#5) to enhance security at the Youth Correction Center. 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. <u>Work Project</u> [32.00 SY; E = \$1,398,268; 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:
 - Discretionary/Discretionary Service Level.
 - Offset 70.23% by program revenue.
- 3. Private Work Furlough Contract Compliance [4.00 SY; E = \$209,184; R = \$0] is responsible for monitoring the operations of two private work furlough facilities.
- 4. <u>Gang Suppression Unit</u> [30.00 SY; E = \$1,656,498; R = \$0] includes intensive supervision of 715 adult and juvenile gang members on probation. This activity is:
 - Mandated/Discretionary Service Level.
 - Able to supervise a monthly average of 277 adult and 347 juvenile high-risk, gang involved offenders.
- 5. <u>Jurisdictions Unified for Gang and Drug Enforcement (J.U.D.G.E.) Unit</u> [8.00 SY; E = \$464,871; R = \$337,248] The Probation component of this activity is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Offset 72.54% by \$337,248 in revenues from the San Diego Regional Drug Enforcement Program.

DEPARTMENT: PROBATION

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TANF	\$659,016	\$0	\$387,571	\$387,571
Juvenile Placement Trust Fund	899,995	899,995	899,995	. 0
State Meal Subvention	184,608	31,500	31,500	\$0
Institutional Care & Services Federal	3,544,443	3,018,131	3,318,131	300,000
Charges to Other Gov't Agencies	1,782,861	1,260,853	1,260,853	. 0
Work Project Administrative Fee	493,386	411,189	411,189	0
Jurisdictions Unified for Drug and Gang Enforcement	(JUDGE) 260,466	281,040	281,040	0
Miscellaneous	79,428	3,600	3,600	0
Sub-Total	\$7,904,203	\$5,906,308	\$6,593,879	\$687,571
Total	\$7,904,203	\$5,906,308	\$6,593,879	\$687,571

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue is increased by \$687,571 in Fiscal Year 1998-99. The increase is in revenue associated with the INS program at Camp Barrett resulting from higher population levels housed at Barrett, and \$387,371 in TANF revenue.

<u>State Meal Subvention</u>. 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.

<u>Charges to other Governmental Agencies</u>. 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.

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

 $\overline{\text{TANF}}$. Temporary Assistance to Needy Families funds the additional nine (9) positions added to the staffing at the Youth Correctional Center.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: CAMP PROGRAMS					
% OF RESOURCES: 82%					
OUTCOME (Planned Result)					
Maintain 147% of Board of Corrections rated capacity of 283	407	415	484	416	416
EFFECTIVENESS (Input/Outcome)					
% of capacity achieved	144%	147%	171%	147%	147%
OUTPUT (Service or Product)					
Provide 151,840 bed days	148,555	151,475	176,680	151,840	151,840
OUTCOME (Planned Result)					
Revenue Labor Crews	\$858,041	\$690,959	\$731,412	\$633,740	\$514,383
EFFECTIVENESS (Input/Outcome)					
% of Direct Cost Offset by Revenue Crews	15.5%	10.6%	10.77%	7.53%	7.02%
OUTPUT (Service or Product)					
Labor Days Produced	43,401	35,595	33,647	34,359	22,610
EFFICIENCY (Input/Output)					
Revenue Labor Day Per Staff Year	360	279	239	255	157
OUTCOME (Planned Result)					
(Labor Days X \$5.15 X 6 Hours) Cost Avoidance	\$1,811,173	\$1,320,357	\$1,451,250	\$1,408,175	\$1,408,175
EFFECTIVENESS (Input/Outcome)					
Cost Avoided Per Staff Year	\$12,398	\$8,551	\$10,317	\$8,608	\$9,779
OUTPUT (Service or Product)					
Provide 45,572 Days of Labor	58,614	42,730	46,966	45,572	45,572
EFFICIENCY (Input/Output)					
Non-Revenue Labor Day Per Staff Year	486	279	334	338	316

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B: WORK PROJECT					
% OF RESOURCES: 18%					
OUTCOME (Planned Result)					
Labor Crews Revenue	\$845,604	\$954,181	\$1,035,924	\$570,905	\$570,905
EFFECTIVENESS (Input/Outcome)					
% of Cost Offset	66.2%	71.65	71.51%	41.67%	40.83%
OUTPUT (Service or Product)					
Revenue Labor Days	33,101	37,726	38,797	30,952	25,095
EFFICIENCY (Input/Output)					
Revenue Labor Days Per Staff Year	1,189	1,201	1,224	967	784
OUTCOME (Planned Result)					
Administrative Fee Revenue	\$457,151	\$443,833	\$404,429	\$411,189	\$411,189
EFFECTIVENESS (Input/Outcome)					
% Cost Offset	35.8%	33.3%	27.92%	30.00%	29.4%
OUTPUT (Service or Product)					
Process 30,000 Referrals	25,919	25,346	21,939	30,000	25,000
EFFICIENCY (Input/Output)					
Referral Processed Per Staff Year	930	807	692	938	781
OUTCOME (Planned Result)					
(Labor Day X \$5.15 X 6 Hours) Cost Avoidance	\$1,970,972	\$2,196,773	\$2,137,878	\$2,083,989	\$2,083,989
EFFECTIVENESS (Input/Outcome)					
Cost Avoidance Work Per Staff Year	\$70,771	\$69,938	\$67,462	\$65,125	\$65,125
OUTPUT (Service or Product)					
Provide 67,443 Labor Days	77,293	71,093	69,187	67,443	67,443
EFFICIENCY (Input/Output)					
Non-Revenue Labor Day Per Staff Year	2,775	2,263	2,183	2,107	2,107

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: GANG SUPPRESSION UNIT					
% OF RESOURCES: 78% of Special Operations					
OUTCOME (Planned Result)					
Offenders re-arrested	422	470	376	452	407
EFFECTIVENESS (Input/Outcome)					
Cost per offender re-arrested (Direct cost/offender re-arrested)	\$3,863	\$2,798	\$4,269	\$3,551	\$4,070
OUTPUT (Service or Product)					
Supervised offenders (Average per month)	1,288	624	609	600	600
EFFICIENCY (Input/Output)					
Cost per offender supervised (Direct cost/offenders supervised)	\$1,266	\$2,108	\$2,636	\$2,675	\$2,761
ACTIVITY D: JURISDICTIONS UNIFIED FOR DRUG AND GANG	ENFORCEMENT				
% OF RESOURCES: 22% of Special Operations					
OUTCOME (Planned Result)					
Offenders sentenced to detention facilities	648	656	715	600	600
EFFECTIVENESS (Input/Outcome)					
Cost per offenders sentenced (Direct cost/offenders sentenced)	\$828	\$728	\$651	\$776	\$775
OUTPUT (Service or Product)					
Targeted probationers arrested	483	113	99	113	113
EFFICIENCY (Input/Output)					

\$1,111 \$1,741

\$2,071 \$1,135

\$1,626

DEPARTMENT: PROBATION

Cost per offender monitored

PROGRAM: Special Services

 $[\]mbox{\scriptsize {\tt \#}}$ Annualized offenders supervised (not an average monthly workload) (Net cost/offenders targeted)

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0339	Probation Director	3	3.00	3	3.00	\$204,516	\$214,731
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,935	76,576
2650	Stock Clerk	1	1.00	1	1.00	21,016	22,063
2658	Storekeeper II	1	1.00	1	1.00	26,305	27,627
2700	Intermediate Clerk Typist	2	2.00	2	2.00	36,992	39,796
2715	Records Clerk	14	14.00	16	16.00	290,751	362,207
2720	Correctional Facility Clerk	2	2.00	0	0.00	42,194	0
2728	Detention Proc. Supervisor	1	1.00	1	1.00	29,464	30,933
2730	Senior Clerk	4	4.00	4	4.00	97,781	102,984
2745	Supervising Clerk	1	1.00	1	1.00	29,464	30,933
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	34,293
3008	Senior Word Processor Operator		1.00	1 3	1.00	25,401 71,504	28,528 70,737
3009	Word Processing Operator	3 33	3.00 32.00	33	3.00 32.00	71,596	79,323 1,327,182
5065 5068	Deputy Probation Officer	33 73	73.00	33 77	77.00	1,269,825 2,039,937	2,172,928
5069	Correctional DPO I Correctional DPO II	27	27.00	27	27.00	933,038	1,019,416
5090	Senior Probation Officer	23	22.00	27	26.00	1,042,718	1,264,063
5115	Supervising Probation Officer	12	12.00	13	13.00	614,570	694,016
6405	Food Services Supervisor	2	2.00	ō	0.00	59,533	0
6410	Senior Cook	6	6.00	0	0.00	144,664	0
	Total	211	209.00	212	210.00	\$7,085,349	\$7,527,599
Salary	Adjustments:					(7,153)	(7,153)
Tempora	ary Help:					88,598	88,598
Bilingu	ual Premium:					5,058	5,058
Holiday	/ Premium:					23,521	23,521
Shift [Differential:					41,189	41,189
Call Ba	ack:					16,457	16,457
Premium	n Overtime:					276,551	276,551
Employe	ee Benefits:					2,254,603	2,105,974
Salary	Savings:					(178,761)	(194,822)
VTO Rec	ductions:					(36,305)	0
	Total Adjustments					\$2,483,758	\$2,355,373
Program	n Totals	211	209.00	212	210.00	\$9,569,107	\$9,882,972

PROGRAM: Juvenile Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17005 MANAGER: Linda Duffy

ORGANIZATION #: 3600

REFERENCE: 1998-99 Proposed Budget - Pg. 11-18

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,593,376	\$9,043,280	\$9,226,479	\$9,635,399	\$11,311,185	17.4
Services & Supplies	746,305	1,160,488	1,834,193	2,773,002	5,182,299	86.9
Other Charges	907,986	15,927,788	16,726,672	21,713,747	24,113,747	11.1
Fixed Assets	0	0	32,303	0	0	0.0
Reimbursements	(240,248)	(161,140)	(182,564)	(279,856)	(279,856)	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,007,419	\$25,970,416	\$27,637,083	\$33,842,292	\$40,327,375	19.2
PROGRAM REVENUE	(4,721,640)	(17,791,045)	(19,626,672)	(20,314,437)	(25,950,601)	25.0
NET GENERAL FUND COST	\$5,285,779	\$8,179,371	\$8,010,411	\$13,527,855	\$14,376,774	10.3
STAFF YEARS	193.92	198.65	188.55	206.00	237.00	15.0

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salaries & Benefits are less than budget by \$408,920 primarily as a result of staffing vacancies from new programs start-up as well as seventeen (17) vacancies. Services & Supplies were underspent by \$938,809 primarily as a result of funding for new programming and \$556,163 for the rebudget of CHOICE and JROPP. Other Charges were \$4,987,075 less than budget due to federal, state, and county savings in the Foster Care Budget for out-of-home placement costs. Approximately \$2.7 million of these savings are net savings to the county, sufficient to fund the two local sentencing alternatives, Campo Dorm III and the Youth Correctional Center. Fixed assets were over by \$32,303 due to computer and furniture purchases. Reimbursement were underrealized by \$97,292 due to a change in the claiming process through DSS.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Intake and Investigation Unit exceeded the budgeted number of completed investigations by 10% (372) due to an increase in the number of petitions filed. Due to increased efforts and upfront use of resources focusing on family oriented case management, the number of required arrest reports decreased by 9%. The Supervision Unit more than doubled the number of cases monitored for compliance with court orders due to the number of minors placed on probation and the extensions of wardship by the court on existing cases.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Intake:

- 90% of all intake decisions on referrals will be completed within 30 days.
 - Review 10,082 arrest reports from law enforcement agencies countywide.

Investigation:

- 2. 85% of all offenders will receive the dispositional placement/commitment recommended, as a result of the investigation.
 - a. Conduct 4.335 investigations on non-wards referred from law enforcement agencies countywide.

Supervision:

- 3. 80% of all wards will successfully complete probation (i.e. will not require prosecution for new law violations).
 - a. Supervise and provide probation services to 12,795 wards.

Operation Grants and Special Projects:

- 4. School Probation Officer Program: 80% of program participants will increase their school attendance.
 - a. Refer 1,800 youth to the school probation officers for truancy intervention service.
- 5. JROPP: 75% of all wards will not require a more restrictive level of placement than was ordered by the Court.
 - a. Provide 60 wards and their siblings with services from the multi-disciplinary team.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Juvenile Intake and Investigation</u> [116.00 SY; E = \$6,174,568; R = \$468,931] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 3.55% by revenue for the Juvenile Repeat Offender Program (Project 8%), TANF revenue and Targeted Truancy Program.
 - O Able to review 10,082 Intake referrals; conduct investigations and prepare Court reports on approximately 4,335 of these referrals.
 - Increased 3 staff years for the Juvenile Repeat Offender Program (Project 8%). \$16,086 revenue will adjust the 16-month budget to a 12-month budget and offset staffing and program costs to result in no net County costs.
- 2. <u>Juvenile Supervision</u> [121.00 SY; E = \$34,152,807; R = \$24,933,505] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 73% 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 12,795 wards per year.
 - Services and Supplies:
 - Increased by \$1,000,000 in additional funding to comply with previously agreed upon \$2 million annual County obligation to fund the Choice Program, over the next three years.
 - Decreased by \$57,338 the Juvenile Repeat Offender Program Grant to adjust the budget from 16 to 12 months.
 - O Increased by \$2.4 million in Direct Cost and Revenue and 24 Staff Years for three (3) new TANF programs: Delinquency Drug Court Program, Vocational Program, and Aftercare Program.
 - Other charges increased by \$2,400,000 in additional funding for CYA placements.
 - Fixed Assets increased by \$89,000 in TANF funding to purchase vehicles for the Vocational Program and the Aftercare Program.

PROGRAM REVENUE BY SOURCE									
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget					
Support and Care of Persons	\$24,700	\$194,711	\$194,711	\$0					
Revenue Contracts with School Districts	536,826	423,644	469,447	45,803					
Temporary Assistance to Needy Families (TANF)	2,512,918	0	2,512,918	2,512,918					
State Aid - Boarding Home	3,594,043	5,414,596	5,414,596	0					
Federal Aid - Foster Care	1,851,150	4,950,931	4,950,931	0					
Other State Grants	165,690	266,669	317,283	50,614					
Aid from other Government Agencies	0	0	0	0					
Other Miscellaneous	47,106	0	0	0					
Fund Balance - General Fund	0	0	548,165	548,165					
Sub-Total	\$8,732,433	\$11,250,551	\$14,408,051	\$3,157,500					
REALIGNMENT:									
Social Services Trust Fund - Sales Tax	\$5,339,751	\$5,339,7 51	\$5,339,7 51	\$0					
Title IV-E Revenue	\$5,554,488	\$3,724,135	\$6,202,799	\$2,478,664					
Sub-Total	\$10,894,239	\$9,063,886	\$11,542,550	\$2,478,664					
Total	\$19,626,672	\$20,314,437	\$25,950,601	\$5,636,164					

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 98/99 budgeted Revenue reflects a net increase of \$5,152,471 as a result of \$45,803 increase from the Targeted Truancy Program, \$16,086 net increase from the Juvenile Repeat Offender Prevention Program (JROPP), \$2,611,918 increase from TANF for the Drug Court, Vocational Program and the Aftercare Program, and \$2,478,664 in Title IV-E revenue.

PROGRAM: Juven	le Field Services	DEPARTMENT:	PROBATION

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: INTAKE AND INVESTIGATION					
% OF RESOURCES: 15.4%					
OUTCOME (Planned Result)					
Complete 3,805 investigations with dispositional recommendations for Juvenile Court	3,675	4,204	4,177	3,805	4,335
EFFECTIVENESS (Input/Outcome)					
Cost per investigation completed	\$682	\$812	\$951	\$848	\$1,139
OUTPUT (Service or Product)					
Review 8,714 arrest reports (referrals)	8,926	8,426	7,936	8,714	10,082
EFFICIENCY (Input/Output)					
Cost per referral reviewed	\$121	\$150	\$200	\$154	\$119
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 84.4%					
OUTCOME (Planned Result)					
Due to effective probation intervention, 85% of the cases will not require a new petition for criminal activity	81%	83.7%	89%	85%	85%
EFFECTIVENESS (Input/Outcome)					
Average cost per case not requiring a new petition for criminal activity	\$360	\$1,159	\$1,046	\$2,989*	\$1,628
OUTPUT (Service or Product)					
Monitor 5,507 cases per year for compliance with Court order	8,264	9,886	11,858	5,507	12,795
EFFICIENCY (Input/Output)					
Average supervision cost per case	\$642	\$1,940	\$1,862	\$5,082*	\$2,566

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

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0399	Probation Director	3	3.00	3	3.00	\$190,371	\$199,887
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,935	76,576
2319	Probation Aide	7	7.00	13	13.00	200,363	361,940
2412	Analyst II	0	0.00	1	1.00	0	38,374
2700	Intermediate Clerk Typist	4	4.00	3	3.00	86,378	59,694
2715	Records Clerk	21	21.00	22	22.00	420,136	513,402
2719	Prob. Operations Support Mgr	0 3	0.00 3.00	1 3	1.00 3.00	0 97 7/5	33,597
2724 2726	Sr. Transcriber Typist	1	1.00	0	0.00	83,745 33,989	87,933 0
2730	Principal Clerk II Senior Clerk	8	8.00	7	7.00	195,230	181,125
2757	Administrative Sec. II	ő	0.00	ź	2.00	175,230	42,908
2758	Administrative Sec. III	1	1.00	1	1.00	32,335	34,293
2810	Telephone Operator	Ž	2.00	Ź	2.00	41,747	39,796
3009	Word Processor Operator	19	19.00	19	19.00	454,436	479,863
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	64,864	65,420
3039	Mail Clerk Driver	1	1.00	1	1.00	21,979	23,086
5065	Deputy Probation Officer	86	85.00	99	99.00	3,302,235	4,023,768
5069	Corr. Deputy Prob. Officer II	5	5.00	7	7.00	171,553	247,385
5090	Senior Probation Officer	26	26.00	29	29.00	1,183,620	1,364,228
5115 5120	Supervising Probation Officer	15 1	15.00 1.00	19 1	19.00 1.00	736,881	964,381
5125	Transportation Officer Prob. Youth Athletic Dir.	1	1.00	i	1.00	38,930 53,421	40,873 47,290
	Total	207	206.00	237	237.00	\$7,385,148	\$8,925,819
Salary	Adjustments:					5,107	15,930
Summary	y Extra Help:					21,674	21,674
Bilingu	ual Pay:					8,430	8,430
Regular	Overtime:					97,951	97,951
Employe	ee Benefits:					2,347,979	2,440,787
Salary	Savings:					(191,394)	(199,406)
VTO Rec	ductions:					(39,496)	0
	Total Adjustments					\$2,250,251	\$2,385,366
Program	n Totals	207	206.00	237	237.00	\$9,635,399	\$11,311,185

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

1PROGRAM #: 17004

MANAGER: Rena Robinson

ORGANIZATION #: 3600

REFERENCE: 1998-99 Proposed Budget - Pg. 11-23

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$16,272,057	\$17,107,983	\$18,943,147	\$18,815,416	\$18,684,742	(0.7)
Services & Supplies	5,768,035	1,609,942	2,764,199	2,681,931	5,496,793	105.0
Other Charges	1,010,005	0	11,247	2,872	2,872	0.0
Fixed Assets	6,999	2,418	58,061	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$23,057,096	\$18,720,343	\$21,776,654	\$21,500,219	\$24,184,407	12.5
PROGRAM REVENUE	(11,564,017)	(5,575,522)	(14,163,057)	(13,740,427)	(15,714,909)	14.4
NET GENERAL FUND COST	\$11,493,079	\$13,144,821	\$7,613,597	\$7,759,792	\$8,469,498	9.1
STAFF YEARS	421.60	432.48	441.19	437.50	414.75	(5.2)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salaries & Benefits exceeded budget by \$127,731, an amount having been reduced by the savings generated by discontinuing CERS payments (\$210,850), and by the underfilling of positions with lower classification levels to offset an estimated \$2.0 million in overtime costs.

Services & Supplies costs exceeded budget by \$82,268, primarily at Juvenile Hall due to higher than anticipated population.

1997-98 ACHIEVEMENT OF OBJECTIVES

Juvenile Detention:

- I. Detained 7,802 juvenile offenders (105% of objective) in Juvenile Hall to ensure their appearance before the Juvenile Court and/or for placement outside their homes.
 - A. Provided 213,084 bed days (584 A.D.A) (114% of objective) for serious and predatory offenders in Juvenile Hall.
- Generated cost avoidance by placing on house arrest 2,403 offenders (138% of objective), who would otherwise be in Juvenile Hall at \$57 a day.
 - a Monitored a daily average of 145 offenders on Home Supervision (100% of objective).

Juvenile Institutional Corrections:

3 91% (107% of objective) of the 823 offenders placed in the Juvenile Ranch Facility (JRF) during the year,

successfully completed their individual programs.

- a Provided 87,964 bed days at JRF (241 A.D.A) for youthful offenders (100% of objective).
- 4 87% (109% of objective) of the 193 offenders placed in the Girls Rehabilitation Facility (GRF) during the year, successfully completed their individual programs.
 - a Provided 10,945 bed days at GRF (30 A.D.A.), and an additional 5 A.D.A. in a Day Program for youthful offenders (117% of the total objective).
- 5. 72% of the 300 wards participating at the Youth Day Center (YDC), successfully completed their individual programs (96% of objective).
 - a. Provided a transitional program for an average of 20 wards per day at YDC (67% of objective).

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Juvenile Detention:

- 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 191,625 bed days (525 A.D.A) for serious and predatory offenders in Juvenile Hall.
- 2. Generate cost avoidance of \$2,898,986 by placing on house arrest 1,740 offenders, who would otherwise be in Juvenile Hall at \$65 a day.
 - a Monitor a daily average of 145 offenders on Home Supervision.

Juvenile Institutional Corrections:

- 3 Ensure that 85% of the 810 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 (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 12,775 bed days at GRF annually (30 A.D.A.), and an additional 10 A.D.A. in a Day Program for youthful offenders.
- Ensure that 75% of the 225 wards participating at the Youth Day Center (YDC), will successfully complete their individual programs.
 - a. Provide a transitional program for an average of 30 wards per day at YDC.

1998-99 SURPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Juvenile Detention [265.50 SY; E = \$13,093,552; R = \$6,934,056] includes Juvenile Hall and Home Supervision.
 This activity is:
 - Mandated/Mandated Service Level.
 - Offset 52.95% by program revenue.
 - The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
 - Salaries and Benefits are less by \$152,784 as a result of eliminating food service staff (\$528,317), partially offset by negotiated salary increases. Services & Supplies have been increased by \$713,926 with the implementation of the centralized meal service charges by the Sheriff's Department.
- Juvenile Institutional Corrections [149.25 SY; E = \$11,090,855; R = \$8,780,853] 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:
 - Discretionary/Mandated Service Level.
 - Offset 79.17% by program revenue.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
State Meal Subvention State Emergency Assistance IV-E/TANF Juvenile Placement Trust Fund Deposits Charges for Institutional Care - County Institutional Care and Services - Federal Grants - Other State Aid - Camps, Ranches & Schools (AB 1483) Miscellaneous	\$1,106,808 5,781,408 918,183 880,478 424,503 2,026,498 2,000,000 61,245	\$1,036,451 6,000,000 851,517 634,718 176,743 2,077,064 2,000,000	\$1,036,451 6,061,052 851,517 634,718 176,743 3,990,494 2,000,000	\$0 61,052 0 0 0 1,913,430 0
Sub-Total Realignment Sub-Total	963,934 \$14,163,057	963,934 \$13,740,427	963,934 \$15,714,909	0 0 \$1,974,482

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue for FY 1997-98 was \$422,630 more than budgeted due to recovery of costs in the form of charges both local and federal amounted to \$493,520 more than budgeted. TANF claims yielded 218,592 less than budgeted.

Revenue projections for FY 1998-99 includes an increase of \$1,913,430 in grant revenue from the remaining SB 1050 grant award.

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

<u>State Emergency Assistance IV-A</u> was a Social Security claiming process for wards in an emergent episode. A Federal directive discontinued eligibility effective January 1997. Six million dollars were budgeted as replacement funding (TANF) for FY 1997-98.

<u>Charges for Institutional Care and Services - County</u> 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.

<u>Grants - Other</u> Reflections is the grant awarded as an expansion of the FACES program. Breaking Cycles is an SB 1760 Challenge award. SB 1050 is the At-Risk Youth - Early intervention grant.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: JUVENILE DETENTION					
% OF RESOURCES: 65					
OUTCOME (Planned Result)					
Admissions Juvenile Hall	6,755	6,856	7,802	7,400	7,400
EFFECTIVENESS (Input/Outcome)					
Cost/Admission	\$2,194	\$1,680	\$1,559	\$1,623	\$1,696
OUTPUT (Service or Product)					
Average Daily Attendance (ADA) JH	510	521	584	525	525
EFFICIENCY (Input/Output)					
Cost/ADA - Juvenile Hall	\$80	\$61	\$57	\$63	\$66
OUTCOME (Planned Result)					
Cost Avoidance of Home Supervision (Home Supervision ADA x Cost/ ADA at Juvenile Hall less cost of Home Supervision) <u>EFFICIENCY (Input/Output)</u>	\$3,828,120	\$2,119,801	\$2,357,461	\$2,793,595	\$2,963,800
Detention Cost Avoidance/Cost of Home Supervision	757%	369%	358%	530%	536%
OUTPUT (Service or Product)					
Average Daily Assigned Home Supervision	152	121	145	145	145
EFFICIENCY (Input/Output)					
Cost/Assignment Day	\$11	\$13	\$12	\$10	\$10

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B: JUVENILE INSTITUTIONAL CORRECTIONS					
% OF RESOURCES: 35					
OUTCOME (Planned Result)					
Admissions - Juv Ranch Facility (JRF/STOP)	844	752	823	810	810
EFFECTIVENESS (Input/Outcome)					
Cost/Admission - JRF	\$7,642	\$7,103	\$6,408	\$7,277	\$7,348
OUTPUT (Service or Product)					
Average Daily Attendance (ADA) JRF	205	238	241	240	240
EFFICIENCY (Input/Output)					
Cost/ADA - JRF	\$86	\$61	\$60	\$67	\$68
<u>gutcome (Planned Result)</u>					
Admissions - Girls Rehab Fac (GRF) (Includes "Day Program" attendees)	99	145	383	130	280
EFFECTIVENESS (Input/Outcome)					
Cost/Admission - GRF	\$8,292	\$4,870	\$1,809	\$5,286	\$2,669
OUTPUT (Service or Product)					
Average Daily Attendance (ADA) GRF (Includes "Day Program" attendees)	27	32	35	30	30
EFFICIENCY (Input/Output)					
Cost/ADA - GRF	\$83	\$60	\$54	\$63	\$68
OUTCOME (Planned Result)					
Admissions - Youth Day Center (YDC)	198	238	296	195	225
EFFECTIVENESS (Input/Outcome)					
Cost/Admission - YDC	\$1,921	\$1,583	\$1,452	\$1,437	\$1,211
OUTPUT (Service or Product)					
Average Daily Attendance (ADA) YDC	26	19	20	30	30
EFFICIENCY (Input/Output)					
Cost/ADA - YDC	\$40	\$54	\$59	\$26	\$25

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0399	Probation Director	6	6.00	6	6.00	\$410,711	\$436,178
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,935	76,576
2319 2403	Probation Aide	1 0	1.00 0.00	1 1	1.00 0.75	24,713 0	26,564 18,656
2412	Accounting Techinician Analyst II	1	1.00	ź	1.75	36,547	68,133
2413	Analyst III	1	1.00	1	1.00	44,409	46,635
2511	Sr. Payroll Clerk	1	1.00	1	1.00	26,576	27,908
2650	Stock Clerk	2	2.00	2 2 2	2.00	36,870 47,570	40,960 53,834
2658 2700	Storekeeper II Intermediate Clerk Typist	2 2	2.00 2.00	2	2.00 2.00	47,570 41,494	52,826 44,623
2715	Records Clerk	ī	1.00	5	5.00	21,599	105,431
2720	Correctional Facility Clerk	4	4.00	0	0.00	86,545	. 0
2728	Detention Proc. Supv.	1	1.00	1	1.00	30,970	32,515
2730 2757	Senior Clerk	3 1	3.00 1.00	3 1	3.00 1.00	76,203 27,028	79,974 28,704
2758	Admin. Sec II Admin. Sec. III	i	1.00	1	1.00	31,024	28,394 34,217
3002	Booking Clerk	13	9.50	13	9.50	237,321	248,477
3009	Word Processing Operator	1	1.00	1	1.00	25,187	26,441
4459	Chief Food Services	1	1.00	0	0.00	48,307	0 0/7 200
5065 5068	Deputy P.O. Corr. DPO I	26 226	24.50 224.50	26 226	24.50 224.50	883,356 6,009,886	943,298 6,374,750
5069	Corr. DPO II	50	50.00	50	50.00	1,769,474	1,859,271
5090	Senior P.O.	50	50.00	50	50.00	2,332,238	2,465,148
5115	Supervising Probation Officer	22	22.00	23	22.75	1,119,344	1,227,585
6405 6410	Food Services Supervisor	2 1/	2.00	0	0.00	60,266	0
6415	Senior Cook Food Services Worker	14 8	14.00 8.00	Ö	0.00 0.00	348,027 126,185	0
6530	Laundry Worker	ĭ	1.00	ĭ	1.00	21,057	23,235
7530	Sew. Room Supervisor	2	2.00	5	2.00	41,992	44,054
	Total	444	437.50	422	414.75	\$14,037,834	\$14,331,849
Salary	Adjustments:					(5,192)	540
Tempora	ary Help:					229,539	229,539
Bilingu	ual Pay:					26,167	26,167
Hol iday	/ Premium:					83,001	83,001
Shift D	ifferential:					90,606	90,606
Callbac	:k:					85,291	85,291
Premium	n Overtime:					200,830	200,830
Employe	ee Benefits:					4,499,944	4,023,356
Salary	Savings:					(360,367)	(386,437)
VTO Rec	ductions:					(72,237)	0
	Total Adjustments					\$4,777,582	\$4,352,893
Program	n Totals	444	437.50	422	414.75	\$18,815,416	\$18,684,742

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000

MANAGER: Vicki K. Markey

ORGANIZATION #: 3600

REFERENCE: 1998-99 Proposed Budget - Pg. 11-30

AUTHORITY: County Charter, Art. VII, Sec. 700 and Art. IX, Sec. 909 Administrative Code, Art. XIX, Sec. 350 and Art. XXa, Sec. 365-369. County Charter and Administrative Code establishes the need for the department head, management and support staff to provide support to all functions of the department.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,749,358	\$6,538,382	\$3,323,495	\$2,645,058	\$3,315,921	25.4
Services & Supplies	1,246,349	1,164,988	1,838,947	926,615	1,084,734	17.1
Other Charges	0	10,270	12,629	15,000	15,000	0.0
Fixed Assets	290,332	265,722	102,423	0	0	0.0
CERS Reserve	0	0	0	0	1,289,126	100.0
TOTAL DIRECT COST	\$4,286,039	\$7,979,362	\$5,277,494	\$3,586,673	\$5,704,781	59.1
PROGRAM REVENUE	(311,874)	(507,072)	(380,821)	(310,000)	(326,991)	5.5
NET GENERAL FUND COST	\$3,974,165	\$7,472,290	\$4,896,673	\$3,276,673	\$5,377,790	64.1
STAFF YEARS	39.99	43.21	55.97	46.00	66.00	43.5

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Net General Fund contribution for this program is \$1,620,000 over budget. Salaries & Benefits reflect an overexpenditure of \$678,437 due to the staffing equivalent of 9.97 more staff over budget for Background Investigations and Special Projects staff assigned to Administration but budgeted in other services. Also included in the Salaries and Benefits overexpenditure are student worker and FLSA payment costs. Services and Supplies and Fixed Assets are overspent by \$912,332 and \$102,423 primarily due to computer equipment costs paid for by the Law Enforcement Block Grant funds received mid-year. Revenues are overrealized by \$70,821 due to an increase in STC reimbursement costs.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Probation Department maintained a 2% vacancy rate in staffing levels as budgeted. The Department participated in twelve recruitment campaigns. The Department achieved compliance with State Standard for Training requirements, and provided 52,820 hours of staff training.

1998-99 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 100% compliance with State-mandated training requirements.
 - a. Provide 63,960 hours of staff training.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Office of the Chief Probation Officer [5.00 SY; E = \$397,617; R = \$0] includes the Chief Probation Officer, the Assistant Chief Probation Officer, and secretarial support. This activity is:
 - Mandated/Discretionary Service Level.
 - Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$99.6 million budget.
- 2. <u>Administrative Services</u> [61.00 SY; E = \$5,307,164; R = \$326,991] includes administrative and technical support services to the Department's five operational programs. This activity is:
 - O Discretionary/Discretionary Service Level.
 - Offset 5.9% by program revenue.
 - Efficiently operating at 5.2% of the total operating budget.
 - Increased \$1,642,330 in total direct costs due to CERS Reserves and negotiated salary increases.

DEPARTMENT:	PROBATION

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Standards in Training for Corrections (SB924)	\$307,050	\$310,000	\$310,000	\$0
Miscellaneous	73,771	0	16,991	16,991
Sub-Total	380,821	310,000	326,991	16,991
Total	\$380,821	\$310,000	\$326,991	\$16,991

EXPLANATION/COMMENT ON PROGRAM REVENUES

Fiscal Year 1997-98 revenue will be underrealized by \$36,620 due to a decrease in STC reimbursement for training costs.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0399	Probation Director	1	1.00	1	1.00	\$63,457	\$66,629
2157	Chief Probation Officer	1	1.00	1	1.00	102,324	107,453
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	82,749	86,889
2291	Deputy Chief P.O.	1	1.00	1	1.00	72,935	76,576
2312 2319	Dept. Personnel & Training Adm.	1	1.00	1	1.00	60,992	64,040
2319	Probation Aide	1	1.00 1.00	1 1	1.00 1.00	29,031 40,336	26,883 46,635
2330	Dept. Personnel Off. II Dept. Personnel Off. I	ź	2.00	ź	2.00	88,818	93,270
2358	Coord., Prob. Community Aff.	1	1.00	1	1.00	41,330	51,433
2365	Staff Development Specialist	i	1.00	ò	0.00	36,549	0
2367	Prin. Admin. Anal.	Ź	2.00	2	2.00	110,672	116,200
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	60,992	64,040
2403	Accounting Technician	0	0.00	3	3.00	0	71,550
2408	Probation Projects Specialist	2	2.00	2 3	2.00	81,597	86,917
2412	Analyst II	3	3.00	3	3.00	113,290	123,596
2413	Analyst III	2 0	2.00	2 1	2.00	93,400	95,181 77, 223
2425 2427	Associate Accountant Associate Systems Analyst	1	0.00 1.00	1	1.00 1.00	0 52,714	33,223 55,356
2451	Departmental LAN Analyst I	3	3.00	3	3.00	105,701	126,927
2493	Intermediate Account Clerk	Õ	0.00	5	5.00	0	93,090
2496	Auditor & Controller Manager II		0.00	1	1.00	Ō	52,215
2501	Senior Aud. & Cntrllr Accountan		0.00	1	1.00	0	41,741
2510	Senior Account Clerk	0	0.00	5	5.00	0	107,020
2511	Senior Payroll Clerk	4	4.00	4	4.00	102,148	107,807
2515	Sr. Systems Analyst	1	1.00	1	1.00	58,094	60,995
2537	Department Budget Manager	1	1.00	1	1.00	60,992	64,040
2658 2700	Storekeeper II	1 0	1.00 0.00	1 3	1.00 3.00	26,305 0	27,627 55,530
2730	Intermediate Clerk Typist Senior Clerk	2	2.00	2	2.00	42,693	48,783
2745	Supervising Clerk	1	1.00	1	1.00	29,464	30,933
2757	Admin. Secretary II	i	1.00	i	1.00	27,028	28,394
2758	Admin. Secretary III	2	2.00	2	2.00	63,854	68,586
2759	Admin. Secretary IV	1	1.00	1	1.00	35,160	36,919
3008	Senior Word Proc. Operator	1	1.00	1	1.00	27,168	28,528
3030	Data Entry Operator	0	0.00	1	1.00	0	18,510
5065	Deputy P.O.	1	1.00	1	1.00	41,291	38,105
5090	Senior P.O.	2	2.00	3	3.00	91,064	134,959
5115 6344	Supervising P.O. Coord., Vol. Svcs.	2 1	2.00 1.00	2 1	2.00 1.00	100,350 33,442	106,685 35,124
	Total	46	46.00	66	66.00	\$1,975,940	\$2,578,389
Salary	Adjustments:					\$(60,402)	\$134,506
SB 924	Reimbursed Overtime:					\$143,712	\$143,712
Employe	ee Benefits:					641,295	7 51,717
Salary	Savings:					(49,200)	(56,071)
VTO Rec	fuctions:					(6,287)	(236,332)
	Total Adjustments					\$669,118	\$737,532
Program	n Totals	46	46.00	66	66.00	\$2,645,058	\$3,315,921

PUBLIC DEFENDER

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Indigent Defense	\$37,969,003	\$29,145,200	\$29,880,789	\$30,488,990	\$32,071,116	\$1,582,126	5.2
TOTAL DIRECT COST	\$37,969,003	\$29,145,200	\$29,880,789	\$30,488,990	\$32,071,116	\$1,582,126	5.2
TOTAL PROGRAM REVENUE	(4,314,012)	(1,810,685)	(2,063,258)	(1,586,412)	(4,963,791)	(3,377,379)	212.9
NET GENERAL FUND COST	\$33,654,991	\$27,334,515	\$27,817,531	\$28,902,578	\$27,107,325	\$(1,795,253)	(6.2)
STAFF YEARS	385.57	360.73	341.17	375.00	369.00	(6.00)	(1.6)

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Legally represent 100% of the criminal cases appointed by the Court, except for cases where a conflict of interest exists.
 - a. Provide legal representation for 50 homicide/attempted homicide cases.
 - b. Provide legal representation for 3,100 violent crime cases.
 - c. Provide legal representation for 10,100 property and drug cases.
 - d. Provide legal representation for 76,160 misdemeanor cases.
- Legally represent 100% of the delinquency cases appointed by the Court, except for cases where a conflict of interest exists.
 - a. Provide legal representation for 2,915 delinquency cases.
- Legally represent 100% of the dependency cases appointed by the Court, except for cases where a conflict of interest exists.
 - a. Provide legal representation for 2,100 new dependency cases.
- Legally represent 100% of the mental health cases appointed by the Court, except for cases where a conflict of interest exists.
 - a. Provide legal representation for 3,600 mental health cases.

NOTE:

The criminal case definitions above are those which have been traditionally used in the criminal defense community, and don't necessarily correlate with definitions used by other criminal justice agencies such as the Federal Bureau of Investigations or San Diego Association of Governments (SANDAG).

PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023

MANAGER: Steven J. Carroll

ORGANIZATION #: 2950

REFERENCE: 1998-99 Proposed Budget - Pg. 12-1

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$25,944,294	\$26,223,651	\$26,350,555	\$26,631,679	\$27,467,071	3.1
Services & Supplies	12,017,754	2,666,257	3,494,166	3,857,311	3,880,732	0.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	6,995	255,292	36,048	0	0	0.0
CERS Reserve	0	0	0	0	723,313	100.0
TOTAL DIRECT COST	\$37,969,043	\$29,145,200	\$29,880,769	\$30,488,990	\$32,071,116	5.2
PROGRAM REVENUE	(4,314,012)	(1,810,685)	(2,063,258)	(1,586,412)	(4,963,791)	212.9
NET GENERAL FUND COST	\$33,655,031	\$27,334,515	\$27,817,511	\$28,902,578	\$27,107,325	(6.2)
STAFF YEARS	385.57	360.73	341.17	375.00	369.00	(1.6)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Department was below its 1997-98 budget by approximately \$1.5 million by fiscal year end. This significant fund balance was primarily because the Department decreased its attorney workforce through attrition throughout the year. This staff reduction is in response to the continued downward trend in the number of crimes being committed and also in the number of criminal cases being filed in Court. In addition to the decline in the number of court cases, the Department has made staff changes to make better use of resources by deleting several higher cost positions and replacing them with lower cost personnel. All of these personnel initiatives have lead to a significant savings to the County in FY 1997-98 and for future years.

Furthermore, the 1997-98 budget column does not reflect a salary and benefits mid-year adjustment of \$924.560. This adjustment was to remedy the inadverdent omission of CERS retirement offset appropriations from the Public Defender's 1997-98 Line Item Budget by the Auditor and Controller and DIS.

Variations in budgeted versus actual revenues are also worthy of mention. Fiscal year 1997-98 actual revenue is approximately \$476,800 over budget. This overrealized revenue (accounted for in a mid-year budget adjustment) reflects the impact of AB233, the new trial court funding legislation, which allows counties to obtain reimbursement for their Juvenile Dependency Court-Appointed Attorney services, including attorney fees and related overheads and support costs.

1997-98 ACHIEVEMENT OF OBJECTIVES

Achieved 105% of the goal by resolving 80% of the cases in the Arraignment/Misdemeanor Program at the earliest possible time.

Achieved 100% of the goal to ensure that all attorneys and investigators received training to maintain proper certification aand maintain competent skills.

Achieved 168% of goal by providing 31,984 hours of volunteer services performed by law interns and college students.

Achieved 100% of goal by providing legal representation to 75,980 misdemeanor cases.

Achieved 100% of goal by providing legal representation to 57 homicide/attempted homicide cases.

Achieved 100% of goal by providing legal representation to 2,191 violent crime cases.

Achieved 100% of goal by providing legal representation to 12,244 property and drug cases.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Please refer to the Department Summary Page)

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration [27.00 SY; E = \$2,904,299; R = \$0] including all administrative support staff and director's office is:
 - Mandated/Discretionary Service Level.
 - Establishing the department's operating policies and procedures and overall management direction for a \$32 million budget.
 - Overseeing the department's budget, fiscal, personnel, payroll, space, and automation needs.
 - O Providing training for attorney, investigative and support staff.
 - Establising new cost centers (i.e., low orgs) for the major legal divisions of the Department and reallocating services and supplies and personnel to these cost centers in order to more accurately reflect the actual costs of the separate divisions.
- 2. <u>Criminal Legal Services</u> [262.00 SY; E = \$23,643,622; R = \$756,042] including all legal support and investigators is:
 - Mandated/Mandated Service Level.
 - Representing indigent clients on criminal matters in the Superior and Municipal Courts.
 - Providing legal representation for approximately 13,250 felony and 76,160 misdemeanor cases.
 - O Providing writs and appeals service to clients.
 - O Deleting 6 staff years by deleting 10 attorneys and 3 investigator positions and adding 3 clerical and 4 paralegal positions in response to:
 - A continue downward trend in the number of crimes being committed and also in the number of criminal cases being filed in court; and
 - b. A more efficient and effective use of resources.
- Juvenile Delinquency Legal Services [28.00 SY; E = \$1,991,324; R = \$356,045] including all legal support and investigaors is:
 - Mandated/Mandated Service Levels.
 - Providing attorney services on delinquency cases.
 - Providing legal representation for approximately 2,915 delinquency cases.
- 4. <u>Juvenile Dependency Legal Services</u> [45.00 SY; E = \$2,924,011; R = \$3,839,416] including all legal support and investigators is:
 - Mandated/Mandated Service Levels.
 - Providing attorney services in dependency issues.
 - Providing legal representation for approximately 2,100 new dependency cases.
 - O Being allocated an additional \$3.4 million Trial Court Funding Revenue (AB233) which is a state reimbursement for Juvenile Dependency Court-Appointed attorney costs.
- 5. Mental Health Legal Services [7.00 SY; E = \$607,860; R = \$12,288] including all legal support is:
 - Mandated/Mandated Service Level.
 - O Providing mental health legal services to clients.
 - Providing legal representation for approximately 3,600 mental health cases.

PROGRAM: Indigent Defense

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Aid from Other Government Agencies Court Appointed Attorneys	697,781 1,067,294	0 1,052,136	3,839,416 1,052,136	3,839,416
Trial Court Funding	200,838	462,037	0	(462,037)
Miscellaneous	25,106	0	0	0
Sub-Total	\$1,991,019	\$1,514,173	\$4,891,552	\$3,377,379
REALIGNMENT: Social Services Trust Fund - Sales Tax	\$72,239	\$72,239	\$72,239	\$0
Sub-Total	\$72,239	\$72,239	\$72,239	\$0
Total	\$2,063,258	\$1,586,412	\$4,963,791	\$3,377,379

EXPLANATION/COMMENT ON PROGRAM REVENUES

FISCAL YEAR 1997-98:

Actual revenues for FY 1997-98 exceeded the FY 1997-98 budgeted amount by approximately \$476,800. This increase, accomplished in a mid-year adjustment, primarily reflects the impact of AB233, the new Trial Court Funding legislation which went into effect on January 1, 1998. This legislation allows counties to obtain reimbursement for their Juvenile Dependency Court-Appointed Attorney costs including attorney fees and related overheads and supports costs.

The impact of AB233 is also seen in the FY 1998-99 Budget which shows an approximate \$2.9 million increase in Aid from Other Government Agencies (previously budgeted as Trial Court Funding) over the FY 1997-98 Budget.

PROGRAM	I: Indigent Defense				DEPARTMENT: PUB	LIC DEFENDE
PERFORM	NANCE MEASURES					
·		1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVIT	Y A - Legal Services for Criminal Defe	ense				
% of Re	esources: 71.0%					
utcome (T	his is a new outcome measure; therefore	, historical d	ata is not avai	lable).		
riminal c	gal representation for 100% of the ases appointed by the Court, except here a conflict of interest d.	-	-	-	-	100%
. <u>Effec</u>	<u>tiveness</u>					
Cost	per Misdemeanor Program.	•	-	-	- \$6,	360,265
<u>Outpu</u>	<u>t</u>					
	meanor cases provided legal sentation.	-	-	-		76,160
Effic	iency					
Cost	per misdemeanor case defended.	•	-	•	-	\$84
Effec	<u>tiveness</u>					
	per Homicide/Attempted ide Program.	-	-	-	-	\$873,523
Outpu	<u>t</u>					
	ide/attempted homicide cases ded legal representation.	•	-	-	-	50
Effic	iency					
Cost defen	per homicide/attempted homicide case ded.	-	•	•	-	\$17,470
Effec	<u>tiveness</u>					
Cost	per Violent Crime Program.	•	-	-	- \$6	,536,863
<u>Outpu</u>	<u>t</u>					
Viole legal	nt crime cases provided representation.	-	-	-	-	3,100
Effic	iency					
Cost	per violent crime case defended.	-	•	-	-	\$2,109
<u>Effec</u>	<u>tiveness</u>					
Cost	per Property and Drug Program.	-	-	-	- \$8	,822,581
<u>Outpu</u>	<u>t</u>					
	rty and drug cases provided representation.	-	-	-	-	10,100
Effic	iency					
Cost defen	per property and drug cases ded.	-	-	•	•	\$874

The Efficiency Measures are derived from dividing the cost of the program (Effectiveness) by the number of cases (Output) and should not be used for Economy or Efficiency analysis as defined in Board Policy A-96.

PROGRAM: Indigent Defense				DEPARTMENT:	PUBLIC DEFENDE
PERFORMANCE NEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	
CTIVITY B: Legal Services for Delinquency Pr	rogram				
of Resources 7%					
utcome (This is a new outcome measure;therefo	re, historical d	ata is not avai	lable).		
rovide legal representation to 20% of the delinquency cases opointed by the Court, except for cases here a conflict of interest is declared.		-	-	-	100%
Effectiveness					
Cost per Delinquency Program.	-	-	_	-	\$2,181,317
Output					,, .
Delinquency cases provided legal representation.	-	-	-	-	2,915
Efficiency					
Cost per Delinguency cases defended.	-	-	-	-	\$748
CTIVITY C - Legal Services for Dependency					
of Resources 10%					
utcome (This is a new outcome measure; theref	ore, historical o	data is not ava	ilable).		
rovide legal representation for 100% the Dependency cases appointed by ne Court, except for cases where onflict of interest is declared.	-	-		-	100%
<u>Effectiveness</u>					
Cost per Dependency program.	-	-	-	-	\$3,202,993
<u>Output</u>					
Dependency cases provided legal representation.	-	-	-	-	2,100
Efficiency					
Cost per Dependency case defended.	-	•	•	•	\$1,525
TIVITY D - Legal Services for Mental Health	Program .				
of Resources 2%					
tcome (This is new outcome measure; therefore	, historical data	is not availal	ole).		
covide legal reprentation for 100% the Mental Health cases appointed Court except in cases where conflict of interest is declared.	-	-			100%
Effectiveness					. 50%
Cost per Mental Health Program.	-	-	•	•	\$665,856
p					,

The Efficiency Measures are derived from dividing the cost of the program (Effectiveness) by the number of cases (Output) and should not be used for Economy or Efficiency analysis as defined in Board Policy A-96.

PROGRAM: Indigent Defense			1	DEPARTMENT: PU	BLIC DEFENDER
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
<u>Output</u>					
Mental Health cases provided legal services.	-	-	-	-	3,600
Efficiency					

\$185

IMPORTANT NOTE:

Cost per Mental Health case defended.

- O The above activities include the costs of many services unrelated to adjudicating a particular case in court. Some of those post-sentencing activities include, but are not limited to, the following:
 - Filing motions to return property, or to release a defendant from custody;
 - Providing written or verbal communication, including provision of case file information, to employers, schools or subsequent counsel on behalf of a defendant; and
 - c. Filing writs to return a defendant to court for sentence reconsideration.
- O The above activities represent approximately 90% of the Public Defender's legal defense activities. Defense of capital cases and other post-sentencing activities such as probation violations, proof of compliance, and restitution hearings, make up the remaining legal services provided.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$65,250	\$68,516
0370	Chief Trial Deputy	3	3.00	3	3.00	307,374	322,741
2124	Public Defender	1	1.00	1	1.00	121,060	131,766
2302	Admin. Assistant III	1	1.00	1	1.00	48,991	43,364
2304	Admin. Assistant I	1	1.00	1	1.00	34,820	33,944
2307	Dept. Personnel Officer III	0	0.00	1 0	1.00 0.00	0 55,336	54,004 0
2312 2320	Dept. Personnel & Training Personnel Aide	<u> </u>	1.00 1.00	ŏ	0.00	26,576	0
2320 2330	Dept. Personnel Officer I	;	1.00	1	1.00	36,547	35,186
2369	Admin. Services Manager II	i	1.00	i	1.00	58,094	60,995
2403	Accounting Technician	i	1.00	i	1.00	25,401	26,658
2413	Analyst III	i	1.00	i	1.00	48,991	51,433
2452	Dept. LAN Analyst II	i	1.00	i	1.00	43,363	46,635
2461	Departmental System Engineer II	ı İ	1.00	i	1.00	41,659	46,665
2493	Intermediate Account Clerk	1	1.00	1	1.00	21,412	23,174
2494	Payroll Clerk	Ō	0.00	1	1.00	0	24,250
2505	Senior Accountant	1	1.00	1	1.00	39,399	43,370
2510	Senior Account Clerk	1	1.00	1	1.00	21,853	23,010
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,096	27,908
2700	Intermediate Clerk Typist	2	2.00	2	2.00	42,085 47,773	42,758
2709	Departmental Clerk	1	1.00 1.00	1	1.00 1.00	17,772 18,103	18,662 19,009
2710 2712	Junior Clerk Typist Interpreter Court Clerk	ź	2.00	ź	2.00	57,338	60,205
2714	Inter. Transcriber Typist	9	9.00	9	9.00	201,086	206,321
2724	Senior Transcriber Typist	ž	3.00	ź	3.00	75,151	76,336
2776	Crim. Legal Secretary II	11	11.00	11	11.00	352,847	380,758
2777	Crim. Legal Secretary III	2	2.00	2	2.00	67,740	71,906
2899	Legal Support Svcs. Div. Mgr.	1	1.00	1	1.00	37,325	40,130
2903	Legal Procedures Clerk I	10	10.00	10	10.00	207,784	215,260
2906	Legal Procedures Clerk III	.7	7.00	7	7.00	190,682	207,338
2907	Legal Procedures Clerk II	17	17.00	20	20.00	411,795	477,912
3119 3120	Dept. Computer Specialist II	1	1.00 1.00	1 1	1.00 1.00	31,547 44,409	33,944 44,435
3911	Dept. Computer Specialist III Deputy Public Defender II	10	10.00	10	10.00	576,945	46,635 485,151
3912	Deputy Public Defender III	132	132.00	125	125.00	9,293,442	9,386,796
3913	Deputy Public Defender IV	42	42.00	39	39.00	3,805,161	3,761,490
3914	Deputy Public Defender V	25	25.00	25	25.00	2,429,085	2,729,291
3936	Legal Assistant II	13	13.00	17	17.00	412,451	549,581
4024	Librarian II	1	1.00	1	1.00	32,887	35,363
5765	Public Defender Invest. II	37	37.00	34	34.00	1,533,602	1,512,078
5766	Public Defender Invest. III	11	11.00	11	11.00	501,258	541,942
5770	Child Advocacy Invest. II	15 2	15.00	15	15.00	629,765	651,281
5771	Child Advocacy Invest. III Total	<u>²</u> 375	2.00 375.00	2 369	2.00 369.00	92,091 \$22,081,573	96,688 \$22,710,454
Salamı	Adjustments:	313	373.00	307	307.00	(349,044)	(674,767)
_	ee Benefits:					5,520,176	5,974,864
• •							
	Savings:					(491,817)	(414,271)
VTO Rec	ductions:					(129,209)	(129,209)
	Total Adjustments					\$4,550,106	\$4,756,617
Program	Totals	375	375.00	369	369.00	\$26,631,679	\$27,467,071

SHERIFF'S DEPARTMENT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Detention Services	\$90,140,785	\$93,724,644	\$94,466,822	\$97,722,690	\$109,891,704	\$12,169,014	12.5
Law Enforcement Services	75,105,883	80,792,004	86,395,514	87,312,807	93,029,406	5,716,599	6.6
Management Services	13,028,777	11,330,470	13,773,205	12,590,586	16,348,128	3,757,542	29.8
Human Resource Services	5,550,191	5,998,805	6,891,853	7,233,869	9,327,769	2,093,900	29.0
Office of the Sheriff	1,371,701	1,474,407	1,604,543	1,550,402	1,598,900	48,498	3.1
TOTAL DIRECT COST	\$185,197,337	\$193,320,330	\$203,131,937	\$206,410,354	\$230,195,907	\$23,785,553	11.5
TOTAL PROGRAM REVENUE	(132,303,972)	(149,321,122)	(157,518,716)	(146,308,600)	(158,724,614)	(12,416,014)	8.5
NET GENERAL FUND COST	\$52,893,365	\$43,999,208	\$45,613,221	\$60,101,754	\$71,471,293	\$11,369,539	18.9
STAFF YEARS	2,852.88	2,970.80	3,136.11	3,112.83	3,339.75	226.92	7.3
POSITIONS	2,880	3,022	3,303	3,260	3,379	119	3.7

SHERTEE'S	ASSET	FORFETTIRE	PROGRAM

	1996-97 Actual	1997-98 Estimated Actual	1997-98 Budget	1998-99 Department Request	1998-99 CAO Proposed	Change From 1997-98 Budget	% Change
Total Direct Cost	\$648,953	\$621,426	\$742,744	\$955,000	\$1,213,290	\$258,290	27.1
Revenue	(405,017)	(906,255)	(578,961)	(800,000)	(863,200)	(63,200)	7.9
Fund Balance Contribution	\$(243,936)	\$284,829	\$(163,783)	\$(155,000)	\$(350,090)	\$(195,090)	125.9
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0

CHEDITE DATONI CHIDDI EMENTAL ELINO

JOERTH PAIROE JUFFEEMENT	1996-97 Actual	1997-98 Estimated Actual	1997-98 Budget	1998-99 Department Request	1998-99 CAO Proposed	Change From 1997-98 Budget	ሄ Change
Total Direct Cost	\$0	\$0	\$0	\$3,151,998	\$3,088,988	\$(63,010)	(2.0)
Revenue	(0)	(0)	(0)	(3,151,998)	(3,088,988)	63,010	(2.0)
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

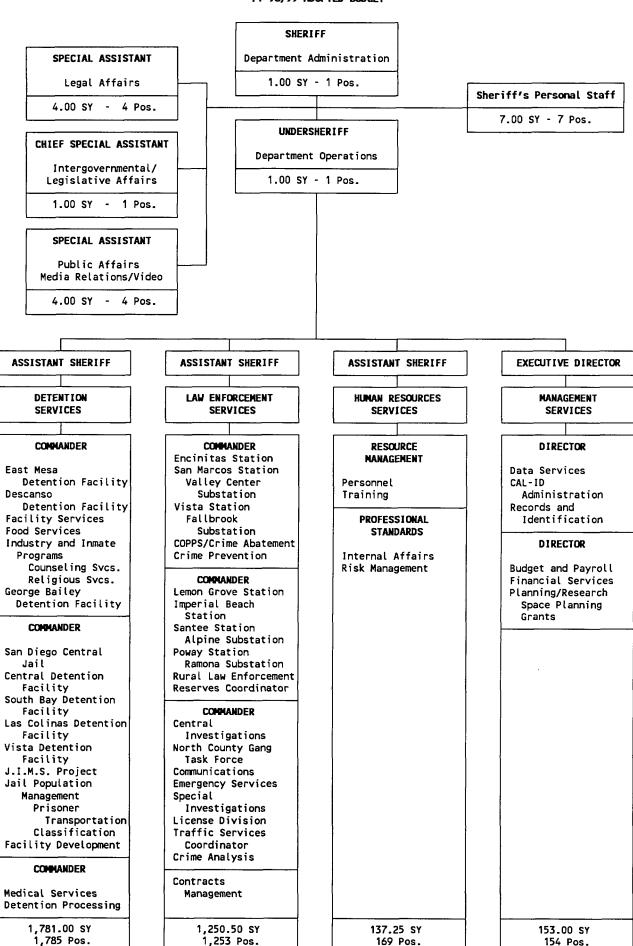
The mission of the Sheriff's Department is to promote the peace and public safety throughout San Diego County by providing law enforcement services and operating the County's detention facilities.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 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.
- Law Enforcement Services Maintain priority 1 and 2 response times within 10% of targeted levels: 12.4 minutes for the unincorporated areas, 23.0 minutes for the rural areas and 9.0 minutes for the contract cities.

 a. Provide the current minimum number of 1,868.76 patrol manhours worked in a 24-hour period.
- Management Services Provide funding for 8 programs and 78 operational units while remaining within the Board of Supervisors' approved budget of \$230 million.
 - a. Analyze requests and develop budgets for 78 operations units.
- <u>Human Resource Services</u> 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. Process in excess of 5,000 applications.
 - b. Conduct in excess of 600 polygraph examinations.
 - c. Hire in excess of 400 candidates.
 - Complete 80% of Category I Internal Affairs cases within 90 days.
- Office of the Sheriff Ensure that county detention facilities operate within court-ordered capacity of 5,500, maintain Priority 1 and 2 response times within 10% of targeted levels: 12.4 minutes in unincorporated areas, 23.0 minutes in the rural areas of San Diego County and 9.0 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 98/99 ADOPTED BUDGET



PROGRAM: Detention Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

MANAGER: Jim Marmack, Assistant Sheriff

ORGANIZATION #: 2400

REFERENCE: 1998-99 Proposed Budget - Pg. 13-4

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.

	1995-96	1996-97	1997-98	1997-98	1998-99	*
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST Salaries & Benefits	\$72,305,649	\$77,001,275	\$83,271,010	\$85,388,082	\$94,269,765	10.4
Services & Supplies	12,123,971	12,062,654	12,758,345	12,395,322	18,770,684	51.4
Other Charges	5,769,678	4,961,689	5,354,367	6,396,469	6,814,169	6.5
Fixed Assets	46,465	129,802	276,871	675,125	618,586	(8.4)
Vehicle/Comm. Equip.	0	49,175	0	0	134,550	100.0
Expenditures/Transfers/Reimb.	(104,978)	(479,951)	(7,193,771)	(7,132,308)	(10,716,050)	50.2
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$90,140,785	\$93,724,644	\$94,466,822	\$97,722,690	\$109,891,704	12.5
PROGRAM REVENUE	(7,658,341)	(17,159,342)	(14,573,037)	(8,259,572)	(10,878,511)	31.7
NET GENERAL FUND COST	\$82,482,444	\$76,565,302	\$79,893,785	\$89,463,118	\$99,013,193	10.7
STAFF YEARS POSITIONS	1,470.79 1,473	1,535.67 1,573	1,646.80 1,719	1,645.75 1,716	1,781.00 1,785	8.2 4.0

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

FY 1997-98 Actual Salaries and Benefits were under budget primarily due to delays in hiring of authorized staff. Services and Supplies were 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 were under budget due to continued intense review of hospital and medical facility billings, and a reduction in inmate hospitalization days. Fixed Assets were under budget due to delays in purchasing Board of Supervisors approved mid-year items. Fixed Asset appropriations have been re-budgeted to FY 98-99. Cost Applied reimbursements were over budget due to increased cost recoveries from the Polinsky Children's Center Food Services contract. Revenues were over budget due mainly to an overrealization of revenue received from the State Criminal Alien Assistance Program grant and the Parole Violation Holds for the Department of Corrections and the Youth Authority.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. The Detention Services Bureau continues to provide safe and humane treatment of inmates in the San Diego County Detention Facilities. On May 12, 1998, item #8, the Board of Supervisors approved the addition of a Dietitian for the Sheriff's Food Services Division. This position will fulfill the Title 15 requirements.
- 1a. The average daily inmate population was 9,401, which is approximately 100 inmates below court-ordered capacity.
- 1b. The Board of Supervisors approved the full year funding of the third hiring phase for the new San Diego Central Jail in the FY 1998/99 Baseline Adjustments.
- On December 2, 1997, item #2, the Board of Supervisors approved the leasing of a portion of the East Mesa property
 adjacent to the City Jail to Corrections Corporation of America (CCA) to build an 800 bed detention facility on the
 leased property. The 800 bed facility will revert to the County after the lease expires.
- 2a. On June 9, 1998, item #58, the Board of Supervisors approved an amendment to the East Mesa Property lease, which will allow CCA to take over operation of the City Jail and build an additional 200 beds. These facilities will also revert to the County after the lease expires.

1998-99 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.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- DETENTION OPERATIONS COMMAND AREA 1 [630.00 SY; E = \$37,685,346; R = \$2,005,707] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for housing prisoners in three detention facilities as mandated by Government Code 26605.
 - Mandated to hold the inmate population at the three "Area 1" detention facilities at the court-ordered cap of 2,648.
 - Responsible for providing support services for inmates including food services, laundry services, counseling services, and religious services.
 - Responsible for preparing 8.375.394 meals for inmates and staff.
 - Responsible for cleaning 3,951,434 pounds of inmate laundry.
 - Increased by 1.00 staff year and 1 position for a Booking Clerk at the Descanso Detention Facility, which will be revenue offset by the Jail Bed Leasing contract with the Federal Government.
 - Increased by 3.00 staff year and 3 positions, for Facilities Services Division, which will be totally revenue offset by the Sheriff's Inmate Welfare Fund.
 - Increased by 7.66 staff years to full year fund existing positions that are part of the San Diego Central Jail Phase III Staffing Plan.
 - Increased by 1.00 staff year and 1 position, to add a Dietitian to the Food Services Division, which will fulfill Title 15 requirements.
 - o Increased by 26.00 staff years and 26 positions, for the Food Services Division to provide food services to the Probation Department's detention facilities on a cost applied basis.
 - Increased by 3.00 staff years and 3 positions, to provide detention support staffing, which was funded by the State Criminal Alien Assistance Program grant.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.

- 2. DETENTION OPERATIONS COMMAND AREA 2 [687.00 SY: E = \$50,591,180; R = \$8,742,804] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Responsible for housing prisoners in four detention facilities as mandated by Government Code 26605.
 - Mandated to hold the inmate population at the four "Area 2" detention facilities at the court-ordered cap of 2.567.
 - Decreased by 2.00 staff years and 2 positions as a result of a position reconciliation within the department.
 - Increased by 14.58 staff years to full year fund existing positions that are part of the San Diego Central Jail Phase III Staffing Plan.
 - Increased by 5.00 staff years and 7 positions, for the first hiring phase of the Jail Information Management System (J.I.M.S.) Project.
 - o Increased by 1.00 staff year and 1 position, to provide clerical support for the Jail Population Management Division.
 - Increased by 15.00 staff years and 15 positions, to provide detention security and support staffing, which was funded by the State Criminal Alien Assistance Program grant.
 - Adjusted by the Board approved use of the CERS Reserve (\$6,236,951) to offset a portion of the FY 98/99
 J.I.M.S. Project costs.
 - 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 Adjusted by a realignment of appropriations from Salaries and Benefits to Services and Supplies.
 - Responsible for transporting 232,063 prisoners in- and out-of-county to courts, other local detention facilities, hospitals, or State institutions.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.
- 3. DETENTION OPERATIONS COMMAND AREA 3 [464.00 SY; E = \$21,615,178; R = \$130,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Adjusted by the addition of \$800,000 in State Health Realignment funds for a cost applied adjustment related to inmate medical costs.
 - Reduced by 2.50 staff years and 2 positions as a result of a reorganization of the Medical Services staffing matrix.
 - Increased by 46.52 staff years to full year fund existing positions that are part of the San Diego Central Jail Phase III Staffing Plan.
 - Increased by 14.00 staff years and 14 positions, to provide nursing staff to the Medical Services Division.
 - Increased by 2.00 staff years and 2 positions, to provide detention support staffing, which was funded by the State Criminal Alien Assistance Program grant.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
USE OF MONEY AND PROPERTY:				
Rents and Concessions (Acct. 9210)	\$293,557	\$0	\$52,143	52,143
Sub-Total	293,557	0	52,143	52,143
INTERGOVERNMENTAL REVENUE:				
Federal Grant (Acct. 9678)	\$0	\$0	\$0	\$0
Aid from Redevelopment Ag (Acct. 9744)	784,409	1,620,000	960,075	(659,925)
Sub-Total	\$784,409	\$1,620,000	\$960,075	\$(659,925)
CHARGES FOR CURRENT SERVICES:				
Transportation of Prisoners (Acct. 9851)	\$28,531	\$10,000	\$10,000	\$0
Booking Fees (Acct. 9857)	3,025,849	3,250,000	3,200,000	(50,000)
Jail Bed Leasing (Acct. 9858)	6,647	113,702	1,976,256	1,862,554
Defendant Booking Fees (Acct. 9859)	305,216	240,000	240,000	0
Fed-St Criminal Alien Ast (Acct. 9932)	5,045,607	0	1,140,032	1,140,032
Institutional Care-County (Acct. 9945)	128,809	125,000	125,000	0
Institutional Care-State (Acct. 9946)	2,068,977	917,941	967,941	50,000
Institutional Care-Federal (Acct. 9948)	1,069,401	0	28,489	28,489
Other - Morrissey Hearings (Acct. 9979)	8,721	7,000	7,000	0
Sub-Total	11,687,758	\$4,663,643	\$7,694,718	\$3,031,075
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$70,976	\$70,000	\$70,000	\$0
Other Miscellaneous (Acct. 9995)	104,746	0	29,357	29,357
Sub-Total	\$175,722	\$70,000	\$99,357	\$29,357
OTHER FINANCING SOURCES:				
Op. Transfer from Int Svc Fund (Acct. 9806)	\$616,830	\$621,850	\$737,810	\$115,960
Op. Transfer from Other/Sp Dis (Acct. 9812)	0	35,418	0	(35,418)
Op. Transfer from Inmate Welf (Acct. 9818)	1,014,761	1,248,661	1,334,408	85,747
Sub-Total	\$1,631,591	\$1,905,929	\$2,072,218	\$166,289
Total	\$14,573,037	\$8,259,572	\$10,878,511	\$2,618,939

EXPLANATION/COMMENT ON PROGRAM REVENUES

USE OF MONEY AND PROPERTY:

- Rebudget \$52,143 in revenue (Acct. 9210) from the East Mesa Private Jail Lease to offset rebudgeted appropriations for the Jail Information Management System (JIMS).

INTERGOVERNMENTAL REVENUE:

- Decrease of \$659,925 in revenue (Acct. 9744), related to the one-time purchase of Furnishings, Fixtures, and Equipment for new San Diego Central Jail in FY 97/98.

CHARGES FOR CURRENT SERVICES:

- Decrease of \$50,000 in revenue (Acct. 9857), related to Jail Booking Fees, based on projections using prior years' actuals.
- Increase of \$1,862,554 in revenue (Acct. 9858), from the leasing of jail beds to the City of San Diego for City inmates housed at the new San Diego Central Jail.
- Increase of \$1,140,032 in revenue (Acct. 9932), related to revenue offset appropriations funded by the State Criminal Alien Assistance Program (SCAAP).

PROGRAM: Detention Services

DEPARTMENT: SHERIFF

- Increase of \$50,000 in revenue (Acct. 9946) related to Parole Violation Holds for the Department of Corrections and the Youth Authority, based on projections using prior years' actuals.
- Increase of \$28,489 in revenue (Acct. 9948) to offset the cost of a Booking Clerk related to leasing of jail beds by the Federal Government (INS) at the Descanso Detention Facility.

OTHER REVENUE:

- Increase of \$29,357 in revenue (Acct. 9995) related to an agreement to provide jail information to the Social Security Administration.

OTHER FINANCING SOURCES:

- Increase of \$115,960 in revenue (Acct. 9806), related to Commissary Stores revenue offset Travel, Memberships, Registration, and Salaries and Benefits, as a result of the annual recalculation of department related revenue for the Commissary Stores and the consolidation of Commissary Stores operating transfer to the Sheriff's Department.
- Decrease of \$35,418 in revenue (Acct. 9812), related to the consolidation of Commissary Stores operating transfers.
- Increase of \$85,747 in revenue (Acct. 9818), related to Inmate Welfare revenue offset Travel, Memberships, Registration, and Salaries and Benefits, as a result of the annual recalculation of department related revenue for the Inmate Welfare and the consolidation of Inmate Welfare operating transfers to the Sheriff's Department.

	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	Budget
ACTIVITY A: DETENTION SERVICES - INMATE HOUSING					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Detention Facilities to be Used to Capacity	y 102%	94.49%	98.20%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Direct Cost To Operate Det. Facilities	\$89,547,417	\$93,724,644	\$94,466,822	\$97,722,690	\$108,016,552
OUTPUT (Service or Product)					
No. of Inmates Incarcerated in all Facilites (daily average)	5,169	5,197	5,401	5,500	5,500
EFFICIENCY (Input/Output)					
Cost Per Inmate Incarcerated	\$17,324	\$18,034	\$17,491	\$17,768	\$19,639
OUTPUT (Service or Product)					
Meals Served	7,899,957	8,069,827	8,375,394	8,062,827	8,550,594
EFFICIENCY (Input/Output)					
Cost Per Meal Day Served	\$1.76	\$1.89	\$1.86	\$1.95	\$1.89
OUTPUT (Service or Product)					
Hospital Bed Days Provided	3,104	1,997	2,454	3,500	3,000
EFFICIENCY (Input/Output)					
Cost Per Hospital Bed Day	\$1,887	\$1,894	\$1,916	\$2,246	\$1,000
DUTPUT (Service or Product)					
Inmates Transported	228,814	219,466	232,063	235,000	235,000
EFFICIENCY (Input/Output)					
Cost Per Inmate Transported	\$16.86	\$20.37	\$17.31	\$18.48	\$18.10
OUTPUT (Service or Product)					
Pounds of Laundry Processed	3,686,900	4,202,792	3,951,434	4,296,800	4,200,000
EFFICIENCY (Input/Output)					
Supply Cost Per Laundry Pound Processed	\$.0176	\$.0220	\$.0184	\$.0198	\$.0214

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	93,310	100,919
0203	Sheriff's Inmate Industry Mgr.	=	1.00	i	1.00	54,370	58,800
0993	Sheriff's Medical Svcs Admin.	1	1.00	i	1.00	66,326	94,865
2303	Admin. Assistant II	3	3.00	3	3.00	133,227	132,562
2403	Accounting Technician	1	1.00	1	1.00	28,278	26,191
2412	Analyst II	2	2.00	2	2.00	73,094	91,875
2423	Dept Systems Programmer	0	0.00	1	0.33	0	13,941
2427	Assoc. Systems Analyst	0	0.00	1	1.00	0	45,543
2451 2452	Dept. LAN Analyst I	0 0	0.00 0.00	1 1	0.33 1.00	0 0	13,587 45,543
2453	Dept LAN Analyst II Dept LAN Analyst III	Ö	0.00	i	0.34	0	16,937
2493	Int. Account Clerk	3	3.00	4	4.00	66,207	84,977
2510	Senior Account Clerk	2	2.00	3	3.00	44,920	68,338
2525	Senior Systems Analyst	0	0.00	1	1.00	Ò	50,215
2650	Stock Clerk	38	32.17	39	39.00	641,037	806,807
2651	Warehouse Materiel Handler	0	0.00	1	1.00	0	19,055
2652	Sheriff's Facility Svs. Mgr.	1	1.00	1	1.00	48,991	51,433
2655	Storekeeper III	1	1.00	1	1.00	26,647	29,366 55,366
2658	Storekeeper II	2	2.00	2 4	2.00 4.00	52,610 01,640	55,254 99,878
2660 2664	Storekeeper I	4 2	4.00 1.33	1	1.00	91,669 29,836	24,490
2700	Pharmacy Stock Clerk Int. Clerk Typist	35	33.00	35	35.00	682,901	773,420
2710	Junior Clerk Typist	6	6.00	6	6.00	98,821	102,971
2713	Sheriff's Property & Evid Clk	Ö	0.00	1	1.00	0	18,510
2725	Principal Clerk I	3	3.00	0	0.00	100,203	. 0
2726	Principal Clerk II	1	1.00	4	4.00	31,264	148,996
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	40,133	53,275
2728	Det. Proc. Supervisor	19	18.17	20	20.00	552,152	587,038
2729	Office Support Secretary	1	1.00	1	1.00	25,401	26,658
2730 2756	Senior Clerk	12	7.00 1.00	12	11.50 1.00	162,612	281,261 24,578
2757	Administrative Secretary I Administrative Secretary II	1 5	5.00	1 6	6.00	23,398 132,273	163,193
2758	Admin. Secretary III	í	1.00	1	1.00	32,649	34,293
3001	Jail Clerk	67	63.67	6 7	67.00	1,433,847	1,582,029
3002	Booking Clerk	108	108.00	109	109.00	2,685,739	2,835,316
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	58,670	61,608
3046	Medical Records Clerk	4	2.67	4	4.00	56,193	84,173
3049	Medical Records Technician	7	6.33	7	7.00	144,306	170,340
3055	Senior Medical Records Tech.	1	1.00	1	1.00	27,817	29,335
3119 4102	Dept Computer Spec II	1 1	1.00	1 1	1.00 1.00	30,786	34,081
4132	Asst. Medical Svs. Admin. Med. Director, Sheriff's Det.	1	1.00 1.00	1	1.00	50,602 109,523	64,586 117,836
4170	Dentist	ź	1.50	3	2.50	89, 191	150,780
4190	Sheriff's Detention Physician	4	3.50	4	3.50	305,940	322,726
4245	Chief Pharmacist	1	.33	0	0.00	18,614	0
4250	Pharmacist	1	1.00	2	2.00	62,568	121,085
4260	Pharmacy Technician	3	3.00	4	4.00	90,442	121,689
4458	Sheriff's Food Svcs. Manager	1	1.00	1	1.00	51,043	65,160
4460	Assistant Chief, Food Services		2.00	2	2.00	74,974	78,712
4497 4504	Asst Chief Nurse	1 1	1.00	1 1	1.00 1.00	50,745	51,467
4545	Chief Nurse Sheriff's Det. Cert. Nurse Pr.		1.00 4.00	2	2.00	66,326 180,019	69,655 98,641
4546	Sheriff's Det. Supv. Nurse	9	9.00	9	9.00	481,097	496,099
4548	Sheriff's Detentions Nurse II	96	86.00	123	123.00	3,547,629	5,208,404
4615	Nurses Assistant	1	1.00	1	1.00	21,334	22,407
4625	Licensed Vocational Nurse	46	40.67	38	38.00	984,359	1,002,023
4770	Dietitian	0	0.00	1	1.00	. 0	27,335
4823	Registered Dental Asst.	4	2.17	4	3.50	64,121	106,631
5050	Correctional Counselor	18	18.00	18	18.00	813,731	859,850
5051	Supv. Correctional Counselor	2	2.00	2	2.00	92,478	105,364
5236 5746	Departmental Aide	22	16.17	23	23.00	232,540	331,322
57 75	Deputy Sheriff Sheriff's Captain	200 7	200.00 7.00	200 8	200.00 8.00	8,460,225 543,069	9,154,865 620,967
5778	Sheriff's Commander	3	3.00	3	3.00	261,748	275,427
•		-	3.00	-	2.00	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
5780	Sheriff's Lieutenant	26	26.00	27	27.00	1,725,719	1,924,354
5781	Corrections Sergeant	26	23.91	31	31.00	1,198,354	1,633,481
5786	Corrections Deputy Sheriff	709	696.50	720	720.00	23,048,064	25,290,309
5789	Sheriff's Commis. Stores Spv.	1	1.00	1	1.00	31,980	33,590
5790	Sheriff's Sergeant	57	57.00	51	51.00	3,344,024	3,136,680
6405	Food Services Supervisor	11	11.00	16	16.00	330,397	475,121
6410	Senior Cook	67	64.00	84	84.00	1,565,580	2,081,620
6415	Food Services Worker	22	19.00	24	24.00	315,608	412,745
6509	Laundry Supervisor	1	1.00	1	1.00	30,003	31,502
6510	Senior Laundry Worker	3	3.00	4	4.00	78,250	104,142
6530	Laundry Worker	8	8.00	9	9.00	177,355	212,653
7030	Senior Custodian	7	7.00	8	8.00	153,853	180,158
7515	Stores Delivery Driver	0	0.00	1	1.00	. 0	22,775
7516	Delivery Vehicle Driver	5	5.00	5	5.00	109,031	115,120
7530	Sewing Room Supervisor	1	1.00	1	1.00	20,996	22,027
8801	Technical Project Leader	0	0.00	1	1.00	0	80,309
8005	Senior Dentist	1	0.33	0	0.00	19,472	0
8006	Sr Det Cert Nurse Prac	1	0.33	0	0.00	15,648	0
9999	Extra Help	0	0.00	0	0.00	844,786	732,555
	Total	1,716	1,645.75	1,785	1,781.00	\$57,431,125	\$64,903,823
Salary	Adjustments ¹ :					1,673,731	3,775,759
Premiur	m/Overtime Pay ² :					4,500,435	5,664,461
Employe	ee Benefits:					21,877,352	20,020,283
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					(94,561)	(94,561)
	Total Adjustments					\$27,956,957	\$29,365,942
Program	m Totals	1,716	1,645.75	1,785	1,781.00	\$85,388,082	\$94,269,765

¹ FY 97/98 Budgeted Salary Adjustments were restated to include account 9004 'Other Extraordinary Pay'.

 $^{^{2}}$ FY 97/98 Budget Premium/Overtime Pay was restated to exclude account 9004 'Other Extraordinary Pay'.

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

MANAGER: Myron Klippert, Assistant Sheriff

ORGANIZATION #: 2400

REFERENCE: 1998-99 Proposed Budget - Pg. 13-11

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$71,053,078	\$75,501,456	\$77,900,035	\$79,481,335	\$83,422,888	5.0
Services & Supplies	3,188,631	3,804,235	8,058,218	7,228,392	8,867,975	22.7
Other Charges	331,126	337,768	336,008	340,535	729,833	114.3
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	186,223	699,657	47,503	198,795	710	(99.6)
Vehicle/Comm. Equip.	346,825	448,888	53,750	63,750	8,000	(87.5)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$75,105,883	\$80,792,004	\$86,395,514	\$87,312,807	\$93,029,406	6.5
PROGRAM REVENUE	(36,456,464)	(39,868,535)	(41,462,097)	(40,631,987)	(43,246,197)	6.4
NET GENERAL FUND COST	\$38,649,419	\$40,923,469	\$44,933,417	\$46,680,820	\$49,783,209	6.6
STAFF YEARS	1,149.09	1,198.58	1,232.96	1,210.00	1,250.50	3.3
POSITIONS	1,174	1,210	1,250	1,213	1,253	3.3

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 include emergency services such as Special Weapons and Tactics (SWAT), Special Enforcement Detail (SED), Underwater Recovery, Aerial Support, and Emergency Planning.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salaries and Benefits were under budget due primarily to the reduction in retirement costs (CERS). Services and Supplies were over budget due to board approved mid-year additions. Fixed Assets were under budget as a result of (1) fixed assets for the Crime Lab were encumbered and will be expended in FY98-99, and (2) fixed asset appropriations for the contract cities were not expended.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Completed construction on 800 MHz project; training continues and equipment testing has begun.
- Priority 1 and 2 response times were 9.2 minutes in the incorporated area, 12.5 minutes in the unincorporated area and 23.0 minutes in the rural area.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

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

- Law Enforcement Operations Patrol: Maintain priority 1 and 2 response times within 10% of targeted levels: 12.4 minutes for the unincorporated areas, 23.0 minutes for the rural areas and 9.0 minutes for the contract cities.
 - a. Provide the current minimum number of 1,868.76 patrol manhours worked in a 24-hour period.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Law Enforcement Operations Northern Command</u> [400.00 SY; E = \$26,337,020; R = \$21,712,191] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for all law enforcement in the northern unincorporated area of San Diego County and for five contract cities.
 - o Increased by 2.00 staff years and 2 positions due to the addition of one Crime Abatement Deputy position and one Community Oriented Policing Lieutenant position with funding from the Citizen's Option for Public Safety (COPS) program.
 - Increased by 4.00 staff years and 4 positions related to the mid-year board actions relating to service adjustments for contract cities.
 - Decreased by 1.00 staff year and 1 position as a result of a reorganization within Law Enforcement Services.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.
- 2. <u>Law Enforcement Operations Southeastern Command</u> [435.50 SY; E = \$33,222,354; R = \$17,226,632] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for all law enforcement in the southeastern unincorporated area of San Diego County and for four contract cities.
 - Decreased by 2.00 staff years and 2 positions related to the mid-year board actions relating to service adjustments for contract cities.
 - Increased by 1.00 staff year and 1 position as a result of a reorganization of the Reserve unit.
 - Increased by 1.00 staff year and 1 position related to the mid-year board action for Grossmont Union High School District.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.
 - Increased by \$389,298 in Other Charges for the lease purchase of 800 MHz radios for the contract cities.
 These appropriations are revenue offset.
- 3. Law Enforcement Support Command [415.00 SY; E = \$33,470,032; R = \$4,307,374] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for regional specialized investigative support and highly technical emergency services' response.
 - Increased by 2.00 staff years and 2 positions due to a department-wide position reconciliation.
 - Increased by 12.00 staff years and 12 positions due to the addition of eight Emergency Service Dispatchers, two Supv. Emergency Service Dispatchers, one Sheriff's Communications Coordinator and one Admin. Secretary II for the Communications Center Early Staffing.
 - Increased by 12.00 staff years and 12 positions due to the addition of ten Deputies, one Sergeant and one Intermediate Clerk Typist for the Domestic Violence Unit.
 - Increased by 1.00 staff year and 1 position due to the addition of one Intermediate Clerk Typist which is

revenue offset with False Alarm Fees.

- o Increased by 9.00 staff years and 9 positions due to the addition of two Bomb/Arson Deputies, four Street Narcotics/Gang Deputies, one Street Narcotics/Gang Sergeant, one Computer Crime Fraud Deputy and one Analyst II with funding from the Citizen's Option for Public Safety (COPS) program.
- o Increased by 1.00 staff year and 1 position as a result of a reorganization within Law Enforcement Services.
- Decreased by 1.50 staff years and 2 positions as a result of a reorganization of the Reserve unit.
- Increased by \$400,000 in Overtime appropriations as part of a multi-year strategic plan addressing the structural underfunding of this account.
- Increased by \$200,000 in Services and Supplies to offset the annual fuel costs for all vehicles in the Sheriff's Department.
- Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.
- Increased by \$764,426 in Services and Supplies to offset the annual depreciation cost for vehicles in the Fleet Services Internal Service Fund (ISF).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses- Taxicab Operator's Permit (Acct. 9114)	\$50,007	\$50,000	\$50,000	\$0
Business License Other (Acct. 9114)	39,541	51,000	51,000	0
Biohazardous Waste Premit Fees (Acct. 9144)	80	31,000	31,000	ŏ
Other Licenses & Permits-		•	· ·	•
Explosives Permits (Acct. 9153)	5,780	5,000	5,000	0
Park Lands Dedication Fees (Acct. 9154)	12,576	. 0	0	0
Miscellaneous Licenses & Permits (Acct. 9155)	58,408	63,000	70,000	7,000
Alarm Permit Fees (Acct. 9158)	22,404	24,000	20,000	(4,000)
Sub-Total	\$188,796	\$193,000	\$196,000	\$3,000
REVENUE FROM USE OF MONEY AND PROPERTY:				
Interest on Deposits & Invest. (Acct. 9190)	33	0	0	0
·	22	•	•	0
Sub-Total	33	0	0	0
INTERGOVERNMENTAL REVENUES:				
State Off-Hwy Motor Veh In. Lieu (Acct. 9264)	\$15,000	\$15,000	\$15,000	\$0
Regional Auto Theft Task Force (RATT) (Acct. 9505)	238,611	288,000	288,000	. 0
Other State Grants (Acct. 9527)	75,730	40,000	75,000	35,000
State-Narcotic Drug Abuse (Acct. 9547)	471,000 400,344	471,000	235,500	(235,500)
Fed Grant Comm Orient Pol (Acct. 9662)	699,244	273,579 597,077	529,050 407,044	255,471
Fed Gr-High Intensity Drug (Acct. 9665) Federal Grants (Acct. 9678)	582,693 146,869	584,977 157,031	607,966 146,869	22,989 (10,162)
Other Government Agencies (Acct. 9746)	670,016	208,365	558,902	350,537
Sub-Total	\$2,899,163	\$2,037,952	\$2,456,287	\$418,335
CHARGES FOR SERVICES:	•		. ,	•
Communication Services (Acct.9720)	\$9,750	\$12,000	\$12,000	\$0
Chrgs in Internal Serv Funds (Acct. 9786)	24,000	24,000	24,000	3 0
Dispute Resolution Fees (Acct. 9835)	-20	24,000	24,000	Ö
Animal Spay Clinic (Acct. 9843)	114	ŏ	Õ	ŏ
Law Enforcement Services		•	•	•
False Alarm Fee (Acct. 9847)	96,140	50,000	64,852	14,852
Law Services Other Governments (Acct. 9852)	1,093,429	933,453	1,002,940	69,487
Official Document & Fingerprint (Acct. 9853)	263,750	195,000	225,000	30,000
Alcohol Lab Test and Services (Acct. 9855)	231,607	270,000	248,680	(21,320)
H & S Lab Tests (Acct. 9856)	51,915	82,000	82,000 77 F00 775	1 575 /5/
Contract Cities-Law Svcs (Acct. 9879) Other Charges Current Services	35,826,289	36,062,919	37,598,375	1,535,456
Other Service to Government (Acct. 9971)	492,172	492,178	572,551	80,373
Cellular Phone Empl Reimb (Acct. 9956)	171	472,178	0	0
Jury or Witness Fee (Acct. 9973)	15	ő	0	Õ
Other Miscellaneous (Acct. 9979)	137,178	141,000	111,000	(30,000)
Sub-Total	\$38,226,510	\$38,262,550	\$39,941,398	\$1,678,848
MISCELLANEOUS REVENUES:			-	•
Recovered Expenditures (Acct. 9989)	\$88,850	ፍ ጀብ ብሰብ	\$40,000	10,000
Miscellaneous Revenue-Other (Acct. 9999)	*00,00U	\$30,000 0	582,012	582,012
Other Miscellaneous (Acct. 9995)	58,745	108,485	30,500	(77,985)
Sub-Total	\$147,595	\$138,485	\$652,512	\$514,027
	•	•	•	• •
Total	\$41,462,097	\$40,631,987	\$43,246,197	\$2,614,210

EXPLANATION/COMMENT ON PROGRAM REVENUES

LICENSES, PERMITS, AND FRANCHISES:

- Increase of \$7,000 Miscellaneous Licenses & Permits-Misc (Acct.9155) is based on prior year and estimated FY 97/98 collections.
- Decrease of \$4,000 in Alarm Permit Fees (Acct. 9158) is based on prior year and estimated FY 97/98 collections.

INTERGOVERNMENTAL REVENUES:

- Increase of \$35,000 in Other State Grants (Acct. 9527) is based on an increase in the Marijuana Eradication grant.
- Decrease of \$235,500 in State-Narcotic Drug Abuse (Acct. 9547) is based on a reduction in the Sheriff's portion of the Federal Substance Abuse Treatment and Prevention Block grant. This revenue was related to the Sheriff's Drug Abuse Resistance and Education (DARE) program.
- Increase of \$255,471 in Fed Grant Comm Orient Pol (Acct. 9662) is based on : (1) a decrease of \$11,079 from the Federal C.O.P.S. Ahead Grant; (2) an increase of \$266,550 from the C.O.P.S. Universal grant.
- Increase of \$22,989 in Federal Grant High Intensity Drug Trafficking Area (HIDTA) (Acct. 9665) is due to changes in grant amount for CY98.
- Decrease of \$10,162 in Federal Grants (Acct. 9678) is due to a reduction in the San Diego County Jurisdictions Unified for Drug/Gang Enforcement Program Grant (J.U.D.G.E.).
- Increase of \$350,537 in Other Government Agencies (Acct. 9746) is based on: (1) a decrease of \$41,511 for the Senior Volunteer Patrol Program; (2) the addition of revenue from the Domestic Violence Grant (\$402,048); and (3) a decrease of \$10,000 related to the realignment of revenue received from the Federal Government to offset overtime worked for drug enforcement efforts. This revenue has been transferred to Acct. 9989 Recovered Expenditures.

CHARGES FOR SERVICES:

- Increase of \$14,852 in False Alarm Fee (Acct 9847) is based on an increase in estimated revenue.
- Increase of \$69,487 in Law Services Other Governments (Acct 9852) was due to: (1) a new contract with the Grossmont Union High School District for law enforcement services \$69,667; (2) a decrease of \$180 which is a prior year correction.
- Increase of \$30,000 in Official Documents and Fingerprints (Acct. 9853) is based on prior year collections and FY 97/98 estimated actuals.
- Decrease of \$21,320 in Alcohol Lab Test and Service (Acct. 9855) is based on prior year collections and FY97/98 estimated actuals.
- Increase of \$1,535,456 in Contract Cities-Law Svcs (Acct 9879) is based on increased costs related to pay raises, overtime, increase in estimated service levels, public liability insurance costs, 800 Mhz radios, senior volunteer program and station costs, and on a decrease in retirement costs.
- Increase of \$80,373 in Other Service to Government (Acct. 9971) is based on anticipated revenue increase from CAL-ID user agencies.
- Decrease of \$30,000 in Other Miscellaneous (Acct. 9979) is based on the cancellation of revenue related to the rural ambulance service.

MISCELLANEOUS REVENUE:

- Increase of \$10,000 in Recovered Expenditures (Acct. 9989) is based on a realignment of revenue received from the Federal Government to offset overtime worked for drug enforcement efforts. This revenue was formerly budgeted in Acct. 9746 Other Government Agencies.
- Increase of \$582,012 is from a San Diego Service Authority for Freeway Emergencies (S.A.F.E.) grant and will offset overtime and services and supplies related to the 800 MHz project.
- Decrease of \$77,985 in Other Misc (Acct.9995) is based on (1) a decrease in revenue from the Cal-ID Equip Repl/Sys Enh Trust Fund #5442000 which offset FY97/98 fixed assets (\$76,485), and (2) a decrease of \$1,500 which is based on prior year collections.

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PERFORMANCE MEASURES					
	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	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 36%

OUTCOME	(Planned	Result)

Priorities 1 & 2 Incorporated Response Times Unincorporated Response Times Rural Response Times	8.4 12.2 23.9	9.1 12.3 24.3	9.2 12.5 23.0	8.8 12.4 23.0	9.0 12.4 23.0
EFFECTIVENESS (Input/Outcome)					
Cost to achieve Priority 1 & 2 response times 1	\$33,419,939	\$33,809,247	\$33,506,602	\$33,021,865	\$33,685,615
OUTPUT (Service or Product)					
Number of Patrol Hours Worked in a 24 Hour Period ²	1,759.50	1,793.50	1,755.35	1,802.00	1,868.76
EFFICIENCY (Input/Output)					
Annual Cost for one Patrol Hour	\$18,994	\$18,851	\$19,088	\$18,325	\$18,026

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. Costs for vehicles, fuel and maintenance are not included.

² In the FY98/99 budget, the output for patrol services was changed from 'patrol units dispatched' to 'manhours worked' in a 24 hour period. This change alleviated any problems related to the length of a patrol shift, i.e., 8.5 hours or 12.5 hours. Prior years have been adjusted accordingly and that has impacted the 'Efficiency' as well.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	93,310	100,919
0975	Sheriff's Contract Manager	1	1.00	1	1.00	56,420	69,782
2303	Administrative Assistant II	1	1.00	1	1.00	44,409	46,635
2412	Analyst II	3	3.00	4	4.00	133,227	178,279
2413	Analyst III (V)	1	1.00	1	1.00	48,991	51,433
2700 2710	Intermediate Clerk Typist	60	59.00	61	60.50	1,244,486	1,342,037
2713	Junior Clerk Typist	1	1.00	1 6	1.00	17,569	17,182
2729	Sheriff's Prop/Evid Clerk Office Support Secretary	6 1	6.00 1.00	1	6.00 1.00	131,616 25,401	138,282
2730	Senior Clerk	11	11.00	11	11.00	274,562	23,010 289,590
2733	Sheriff's Licensing Clerk I	2	2.00		2.00	44,208	43,122
2734	Sheriff's Licensing Clerk II	7	7.00	2 7	7.00	178,878	174,663
2735	Sheriff's Licensing Specialist	2	2.00	2	2.00	53,758	57,830
2736	Sheriff's Licensing Supervisor	2	2.00	2	2.00	57,806	56,533
2737	Sheriff's Licensing Manager	1	1.00	1	1.00	37,770	39,660
2756	Administrative Secretary I	16	16.00	15	15.00	355,731	359,841
2757	Administrative Secretary II	11	11.00	13	13.00	297,046	365,118
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	34,293
2821	Sheriff's Comm. Dispatcher	13	13.00	13	13.00	324,844	332,557
2822	Sheriff's Emerg. Svcs. Disp.	86	84.00	94	92.00	2,524,419	2,804,468
2823 4330	Supv. \$hf. Emerg. Svcs. Disp.	10	10.00	12	12.00	366,667	450,680
5236	Lab. Assistant	1 8	1.00	1 8	1.00	20,902	23,059
5713	Departmental Aide Sheriff's Inves. Specialist	2	8.00 2.00	2	8.00 2.00	114,280 61,248	121,470 66,702
5716	Forensic Evidence Technician	ō	0.00	5	5.00	01,240	181,720
5721	Forensic Document Examiner	2	2.00	ž	2.00	118,552	124,496
5732	Crime Lab Manager	1	1.00	<u>1</u>	1.00	77,507	81,384
5734	Supv. Criminalist	4	4.00	4	4.00	259,360	285,696
5736	Criminalist III	2	2.00	2	2.00	127,020	132,882
5737	Criminalist II	16	16.00	16	16.00	875,837	911,005
5743	Supv Crime Prev Specialist	5	5.00	5	5.00	141,180	148,215
5744	Crime Prev Specialist	19	19.00	19	19.00	464,060	496,182
5745	Latent Fingerprint Examiner	6	6.00	6	6.00	196,698	203,417
5746	Deputy Sheriff	725	725.00	741	741.00	34,230,515	36,506,991
5748 5774	Community Service Officer	31 1	31.00	31 2	31.00	755,171	803,849
5775	Shf. Comm. Coordinator Sheriff's Captain	11	1.00 11.00	11	2.00 11.00	43,448 957, 945	90,780
5778	Sheriff's Commander	3	3.00	3	3.00	854,865 261,748	897,073 275,427
5780	Sheriff's Lieutenant	32	32.00	33	33.00	2,196,830	2,346,744
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	82,003	87,463
5787	Sheriff's Prop/Evid Manager	1	1.00	1	1.00	37,770	39,660
5790	Sheriff's Sergeant	101	101.00	105	105.00	5,940,515	6,419,795
5793	Sheriff's Prop/Evid Cust.	1	1.00	1	1.00	30,248	31,941
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	40,731	42,780
9999	Extra Help	0	0.00	0	0.00	169,067	262,704
	Total	1,213	1,210.00	1,253	1,250.50	\$53,443,322	\$57,557,349
Salary A	Adjustments¹:					1,106,059	2,631,643
Premiur	m/Overtime Pay ² :					4,711,146	5,975,788
Employ	ee Benefits:					20,273,905	17,311,205
Salary :	Savings:					(0)	(0)
VTO Re	eductions:					(53,097)	(53,097)

¹ FY 97/98 Budgeted Salary Adjustements were restated to include account 9004 'Other Extraordinary Pay'.

² FY 97/98 Budgeted Premium/Overtime Pay was restated to exclude account 9004 'Other Extraordinary Pay'.

STAFF	ING SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
	Total Adjustments					\$26,038,013	\$25,865,539
Program	m Totals	1,213	1,210.00	1,253	1,250.50	\$79,481,335	\$83,422,888

PROGRAM: Management Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

MANAGER: Susan Walton, Executive Director

ORGANIZATION #: 2400

REFERENCE: 1998-99 Proposed Budget - Pg. 13-17

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$6,166,420	\$5,946,181	\$6,586,330	\$6,483,261	\$7,208,447	11.2
Services & Supplies	6,668,581	4,864,254	6,638,082	5,859,581	7,039,681	20.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	193,776	520,035	548,793	247,744	100,000	(59.6)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Management Reserves	0	0	0	0	2,000,000	100.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$13,028,777	\$11,330,470	\$13,773,205	\$12,590,586	\$16,348,128	29.8
PROGRAM REVENUE	(87,386,545)	(91,649,544)	(100,846,795)	(96,540,224)	(103,780,239)	7.5
NET GENERAL FUND COST	\$(74,357,768)	\$(80,319,074)	\$(87,073,590)	\$(83,949,638)	\$(87,432,111)	4.1
STAFF YEARS POSITIONS	152.00 152	144.21 145	146.70 151	146.67 151	153.00 154	4.3 2.0

PROGRAM MISSION

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

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Estimated Salaries and Benefits have exceeded budgeted appropriations by \$103,069 due to Board approved mid-year personnel additions. The overexpenditure of \$778,501 in Services and Supplies and \$301,049 in Fixed Assets is due to costs associated with mid-year Board approved actions. Additional revenue of \$4,306,571 was realized due in part to increased Proposition 172 Sales Tax revenues from the State of California, and from the East Mesa Ground Lease.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Budget and Payroll Division provided funding for 78 units and completed administrative payroll duties to 3,165 employees. Financial Services maintained a variance of 1.2% between budgeted and actual expenditures. The Records Division met its goal of correctly identifying prisoners within four hours of being booked into detention facilities. The Data Services Division achieved maintaining computer network downtime at less than 1.5% which exceeded their targeted efficiency of 2%.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- <u>Budget</u> Provide funding for 8 programs and 78 operational units while remaining within the Board of Supervisor's approved budget of \$230 million.
 - a. Analyze requests and develop budgets for 78 operational units.
- 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 individuals booked into county detention facilities within four hours.
 - a. File and maintain 75,000 arrest reports.
- 4. <u>Payroll</u> Pay over 3,300 employees accurately and efficiently, in accordance with MOA and Compensation Ordinance provisions.
 - a. Process in excess of 94,000 payroll documents.
- 5. <u>Data Services</u> Maintain the Sheriff's Department computer network with less than 2% downtime, to enhance operational efficiencies.
 - a. Respond to 5,000 calls for service or assistance.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Management Services Program [153.00 SY; E = \$16,348,128; R = \$103,780,239] is:
 - Mandated/Discretionary Service Level.
 - Responsible for budget preparation, monitoring of expenditures, inventory control, payroll and recordkeeping.
 - Responsible for planning, coordinating, implementing and managing the data processing needs of the Department.
 - Responsible for maintaining criminal history records that serve the entire county criminal justice system-police, detentions, prosecutors, courts, probation, and state and federal agencies.
 - Responsible for planning and research, space management and grants coordination functions.
 - Adjusted by an increase of \$4.2 million in revenues, based on the Auditor & Controller's 1998-99 projections for Proposition 172 revenues.
 - Adjusted by an increase in the rate of pay received by most employees in FY 97/98 as approved by the Board of Supervisors.
 - Adjusted by an increase of \$37,003 in Salaries and Benefits for reclassifications approved by the Board of Supervisors.
 - Adjusted by a reduction of \$27,760 in Services and Supplies as projected for phase two of the Training Pipeline approved by the Board of Supervisors.
 - Adjusted by an increase of \$19,180 in Services and Supplies for maintenance costs of the Digital Mug Shot Maintenance System, funded by a Local Law Enforcement Block Grant and approved by the Board of Supervisors.
 - Adjusted by an increase of 3.33 SY which will full year fund the third year staffing matrix for the San Diego Central Jail.
 - Adjusted by an increase of 1.00 SY and one (1) Records and Identification Clerk position approved by the Board of Supervisors to provide confinement records to the Social Security Administration for its review of eligibility of inmates during incarceration. Offsetting Revenue is budgeted in the Detention Services Bureau.
 - Adjusted by an increase of 1.00 SY and one (1) Senior Systems Analyst position and \$75,736 in Salaries and Benefits approved by the Board of Supervisors to support early staffing of the Emergency Communications Center.
 - Adjusted by a net increase of \$779,824 in revenue for this program related to the Board approved Brulte funds, Citizens Option for Public Safety (COPPS) Program.
 - Adjusted by an increase of \$12,000 in Services and Supplies for the Internal Service Fund (ISF) U.S. Mail Account based on actual expenditures.
 - O Adjusted by an increase of \$189,302 in Services and Supplies to reflect current rents and leases. Adjusted by an increase of \$235,594 in Revenue to correctly reflect revenue from Contract Cities related to Rents and Leases. Adjusted by an increase of \$54,474 in Services and Supplies for modification of the San Marcos Sheriff's Station as approved by the Board of Supervisors.
 - Adjusted by a reduction of \$163,741 in the County Employees Retirement System rate.

Adjusted by an increase of \$100,000 in Fixed Assets for computer imaging equipment, and an increase of \$97,000 for software, equipment maintenance, and professional services, of prior year unexpended Brulte and Proposition 172 funds as approved by the Board of Supervisors.

Adjusted by an increase of 1.00 SY and one (1) Departmental Systems Engineer I position as approved by the Board of Supervisors for the Station Automation Staffing Support of the digital mugshot system.

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PROGRAM REVENUE BY SOURCE				Change From
	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$0	\$0	\$0	\$0
Law Enforc. Srvcs (Acct. 9852/9853)	75	Õ	0	Q.
Booking Fees (Acct. 9857)	, 0	ŏ	Õ	Ŏ
Other-Jury or Witness Fees (Acct. 9973)	11,178	13,000	13,000	ő
Contract Cities - Law Enforcement Services (Acct. 9879)	237,616	237,616	506,439	268,823
Cellular Phone (Acct 9956)	9,442	0	0	0
Sub-Total	\$258,311	\$250,616	\$519,439	\$268,823
AID FROM OTHER GOVERNMENTAL AGENCIES:				
ed Grant-COPS (Acct. 9662)	\$0	\$0	\$0	\$0
St. Aid-Pub Safety Sales Tx (Acct. 9525)	95,758,980	94,712,980	99,073,953	4,360,973
Nid - Redevelop. Agency (Acct. 9744)	0	0	0	0
St. Aid - COPS AB3229 (Acct 9533)	1,682,499	1,268,260	2,048,084	779,824
Other State Grant (Acct 9527)	314,553	0	0	0
ed Local LE Blk Grant (Acct 9681)	0	308,368	0	(308,368
ed Adm Ch Welfare Title IV-B (Acct 9553)	0	0	75,632	75,632
Sub-Total	\$97,756,032	\$96,289,608	\$101,197,669	\$4,908,061
OTHER FINANCING SOURCES:				-
Operating Transfer/Asset Forfeiture (Acct 9816)	\$0	\$0	\$63,131	\$63,131
Sub-Total	\$0	\$0	\$63,131	\$63,131
(ISCELLANEOUS REVENUES:				
Recovered Exp/Other Misc (Acct 9989/9995)	\$31,899	\$0	\$0	\$0
Other Miscellaneous (Acct 9995)	550	0	0	0
other Sales Taxable (Acct 9996)	3	0	0	0
Sub-Total	\$32,452	\$0	\$0	\$0
ISE OF MONEY AND PROPERTY				
ents & Concessions (Acct 9210)	\$2,800,000	\$0	\$0	\$0
Sub-Total	\$2,800,000	\$0	\$0	\$0
UND BALANCE	•			
und Balance (Acct 9501)	0	0	2,000,000	2,000,000
Sub-Total	0	0	2,000,000	2,000,000
Total	\$100,846,795	\$96,540,224	\$103,780,239	\$7,240,015

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

- Adjusted by an increase of \$268,823 in Contract Cities - Law Enforcement Services (Acct 9879) due to a realignment of appropriations for Contract Cities revenue associated with Rents and Leases.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Adjusted by an increase of \$4,360,973 in State Aid Public Safety Sales Tax, Prop 172, (Acct 9525), due to projections from the Auditor for FY 98/99.
- Adjusted by an increase of \$779,824 in State Aid COPS AB 3229, Brulte monies as based on estimates from the Auditor and Controller.
- Adjusted by a reduction of \$308,368 in Fed Local Law Enforcement Block Grant (Acct 9681), due to the anticipated expenditure of all remaining Grant monies in this category.
- Adjusted by an increase of \$75,632 in unexpended Brulte funds, based on estimates from the Auditor and Controller. (Note: These funds were erroneously credited to account 9553).

OTHER FINANCING SOURCES:

- Adjusted by \$63,131 in Operating Transfers from the Sheriff's Asset Forfeiture Program (Acct 9816) for Station Automation.

FUND BALANCE:

- Adjusted by a rebudget of \$2,000,000 from FY 97/98 Sheriff's Department Fund Balance.

PROGRAM: Management Services	DEPARTMENT: SHERIFF
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PERFORMANCE MEASURES					
	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	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.

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	78	78
ACTIVITY B: FINANCIAL SERVICES					
% OF RESOURCES: 9.3%					
OUTCOME (Planned Result)					
Maintain a variance of less than 5% between budgeted and actual expenditures.	4.5%	<5%	1.2%	1%	1%
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%
ACTIVITY D: PAYROLL					
% OF RESOURCES: 11.8%					
OUTCOME (Planned Result)					
Perform administrative payroll duties and issue payroll to employees	2,874	3,000	3,200	3,165	3,379
ACTIVITY E: DATA SERVICES					
% OF RESOURCES: 21.7%					
OUTCOME (Planned Result)					
Maintain computer network cumulative downtime at less than 2% annually.	<2%	<1%	<1.5%	<1.5%	<1.5%

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0262	Director, Sheriff's Mgmt Svcs	1	1.00	1	1.00	93,310	100,919
0991	Sheriff's Tech Support Manager		1.00	1	1.00	62,222	71,938
2302 2303	Administrative Assistant III	2	2.00 2.00	2	2.00 2.00	97,982 84,080	102,866 90,391
2367	Administrative Assistant II Principal Adm. Analyst	2 2	2.00	2 2 2	2.00	110,672	116,200
2370	Adm. Services Manager III	1	1.00	ī	1.00	64,063	67,263
2403	Accounting Technician	5	4.16	5	5.00	112,670	140,223
2413	Analyst III	2	2.00	2	2.00	97,394	97,393
2421	Supv. Dept. Sys. Programmer	1 1	1.00 1.00	1 1	1.00 1.00	54,379 41,377	59,975 45,639
2423 2425	Dept. Systems Programmer Associate Accountant	5	5.00	5	5.00	185,907	197,287
2427	Associate System Analyst	6	5.50	5 5	4.50	275,829	236,340
2451	Dept LAN Ana I	ž	2.00	2	2.00	74,912	81,891
2452	Dept LAN Ana II	1	0.50	1	0.50	21,603	27,996
2461	Dept Systems Engineer II	0	0.00	1	1.00	0	45,113
2471	EDP Systems Manager	1	1.00	1	1.00 2.00	68,885 20, 224	72,324 56,398
2485 2486	Distrib. Net. Tech. II Distrib. Net. Tech. III	1 2	1.00 2.00	2 2 5 2	2.00	29,226 62,953	63,095
2493	Intermediate Account Clerk	5	5.00	5	5.00	103,748	110,977
2499	Principal Systems Analyst	ō	0.00	2	2.00	0	121,990
2505	Senior Accountant	2	1.17	2	2.00	53,559	93,597
2510	Senior Account Clerk	8	7.17	8	8.00	174,120	204,679
2511	Senior Payroll Clerk	6 4	5.17	6 4	6.00 4.00	136,664	163,623
2525 2650	Senior System Analyst Stock Clerk	1	4.00 1.00	1	1.00	222,079 21,016	227,479 22,063
2660	Storekeeper I	i	1.00	i	1.00	23,853	25,040
2730	Senior Clerk	i	1.00	1	1.00	23,603	26,016
2745	Supervising Clerk	2	2.00	2 2	2.00	58,928	61,866
2757	Administrative Secretary II	2	2.00	2	2.00	54,056	56,788
2797 2798	Sher Rec & ID Clerk I Sher Rec & ID Clerk II	6 51	6.00	2 56	2.00 56.00	114,684 1,098,642	44,923
2799	Sher Rec & ID Supervisor	8	51.00 8.00	8	8.00	198,200	1,400,982 241,966
2801	Sher Fingerprint Examiner	š	8.00	8	8.00	197,704	241,688
2802	Sher Sr Fingerprint Examiner	3	3.00	3	3.00	88,176	96,915
2803	Sher Rec & ID Tech Supt Spvr	2	2.00	2	2.00	61,994	77,178
2804	Sher Rec & ID Manager	1	1.00	1 0	1.00	41,725	53,275 0
3072 3120	Senior Computer Operator Dept. Computer Specialist II	'	1.00 1.00	1	0.00 1.00	29,785 38,792	41,756
5780	Sheriff's Lieutenant	i	1.00	i	1.00	53,446	69,035
5790	Sheriff's Sergeant	i	1.00	ĺ	1.00	58,976	61,913
9999	Extra Help	0	0.00	0	0.00	22,230	22,230
	Total	151	146.67	154	153.00	\$4,413,444	\$5,139,230
Salary	Adjustments ¹ :					384,648	249,126
Premium	n∕Overtime Pay ² :					119,327	126,486
Employe	ee Benefits:					1,595,220	1,722,983
	Savings:					(0)	(0)
	ment in Lieu					(6,991)	(6,991)
VTO Rec	luctions:					(22,387)	(22,387)
	Total Adjustments					\$2,069,817	\$2,069,217
Program	Totals	151	146.67	154	153.00	\$6,483,261 	\$7,208,447

 $^{^{1}}$ FY 97/98 Budgeted Salary Adjustments were restated to include acct. 9004 'Other Extraordinary Pay'.

 $^{^2}$ FY 97/98 budgeted Premium/Overtime Pay was restated to exclude acct. 9004 'Other Extraordinary Pay'.

PROGRAM: Human Resource Services DEPARTMENT: SHERIFF

PROGRAM #: 12005 ORGANIZATION #: 2400

MANAGER: Tom Zoll, Assistant Sheriff REFERENCE: 1998-99 Proposed Budget - Pg. 13-22

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ኧ Change
DIRECT COST Salaries & Benefits	\$4,615,518	\$5,014,148	\$5,539,997	\$5,973,011	\$7,894,004	32.2
Services & Supplies	790,311	912,702	1,204,378	1,190,948	1,415,740	18.9
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	144,362	17,130	120,778	52,910	1,025	(98.1)
Vehicle/Comm. Equip.	0	54,825	26,700	17,000	17,000	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,550,191	\$5,998,805	\$6,891,853	\$7,233,869	\$9,327,769	28.9
PROGRAM REVENUE	(784,815)	(605,517)	(604,022)	(831,817)	(784,667)	(5.7)
NET GENERAL FUND COST	\$4,765,376	\$5,393,288	\$6,287,831	\$6,402,052	\$8,543,102	33.4
STAFF YEARS POSITIONS	66.00 66	78.34 80	92.65 164	91.41 161	137.25 169	50.1 5.0

PROGRAM MISSION

To provide human resource management of recruitment and the hiring of qualified staff; to provide the training of professional and sworn staff; to provide for the review of internal affairs; and to provide for risk management within the Sheriff's Department.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salaries & Benefits are under budget due to not filling all Training Pipeline positions. Fixed Assets expenditures are over budget due to Board approved mid-year purchases. Revenues are less than budgeted due to a reduction in state revenue from Standards and Training for Corrections and Peace Officer Standards and Training.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Personnel Division achieved its goals of filling 100% of the Central Jail vacancies by the January 1997 target date, and of filling all other vacant positions within an average of seven to nine months. Internal Affairs exceeded its goal of completing 80% of category I cases within 90 days by completing 91% of cases within this time frame. The Training Division completed 65% of training on site, as opposed to the goal of 75%. This was due to contracting for specialized training (such as: Livestock training for Agriculture Crimes, and Interview and Interrogation training for Detectives) outside of the division. The Risk Management Unit completed 80% of claim investigations within 30 days of assignment.

1998-99 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.
 - a. Process in excess of 5,000 applications.

- b. Conduct in excess of 600 polygraph examinations.
- c. Hire in excess of 400 candidates.
- Internal Affairs Complete 80% of Category I cases within 90 days in FY 98/99.
- 3. <u>Training</u> 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.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Human Resource Services Bureau</u> [137.25 SY; E = \$9,327,769; R = \$784,667] is:
 - Mandated/Discretionary Service Level.
 - Responsible for investigation of complaints of misconduct or negligence involving department personnel.
 - Responsible for the recruitment, screening and hiring of well-qualified personnel.
 - Responsible for the coordination and provision of basic and in-service training for the department's sworn personnel.
 - Adjusted by an increase in the rate of pay for most department employees in FY 98/99 as approved by the Board of Supervisors.
 - Adjusted by an increase in Salary and Benefits of \$33,594 for overtime related to the Board approved increase in the rate of pay for most employees.
 - Adjusted by an increase of 36.67 SY and 0 positions related to phase two of the Training Pipeline.
 - Adjusted by the increase of 0.50 staff years and one (1) Intermediate Clerk Typist position (half-time) which was transferred to the Personnel Division from the Law Enforcement Services Bureau.
 - Adjusted by an increase of 1.67 SY to full year fund the two (2) positions added in FY 97/98 staffing matrix for the San Diego Central Jail.
 - Adjusted by an increase of 2.00 SY and two (2) Deputy Sheriff positions approved by the Board of Supervisors for the Weapons Training Unit. Offsetting revenue is budgeted in the Management Services Bureau.
 - Adjusted by an increase of \$111,698 in Services and Supplies for support costs of positions added in the Law Enforcement Services Bureau. Offsetting revenue is budgeted in the Management Services Bureau.
 - Adjusted by an increase of 1.00 SY and one (1) Deputy Sheriff position approved by the Board of Supervisors as Phase Two of Employee Medical Assistance Team.
 - Adjusted by an increase of 1.00 SY and one (1) Senior Clerk position approved by the Board of Supervisors for the implementation of a TB Program, which includes the TB Contract cost of \$90,000.
 - Adjusted by a reduction in Overtime (Acct 1103) of \$33,005 and a reduction in Services and Supplies of \$14,145 related to a reduction in anticipated revenue from Standards and Training for Corrections (STC) based on estimated projections for FY 98/99.
 - Adjusted by an increase of \$75,632 for Psychological Services as approved by the Board of Supervisors and funded by the COPS program.
 - Adjusted by an increase of 1.00 SY and one (1) Corrections Deputy Sheriff approved by the Board of Supervisors for In-Service Training. Offsetting revenue is budgeted in the Detention Services Bureau.
 - Adjusted by an increase of 1.00 SY and one (1) Staff Development Specialist and an increase of 1.00 SY and one (1) Intermediate Clerk Typist approved by the Board of Supervisors for Civilian Training. Offsetting revenue is budgeted in the Detention Services Bureau.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICES:				
SB924 Corrections Training STC (Acct. 9532)	\$264,366	\$392,150	\$345,000	\$(47,150)
Peace Officer Training POST (Acct. 9965)	338,626	439,000	439,000	0
Fed Grant (Acct 9678)	0	667	667	0
Prior Year Training (Acct 9989)	1,030	0	0	0
Sub-Total	\$604,022	\$831,817	\$784,667	\$(47,150)
Total	\$604,022	\$831,817	\$784,667	\$(47,150)

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

⁻ Adjusted by a reduction of \$47,150 in SB924 Corrections Training STC revenue (Acct 9532) based on estimated actuals.

PROGRAM: Human Resource Services DEPARTMENT: SHERIFF

PERFORMANCE MEASURES					
	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	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:
PERSONNE	EL

% OF RESOURCES: 45%

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	100%	100%	N/A
ACTIVITY B: INTERNAL AFFAIRS					
% OF RESOURCES: 8%					

OUTCOME (Planned Result)

Complete Cat. I cases in 90 days	N/A	N/A	91%	80%	80%
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ACTIVITY C: TRAINING

% OF RESOURCES: 38%

OUTCOME (Planned Result)

ACTIVITY D: RISK MANAGEMENT

% OF RESOURCES: 6%

OUTCOME (Planned Result)

Reduce Sheriff's Workers Compensation
costs to the County.
Submit completed claim investigations
to County Counsel within 30 days of
assignment.

N/A
N/A
N/A
N/A
N/A
N/A
80%

STAFFING SCHEDULE

Class	Tîtle	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
02/5			4.00	4	1.00	07. 740	100,010
0265	Assistant Sheriff	1	1.00	1	1.00	93,310	100,919
0980 2303	Sheriff's Personnel Manager	1	1.00	1 2	1.00	65,900	71,277
2307	Administrative Assistant II	2 1	2.00 1.00	1	2.00	88,818 55,336	93,270
2320	Dept. Personnel Officer III Personnel Aide	1	1.00	1	1.00 1.00	24,709	58,100 26,564
2328	Dept. Personnel Officer II	1	1.00	i	1.00	48,991	51,433
2330	Dept. Personnel Officer I	2	1.16	ź	2.00	44,163	81,387
2365	Staff Development Specialist	Õ	0.00	1	1.00	44,103	38,010
2700	Intermediate Clerk Typist	6	5.17	8	7.50	107,658	162,987
2730	Senior Clerk	4	4.00	5	5.00	94,151	124,498
2756	Administrative Secretary I	ž	2.00	2	2.00	45,000	42,810
2757	Administrative Secretary II	- 2	2.00	2	2.00	52,755	56,778
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	34,293
5706	Asst. Weapons Coordinator	1	1.00	1	1.00	29,303	32,029
5746	Deputy Sheriff	30	30.00	33	33.00	1,341,659	1,489,795
5775	Sheriff's Captain	2	2.00	2	2.00	155,430	163,206
5780	Sheriff's Lieutenant	4	4.00	4	4.00	259,846	285,740
5786	Correction Deputy Sheriff	80	12.08	81	49.75	327,255	1,424,507
5790	Sheriff's Sergeant	15	15.00	15	15.00	884,640	927,832
7099	Sheriff's Range Guard	5	5.00	5	5.00	122,503	129,917
9999	Extra Help	0	0.00	0	0.00	71,205	71,205
	Total	161	91.41	169	137.25	\$3,945,281	\$5,466,557
Salary	Adjustments ¹ :					56,544	256,432
Premiun	n/Overtime Pay ² :					570,996	600,285
Employe	ee Benefits:					1,409,035	1,579,575
Salary	Savings:					(0)	(0)
Adjustr	ment In Lieu					(5,244)	(5,244)
VTO Rec	ductions:					(3,601)	(3,601)
	Total Adjustments					\$2,027,730	\$2,427,447
Program	n Totals	161	91.41	169	137.25	\$5,973,011	\$7,894,004

¹ FY 97/98 Budgeted Salary Adjustments were restated to include acct. 9004 'Other Extraordinary Pay'.

 $^{^2}$ FY 97/98 Budgeted Premium/Overtime was restated to exclude acct. 9004 'Other Extraordinary Pay'.

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

MANAGER: Jack Drown, Undersheriff

ORGANIZATION #: 2400

REFERENCE: 1998-99 Proposed Budget - Pg. 13-27

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 immates.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,139,302	\$1,272,418	\$1,308,655	\$1,397,052	\$1,435,550	2.8
Services & Supplies	228,089	200,171	277,267	153,350	163,350	6.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	4,310	1,818	18,621	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,371,701	\$1,474,407	\$1,604,543	\$1,550,402	\$1,598,900	3.1
PROGRAM REVENUE	(17,807)	(38, 184)	(32,765)	(45,000)	(35,000)	(22.2)
NET GENERAL FUND COST	\$1,353,894	\$1,436,223	\$1,571,778	\$1,505,402	\$1,563,900	3.9
STAFF YEARS	15.00	14.00	17.00	19.00	18.00	(5.3)
POSITIONS	15	14	19	19	18	(5.3)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Services & Supplies: Over-expenditures in Services and Supplies are the result of structural underfunding

of necessary video production equipment and video production equipment maintenance.

Fixed Assets: Expenditures exceeded budget due to the mid-year Board approved acquisition of video

equipment for the Public Affairs Division.

Revenue: Decreased revenues are the result of a decline in TV/movie filming activities in San

Diego County.

1997-98 ACHIEVEMENT OF OBJECTIVES

Operated county detention facilities within court ordered capacity levels; maintained Priority 1 & 2 response times in the unincorporated and rural areas of San Diego County.

- Ensure county detention facilities operate within court-ordered capacity of 5,500; maintain Priority 1 and 2
 response times within 10% of targeted levels; 12.4 minutes in unincorporated areas, 23.0 minutes in the rural
 areas of San Diego County and 9.0 minutes within the contract cities.
 - a. Monitor and evaluate the activities of four operational and support bureaus.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Office of the Sheriff [18.00 SY; E = \$1,598,900; R = \$35,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for the overall management of the department.
 - Responsible for the coordination of all news media contacts for the department.
 - Adjusted by the Board of Supervisors' approval of an increase in the rate of pay received by most employees in FY 98/99.
 - Adjusted by the elimination of the CERS contribution (Acct. 1160) in FY 98/99.
 - O Adjusted by a restructuring of the Sheriff's Legal and Public Affairs units which added (1) Public Affairs Officer, (1) Special Investigator position and (1) Standards Compliance Manager. Two (2) Legal Assistant positions and (2) Sheriff's Attorney positions were deleted.
 - Adjusted by a reclassification of a Sheriff's Sergeant position (5790) to a Sheriff's Lieutenant position (5780) in the Public Affairs Division. A transfer of appropriations from the Detention Services Bureau (Org 2497/Acct 2350) was made to offset the additional Salary & Benefit Costs.

PROGRAM REVENUE BY SOURCE	4007.00	400		Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
OTHER REVENUE:				
Other Miscellaneous (Acct. 9995, 9979) Op Tsfr from Asset For. (Acct.9816)	\$7,765 25,000	\$20,000 25,000	\$10,000 25,000	\$(10,000) 0
Sub-Total	\$32,765	\$45,000	\$35,000	\$(10,000)
INTERGOVERNMENTAL REVENUE:				
St Aid-Pub Safety Sales Tax (Acct. 9525) Law Services Other Gov (Acct 9852)	\$0 0	\$0 0	\$0 0	\$0 0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$32,765	\$45,000	\$35,000	\$(10,000)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

⁻ OTHER MISC REVENUE (Acct 9995) - \$10,000 reduction in revenue from media and film projects in FY 98/99 is based on FY 97/98 estimated actual revenue and projections for FY 98/99.

1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
5,169	5,197	5,401	5,500	5,500
8.4 12.2 23.9	9.1 12.3 24.3	9.2 12.5 23.0	8.8 12.4 23.0	9.0 12.4 23.0
	5,169 8.4	Actual Actual 5,169 5,197 8.4 9.1 12.2 12.3	Actual Actual Actual 5,169 5,197 5,401 8.4 9.1 9.2 12.2 12.3 12.5	Actual Actual Budget 5,169 5,197 5,401 5,500 8.4 9.1 9.2 8.8 12.2 12.3 12.5 12.4

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0160	Sheriff	1	1.00	1	1.00	104,030	120, 151
0260	Undersheriff	1	1.00	1	1.00	104,030	111,241
0334	Sher Public Affairs Officer	ò	0.00	i	1.00	102,638	63,250
0336	Sher Sr Executive Asst	ĭ	1.00	i	1.00	79,262	76,030
0362	Special Assistant	ź	2.00	3	3.00	140,606	228,090
0974	Sher Standards Compliance Mgr	ō	0.00	1	1.00	0	76,030
2337	Public Information Specialist	ĭ	1.00	i	1.00	40,278	42,290
2700	Intermediate Clk Typist	ż	2.00	2	2.00	37,002	39,796
2758	Admin. Secretary III	3	3.00	3	3.00	90,369	96,239
2759	Admin. Secretary IV	1	1.00	1	1.00	35,160	36,919
2776	Criminal Legal Secretary II	1	1.00	1	1.00	34,046	35,733
5746	Deputy Sheriff	1	1.00	1	1.00	50,063	52,552
5780	Sheriff's Lieutenant	0	0.00	1	1.00	. 0	61,913
5790	Sheriff's Sergeant	1	1.00	0	0.00	58,976	. 0
8875	Legal Assistant	2	2.00	0	0.00	48,024	0
8876	Sheriff Attorney	2	2.00	0	0.00	122,100	0
9999	Extra Help	0	0.00	0	0.00	33,256	33,256
	Total	19	19.00	18	18.00	\$976,030	\$1,073,490
Salary	Adjustments*:					75,930	36 <i>,7</i> 51
Premiu	m/Overtime Pay*:					10,356	10,982
Employe	ee Benefits:					340,997	320,588
Salary	Savings:					0	(0)
Adjusti	ment In Lieu					(4,718)	(4,718)
VTO Rec	ductions:					(1,543)	(1,543)
	Total Adjustments					\$421,022	362,060
Program	n Totals	19	19.00	18	18.00	\$1,397,052	1,435,550

^{*} Other Extraordinary Pay (Acct. 9004) is transferred from Budgeted Premium/Overtime Pay to Budgeted Salary Adjustments in both FY 97-98 and 98-99.

PUBLIC SAFETY GROUP MISCELLANEOUS

Civil Assessment Commissions

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Civil Assessment Comm.	\$2,627,750	\$2,737,850	\$2,737,850	\$1,537,850	\$0	\$(1,537,850)	(100.0)
TOTAL DIRECT COST	\$2,627,750	\$2,737,850	\$2,737,850	\$1,537,850	\$0	\$(1,537,850)	(100.0)
TOTAL FUNDING	(2,627,750)	(2,737,850)	(2,737,850)	(1,537,850)	(0)	\$(1,537,850)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide appropriations for commission payments related to the Civil Assessment Program in the Municipal Courts. The Civil Assessment Revenues are budgeted in the County General Revenues, and the Commission costs are 100% revenue offset. During the 1998-99 Budget Change Letter Process, the Board of Supervisors approved moving the Civil Assessment Commission Costs to the new Contributions to Trial Courts, Org. # 1700.

PROGRAM: Civil Assessment Commissions

DEPARTMENT: Civil Assessment

PROGRAM #: 86000

MANAGER: William J. Kelly

ORGANIZATION #: 1680

REFERENCE: 1998-99 Proposed Budget - Pg. 14-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$2,627,750	\$2, <i>7</i> 37,850	\$2,737,850	\$1,537,850	\$0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,627,750	\$2,737,850	\$2,737,850	\$1,537,850	\$0	(100.0)
PROGRAM REVENUE	(2,627,750)	(2,737,850)	(2,737,850)	(1,537,850)	(0)	(100.)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.

1997-98 ACTUAL TO 1997-98 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.

1998-99 SUBPROGRAM ACTIVITIES

During the 1998-99 Budget Change Letter, Civil Assessment Commission Costs were appropriated in the Contribution to Trial Court, Org. #1700, in the amount of \$1,537,850.

Contribution to Trial Courts

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Contribution to Trial Courts	\$0	\$0	\$46,236,826	\$0	\$70,812,094	\$70,812,094	100.0
TOTAL DIRECT COST	\$0	\$0	\$46,236,826	\$0	\$70,812,094	\$70,812,094	100.0
TOTAL FUNDING	(0)	(0)	(15,503,819)	(0)	\$(35,735,908)	\$(35,735,908)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$30,733,007	\$0	\$35,076,186	\$35,076,186	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

Assembly Bill (AB) 233, The Trial Court Funding Act of 1997, became law effective January 1, 1997, and transferred the full responsibility for funding of the trial court operations to the State of California. On December 16, 1997 (27), the Board of Supervisors approved several recommendations essential to implementing the Trial Court Funding Act of 1997. The recommendations approved by the Board established the "Contribution to Trial Courts" Budget Unit, as required by law, to deposit all funds appropriated by the Judicial Council to the courts.

PROGRAM: Contribution to Trial Courts

DEPARTMENT: CONTRIBUTION TO TRIAL COURTS

PROGRAM #: 03540

MANAGER: DIANA SCHEFFLER

ORGANIZATION #: 1700

REFERENCE: 1998-99 Proposed Budget - Pg. 15-1

AUTHORITY: Section 77009 of the Government Code was added to require the Board of Supervisors to establish in the County Treasury a Trial Court Operation Fund (ie. Contribution to Trial Courts Fund), which will operate as a special revenue fund. All funds appropriated in the Budget Act (AB 233) and allocated and reallocated to each court in the County by the Judicial Council shall be deposited into the fund.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$0	\$0	\$294,663	\$0	\$349,913	100
Other Charges	\$0	\$0	\$45,942,163	\$0	\$67,373,204	100
TOTAL DIRECT COST	\$0	\$0	\$46,236,826	\$0	\$70,812,094	100
PROGRAM REVENUE	(0)	(0)	(15,503,819)	(0)	(35,735,908)	100
NET GENERAL FUND COST	\$0	\$0	\$30,733,007	\$0	\$35 <u>,</u> 076,186	100
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0

PROGRAM MISSION

Assembly Bill (AB) 233, The Trial Court Funding Act of 1997, became law effective January 1, 1997, and transferred the full responsibility for funding of the trial court operations to the State of California. On December 16, 1997 (27), the Board of Supervisors approved several recommendations essential to implementing the Trial Court Funding Act of 1997. The recommendations approved by the Board established the "Contribution to Trial Courts" Budget Unit, as required by law, to deposit all funds appropriated by the Judicial Council to the courts.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

On December 16, 1997(27), the Board of Supervisors approved several recommendations essential to implementing the Trial Court Funding Act of 1997. The recommendations approved by the Board established the "Contribution to Trial Courts" Budget Unit, as required by law, to deposit all funds appropriated by the Judicial Council to the courts. Due to the mid-year establishment of the new Org. Unit (#1700), there were no appropriations in the 1997-98 Board Approved Budget, yet expenditures and revenues were recorded in the "1997-98 Actuals" Budget.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Contribution To Trial Courts [0.00 SY; E = \$70,812,094; R = \$35,735,908] is:
 - Mandated/Mandated Service Level.
 - Expenditures are budgeted to pay the Countys Maintenence Of Effort (MOE) payments to the State based on the amount expended by the County for court operations during FY 94-95; and based on the amount of fine and forfeiture revenue remitted to the State during FY 94-95.
 - Expenditures are budgeted to pay the Commission Costs to the venders who collect the Civil Assessment Revenues. The appropriations are established for each Municipal Court as follows:

El Cajon Muni-Ct - \$151,000
North County Muni-Ct - \$800,000
South Bay Muni-Ct - \$161,619
San Diego Muni-Ct - \$425,231
TOTAL \$1,537,850

- Expenditures are budgeted to pay the County's share of the space cost lease expenses (\$349,913) for both Superior Ct. and NCMC for the San Marcos leased space, in accordance with the Trial Court Funding Act of 1997.
- Expenditures are budgeted to pay the Countys obligation to fund certain Judicial Benefits (health insurance & car allowances), in accordance with the Trial Court Funding Act of 1997. (Health Insurance is \$263,114

and car allowances are \$881,926).

Expenditures are budgeted to pay for reimbursements for the Municipal Courts "enhanced collection activitites". Under the Trial Court Funding Act of 1997, enhanced collections is a County Obligation. The reimbursements to the Muni-Cts will be distributed as follows:

El Cajon Muni-Ct. - \$209,431
North County Muni-Ct - \$253,000
South Bay Muni-Ct - \$154,325
San Diego Muni-Ct - \$374,248
TOTAL \$991,004

- Expenditures and revenues (\$1,601,040) are budgeted for the AB 1058 Programs in Superior Court, which consist of the Child Support Commissioner Program (\$1,260,000) and the Family Law Facilitator Program (\$341,040). These programs are 100% revenue offset.
- Revenues are budgeted based on the revenues generated from fines and forfeitures collected by the courts. These revenues will allow the County the opportunity to obtain sufficient revenue to meet their obligation to the State (MOE). Revenues also include the County support costs which, by law, the Courts will reimburse the County (ie. General Services, Information Services, Human Resources, County Counsel).

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
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Licenses, Permits & Franchises Fines, Forfeitures & Penalties	\$51,920 \$7,508,040	\$0 \$0	\$120,000 \$12,943,788	\$120,000
Use of Money & Property	\$7,508,060 \$0	\$0 \$0	\$94,000	\$12,943,788 \$94,000
Intergovernmental Revenue	\$75,58 7	\$0 \$0	\$496,370	\$496,370
Charges for Current Services	\$7,436,521	\$0 \$0	\$13,144,800	\$13,144,800
Miscellaneous Revenues	\$431,731	\$0	\$8,610,324	\$8,610,324
Sub-Total	\$15,503,819	\$0	\$35,735,908	\$35,735,908
Total	\$15,503,818	\$0	\$35,735,908	\$35,735,908

EXPLANATION/COMMENT ON PROGRAM REVENUES

FISCAL YEAR 1997-98:

This Org. Unit was established by the Board of Supervisors in mid-year 1997-98. Although there were no revenues budgeted in the FY 97-98 Budget, revenues were earned mid-year in the amount of \$15,503,819.

PROGRAM: District Attorney Asset Forfeiture Program

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 05990

MANAGER: Paul J. Pfingst, District Attorney

ORGANIZATION #: 5990

REFERENCE: 1998-99 Proposed Budget # Pg. 5-32

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$229,322	\$39,262	\$378	\$0	\$0	0.0
Other Charges	0	226,903	78,150	0	0	0.0
Fixed Assets	217,671	234,232	0	0	0	0.0
Operating Transfer	52,434	0	14,000	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$499,427	\$500,397	\$92,528	\$0	\$0	0.0
PROGRAM REVENUE	(105,469)	(205,139)	(210,861)	(0)	(0)	0.0
FUND BALANCE CONTRIBUTION	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$393,958	\$295,258	\$(118,333)	\$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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures represent prior year encumbrances and current year reimbursement to DIS/Telecommunications for voice mail installation in the Hall of Justice and an operating transfer to the Medical Examiner for laboratory equipment.

- 1. To continue to provide a means whereby asset seizures can be transferred to the San Diego District Attorney.
- To continue District Attorney participation in the investigation of drug-related activities, arrest of suspects and seizure of assets.

PROGRAM: Probation Asset Forfeiture Fund

DEPARTMENT: PROBATION

PROGRAM #: 17001

MANAGER: Cynthia Griego

ORGANIZATION #: 5930

REFERENCE: 1998-99 Proposed Budget - Pg. 17-1

AUTHORITY: This program was developed for the purpose of carrying out Administrative Code Section 66.3 which established the Probation's Asset Forfeiture Program. Government Code Section 53647 authorizes the retention of interest in this fund.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$0	\$10,936	\$25,563	\$15,000	(43.3)
Fixed Assets	\$0	\$0	\$16,949	\$19,500	\$5,000	(74.4)
TOTAL DIRECT COST	\$0	\$0	\$27,885	\$45,063	\$20,000	(55.6)
PROGRAM REVENUE FUND BALANCE	\$(0) \$(0)	(0) (0)	\$(18,157) \$(9,728)	(0) (45,063)	\$(20,000) \$(0)	100.0
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

In compliance with Administrative Code Section 66.4 and the Comprehensive Crime Control Act of 1986, the mission of the Probation Asset Forfeiture Program is to establish a mechanism whereby the Chief Probation Officer of San Diego County may receive assets as a result of Probation involvement in joint operations with other law enforcement agencies.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Transfer approximately \$20,000 derived from seized assets, to support Probation's Department operations.
 - a. Monitor Probation's Asset Forfeiture acquisitions.

PROGRAM: Probation Inmate Welfare Fund

DEPARTMENT: PROBATION

PROGRAM #: 92101

MANAGER: David Price/Rena Robinson

ORGANIZATION #: 3560

REFERENCE: 1998-99 Proposed Budget - Pg. 18-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$0	\$163,978	\$326,283	\$289,000	\$261,500	(9.5)
Other Charges	\$0	144,293	36,522	72,500	81,478	12.4
Fixed Assets	\$0	11,150	140,000	23,000	40,000	73.9
Operating Transfers	\$0	108,401	19,926	20,000	0	0.0
IOTAL DIRECT COST	\$0	\$427,822	\$522,731	\$404,500	\$382,978	(5.3)
PROGRAM REVENUE FUND BALANCE	\$0 \$0	(476,868) 49,046	(437,681) (85,050)	(270,000) (134,500)	(359,500) (23,478)	33.1 (85.5)
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 expend funds solely for the benefit, education, and welfare of inmates confined within the Probation Correctional Facilities and Programs.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures exceeded budget by \$127,500 primarily as a result of the purchase of electronic surveillance equipment for \$140,000. Unanticipated revenue in the amount of \$50,000 was the result of a new phone usage contract.

- 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.

PROGRAM: Sheriff's Immate Welfare

DEPARTMENT: SHERIFF

PROGRAM #: 15003

MANAGER: Jim Marmack, Assistant Sheriff

ORGANIZATION #: 3540

REFERENCE: 1998-99 Proposed Budget - Pg. 19-1

AUTHORITY: The Inmate Welfare Fund was established pursuant to Penal Code Section 4025 which authorizes the Sheriff to expend funds solely for the benefit, education and welfare of the inmates confined within the jail. Interest 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	1,972,203	2,299,385	2,068,823	2,442,639	2,409,110	(1.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	150,876	255,394	183,341	16,000	120,604	653.8
Vehicle/Comm. Equip.	0	39,647	18,788	18,400	177,000	862.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	400,000	786,792	1,211,623	1,248,661	1,334,408	6.9
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,523,079	\$3,381,218	\$3,482,575	\$3,725,700	\$4,041,122	8.5
PROGRAM REVENUE FUND BALANCE CONTRIBUTION	(2,803,113) 280,034	(3,563,863) 182,645	(4,644,225) 1,161,650	(3,080,200) (645,500)	(3,873,100) (168,022)	25.7 (74.0)
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 expend funds solely for the benefit, education and welfare of inmates confined within the County's detention facilities.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997/98 actuals for services & supplies were lower than budgeted due to a decrease in projected daily inmate population, a reduction in Grossmont School District contract costs, and the one-time transfer of services & supplies appropriations to purchase new vehicles. Fixed assets were in excess of budgeted expenses due to a prior year encumbrance paid in FY 1997/98. Vehicle/Communication Equipment was over budget due to an increase in costs for the Board-approved truck and tractor purchases for the Descanso Detention Facility. Operating Transfers actuals were lower than the budget due to hiring delays of authorized positions.

1997-98 ACHIEVEMENT OF OBJECTIVES

Provided funds for inmate programs, educational supplies, and positions.

- Use over \$4,041,000 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.

 - Expend \$1,272,000 to provide educational supplies & services to benefit detention inmates. Expend remaining \$2,769,000 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.

PROGRAM: Sheriff's Asset Forfeiture Program

DEPARTMENT: SHERIFF

PROGRAM #: 05980

MANAGER: Jack Drown, Undersheriff

ORGANIZATION #: 5980

REFERENCE: 1998-99 Proposed Budget - Pg. 20-1

AUTHORITY: This program was developed for the purpose of carrying out Administrative Code Section 66.1 which established the Sheriff's Asset Forfeiture Program. Government Code Section 53647 authorizes the retention of interest in this fund.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	269,381	317,167	616,894	600,000	600,000	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	330,962	167,880	78,432	310,000	250,000	(19.4)
Vehicle/Comm. Equip.	0	0	0	20,000	40,000	100.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	48,610	136,379	47,418	25,000	323,290	1,193.2
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$648,953	\$621,426	\$742,744	\$955,000	\$1,213,290	27.0
PROGRAM REVENUE FUND BALANCE CONTRIBUTION	(405,017) (243,936)	(906,255) 284,829	(578,961) (163,783)	(800,000) (155,000)	(863,200) (350,090)	
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

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures for Fixed Assets were lower than anticipated, however, Services & Supplies exceeded the budget due to resource requirements. Operating Transfers exceeded the budget due to a transfer to the County Medical Examiner. Total revenues collected were less than estimated.

1997-98 ACHIEVEMENT OF OBJECTIVES

Sheriff's Department operations were supported by the transfer of \$742,744 from seized assets.

- 1. Transfer approximately \$1.2 million derived from seized assets, to support Sheriff's Department operations.
 - Monitor Sheriff's Asset Forfeiture acquisitions.

PROGRAM: Sheriff's Asset Forfeiture Program DEPARTMENT: SHERIFF

1998-99 BUDGET

The \$1,213,290 included in the FY 1998-99 Adopted Budget will be utilized as follows:

Services & Supplies

\$600,000

Fixed Assets

Office Equipment	10,000
Data Processing Equip.	200,000
Laboratory Equip.	20,000
Electronic Equip.	10,000
Spec. Dept./Safety Equip.	10,000
Communications Equip.	10,000
Transportation Equip.	30,000

Subtotal 290,000

Operating Transfers 323,290

Total \$1,213,290

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PROGRAM: Sheriff Patrol Supplement Fund

DEPARTMENT: SHERIFF PATROL SUPPLEMENT FUND

PROGRAM #: 00001

MANAGER: Myron Klippert, Assistant Sheriff

ORGANIZATION #: 0350

REFERENCE: 1998-99 Proposed Budget - Pg. 21-1

AUTHORITY: Government Code 26600-26602 requires the Sheriff to preserve the peace, to make arrests, to prevent unlawful disturbances, which come to his attention, and to investigate public offenses which have been committed. The County Charter (Section 605) requires the Sheriff to provide the County efficient and effective police protection and to perform all the duties required of him by law. The Government Code (51301 and 51304) authorizes intergovernmental agreements for the provision of law enforcement services.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$1,832,233	\$1,769,223	(3.4)
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	1,230,525	1,230,525	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$3,151,998	\$3,088,988	(2.0)
PROGRAM REVENUE	(0)	(0)	(0)	(3,151,998)	(3,088,988)	(2.0)
NET GENERAL FUND COST	\$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	56	56	0.0

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The appropriations have been frozen until identified revenue is received.

1997-98 ACHIEVEMENT OF OBJECTIVES

No additional revenue was realized to fund these positions.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

To realize identified revenue necessary to fund these positions.

1998-99 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 (Sheriff Patrol Supplement Fund). 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:

- Sheriff Patrol Supplement Fund Program [33.83 SY; E = \$3,088,988; R = \$3,088,988] including support personnel is:
 - Mandated/Discretionary Service Level.
 - o Responsible for law enforcement in the unincorporated area of San Diego County.
 - Responsible for providing a wide variety of law enforcement services to the 380,700 residents and visitors in the unincorporated areas of San Diego County.
 - Responsible for responding to over 99,900 calls for service.
 - 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.

EL CAJON MUNICIPAL COURT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
El Cajon Municipal Court	\$6,545,390	\$6,682,369	\$3,424,478	\$7,337,775	\$0	\$(7,337,775)	(100.0)
TOTAL DIRECT COST	\$6,545,390	\$6,682,369	\$3,424,478	\$7,337,775	\$0\$	(7,337,775)	(100.0)
TOTAL PROGRAM REVENUE	(4,197,865)	(4,128,053)	(2,283,072)	(4,695,317)	0	(4,695,317)	(100.0)
NET GENERAL FUND COST	\$2,347,525	\$2,554,316	\$1,141,406	\$2,642,458	\$0	\$(2,642,458)	(100.0)
STAFF YEARS	123.50	126.00	63.00	127.0	0.00	(127.00)	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997 (AB 233), which became effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

NORTH COUNTY MUNICIPAL COURT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	ሂ Change
North County Muni Court	\$8,529,804	\$9,005,201	\$4,790,711	\$9,546,069	\$0	\$(9,546,069)	(100.0)
TOTAL DIRECT COST	\$8,529,804	\$9,005,201	\$4,790,711	\$9,546,069	\$0	\$(9,546,069)	(100.0)
TOTAL PROGRAM REVENUE	(6,755,484)	(6,698,912)	(3,857,104)	(7,228,025)	(0)	(7,228,025)	(100.0)
NET GENERAL FUND COST	\$1,774,320	\$2,306,289	\$933,607	\$2,318,044	\$0	\$(2,318,044)	(100.0)
STAFF YEARS	167.00	158.11	79.00	160.75	0.00	(160.75)	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997 (AB 233), which became law effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

SAN DIEGO MUNICIPAL COURT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Municipal Court	\$19,800,091	\$19,753,128	\$10,644,880	\$20,404,027	\$0	\$(20,404,027)	(100.0)
TOTAL DIRECT COST	\$19,800,091	\$19,753,128	\$10,644,880	\$20,404,027	\$0	\$(20,404,027)	(100.0)
TOTAL PROGRAM REVENUE	(10,966,114)	(11,633,440)	(5,742,438)	(11,536,038)	(0)	(11,536,038)	(100.0)
NET GENERAL FUND COST	\$8,833,977	\$8,119,688	\$4,902,552	\$8,867,989	\$0	\$(8,867,989)	(100.0)
STAFF YEARS	333.11	361.92	180.41	364.75	0.00	(364.75	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997 (AB 233), which became effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

SOUTH BAY MUNICIPAL COURT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Municipal Court Services	\$4,922,605	\$5,280,761	\$2,681,964	\$5,231,652	\$0	\$(5,231,652)	(100.0)
TOTAL DIRECT COST	\$4,922,605	\$5,280,761	\$2,681,964	\$5,231,652	\$0	\$(5,231,652)	(100.0)
TOTAL PROGRAM REVENUE	(3,011,669)	(3,269,894)	(1,634,533)	(3,228,507)	(0)	(3,228,507)	(100.0)
NET GENERAL FUND COST	\$1,910,936	\$2,010,867	\$1,046,431	\$2,003,145	\$0	\$(2,003,145)	(100.0)
STAFF YEARS	93.69	93.12	46.06	94.50	0.00	(94.50)	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997 (AB 233), which became effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

MUNICIPAL COURTS INFORMATION SERVICES UNIT (MCISU)

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
MCISU	\$986,644	\$560,026	\$440,759	\$1,067,013	\$0	\$(1,067,013)	(100.0)
TOTAL DIRECT COST	\$986,644	\$560,026	\$440,759	\$1,067,013	\$0	\$(1,067,013)	(100.0)
TOTAL PROGRAM REVENUE	(719,327)	(320,772)	(45,888)	(829,661)	(0)	(829,661)	(100.0)
NET GENERAL FUND COST	\$267,317	\$239,254	\$394,871	\$237,352	\$0	\$(237,352)	(100.0)
STAFF YEARS	6.50	8.31	4.15	9.00	0.00	(9.00)	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997 (AB 233), which became effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

SUPERIOR COURT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Operations	\$44,216,447	\$45,189,177	\$22,785,406	\$47,059,042	\$0 \$((47,059,042)	(100.0)
TOTAL DIRECT COST	\$44,216,447	\$45,189,177	\$22,785,406	\$47,059,042	\$0 \$((47,059,042)	(100.0)
TOTAL PROGRAM REVENUE	(21,606,055)	(22,157,019)	(9,741,394)	(23,277,784)	(0) ((23,277,784)	(100.0)
NET GENERAL FUND COST	\$22,610,392	\$23,032,158	\$13,044,012	\$23,781,258	\$0 \$((23,781,258)	(100.0)
STAFF YEARS	763.25	808.00	404.00	813.00	0.00	(813.00)	(100.0)

^{*} The San Diego County Trial Courts are being included in the 1998-99 Proposed Budget Document for historical purposes only. The Trial Court Funding Act of 1997, (AB 233), which became effective January 1, 1998, transferred the full responsibility for funding of the trial court operations to the State of California.

HEALTH & HUMAN SERVICES AGENCY

HEALTH AND HUMAN SERVICES AGENCY

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change	
HEALTH AND HUMAN SERVICES AGENCY								
Adult Services	\$0	\$0	\$0	\$0	\$108,933,834	\$108,933,834	100.0	
Child & Family Servic	es 0	0	0	0	138,745,931	138,745,931	100.0	
Community Based Preve	ntion 0	0	0	0	34,182,718	34,182,718	100.0	
Elderly & Disabled Se	rvices 0	0	0	0	112,276,723	112,276,723	100.0	
Health Care Financing	0	0	0	0	68,325,143	68,325,143	100.0	
Public Health Assuran	ce 0	0	0	0	32,772,154	32,772,154	100.0	
Self Sufficiency Serv	ices 0	0	0	0	465,046,994	465,046,994	100.0	
Administrative Suppor	t 0	0	0	0	35,010,175	35,010,175	100.0	
DEPARTMENT OF SOCIAL	SERVICES							
Adult Services	\$62,717,014	\$65,299,275	\$72,014,951	\$69,337,637	\$0	\$(69,337,637)	(100.0)	
Childrens Svcs Bureau	53,494,096	53,482,504	63,765,941	58,435,514	0	(58,435,514)	(100.0)	
Comm. Action Ptnrshp	7,605,722	8,748,716	10,422,723	9,443,946	0	(9,443,946)	(100.0)	
Eligibility Review	2,374,787	2,206,167	2,443,298	2,493,201	0	(2,493,201)	(100.0)	
Family Res. Bureau	107,841,326	107,886,789	116,031,196	120,513,867	0	(120,513,867)	(100.0)	
FRB Asst. Payments	682,222,929	601,265,583	472,060,930	579,698,409	0	(579,698,409)	(100.0)	
Management Svcs Burea	u 12,077,264	13,146,138	13,012,754	16,109,869	0	(16,109,869)	(100.0)	
DEPARTMENT OF HEALTH	SERVICES							
Alcohol and Drug Svcs.	17,695,905	17,528,441	22,429,693	20,061,211	0	(20,061,211)	(100.0)	
Commun. Health Svcs.	123,496,702	121,911,903	129,569,493	137,763,694	0	(137,763,694)	(100.0)	
Mental Health Svcs.	84,450,463	87,406,893	95,930,273	100,414,755	0	(100,414,755)	(100.0)	
Administrative Support	7,335,049	11,082,657	15,726,689	14,924,962	0	(14,924,962)	(100.0)	
AREA AGENCY ON AGING	11,079,844	11,623,647	11,905,265	13,392,909	0	(13,392,909)	(100.0)	
PUBLIC ADMINISTRATOR	2,200,064	2,299,131	2,239,223	2,403,338	0	(2,403,338)	(100.0)	
HHSA EXECUTIVE OFFICE								
Executive Office	0	132,471	341,452	254,426	0	(254,426)	(100.0)	
Commission on Children Youth and Families	1,350,975	2,090,214	2,363,200	2,432,880	0	(2,432,880)	(100.0)	
Veterans Service Offic	ce 302,840	344,291	418,665	442,352	0	(442,352)	(100.0)	
TOTAL DIRECT COST \$1,176,244,980 \$1,106,454,820 \$1,030,675,746 \$1,148,122,970					\$995,293,672	(152,829,298)	(13.3)	
TOTAL PROG. REVENUE (1,142,209,068)(1,085,601,268)(1,010,310,271)(1,118,619,023)					(957,486,706)	161,132,317	(14.4)	
NET GENERAL FUND COST	\$34,035,912	\$20,853,552	\$20,365,475	\$29,503,947	\$37,806,966	\$8,303,019	28.1	
STAFF YEARS	5,554.27	5,418.75	5,385.05	5,925.72	5,787.74	(137.98)	(2.3)	

HEALTH AND HUMAN SERVICES AGENCY

MISSION

Health and Human Services Agency (HHSA) Mission: through partnerships, and emphasizing prevention, assure a healthier community and access to needed services, while promoting self-reliance and personal responsibility.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

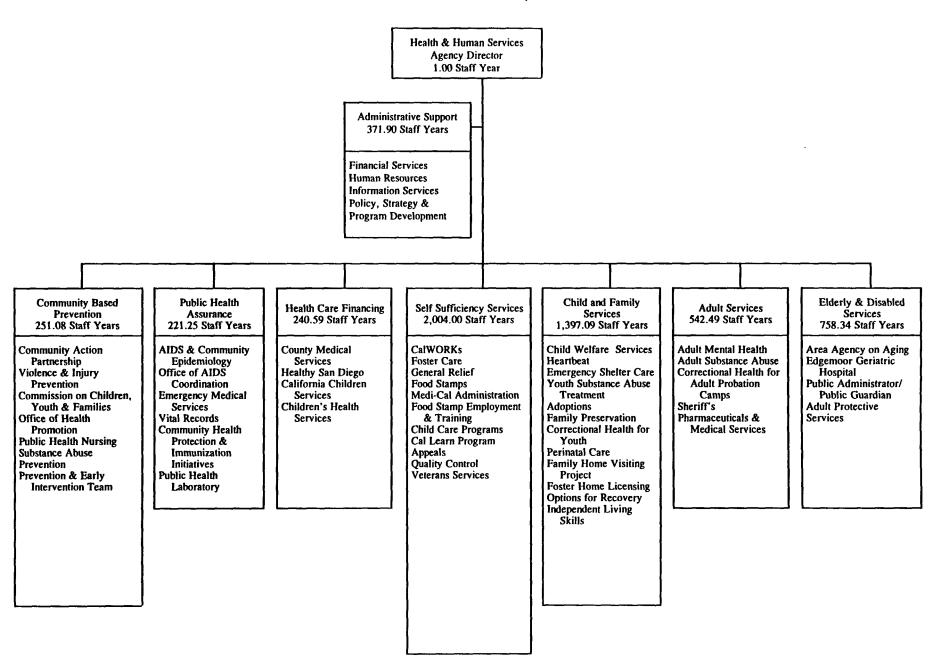
Fiscal year 1998-99 is a transition year for the Health and Human Services Agency. The Agency is in the process of transforming from a series of funding-based direct programs to customer-based, integrated direct service programs. Two administrative programs have been consolidated into one streamlined administrative support program. Savings from this consolidation are being reinvested in direct customer services.

Because of the significant differences in the way program activities are being grouped for 1998-99, a year-to-year comparison with previous years' budgets is neither possible nor meaningful. Therefore, while the summary financial information for each of the previous direct programs is reflected on the pages at the end of this section, the details of objectives, revenues, performance measures and staff have been omitted. That information is available under separate cover by request.

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HEALTH AND HUMAN SERVICES AGENCY Fiscal Year 1998-99

Total Staff Years - 5,787.74



PROGRAM: ADULT SERVICES

DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 44004 MANAGER: J. SHEPARD ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-4

AUTHORITY: Section 5600, CA Welfare and Institutions Code; Sections 1445, 1500 et seq, 11795 et seq, 11860 et seq and 11980 et seq, CA Health and Safety Code; Section 1200, Title 15, Section 51341.1, Title 22, CA Code of Regulations; Section 513410 and an interagency agreement between the State Department of Health Services and the State Department of Alcohol and Drug Programs specifies services under the Drug Medi-Cal program; Section 1000 et seq, CA Penal Code; CA Probate Code; an interagency agreement between the State Department of Health Services and the County (Alcohol and Drug Services); Section 233.4, Article XV, County Administrative Code; and Board of Supervisors Policy A-67; California Health & Safety Code (HSC) Sections 11795, 11798.1, 11837, 11840.1, 11981, and 11987.4; Vehicle Code Section 23161; Penal Code Section 1000 and 1463.16.

	1995~96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$ 0	\$0	\$0	\$28,204,459	100.0
Services & Supplies	0	0	0	0	80,467,550	100.0
Other Charges	0	0	0	0	1,811,834	100.0
Fixed Assets	0	0	0	0	9,600	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	(1,587,229)	(100.0)
Operating Transfers	0	0	0	0	27,620	100.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$108,933,834	100.0
PROGRAM REVENUE	0	0	0	0	(109,207,463)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$(273,629)	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	542.49	100.0

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To provide indigent adult mental health, Probation Camp adult physical health and adult substance abuse services.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget comparisons for the activities contained in the Adult Services Program are reflected in the Mental Health, Alcohol & Drug, and Community Health Services program budgets.

1997-98 ACHIEVEMENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Adult Services program are reflected in the Mental Health, Alcohol and Drug, and Community Health Services program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

For mental health services: 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 early 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.

- 24-Hour Mental Health Services: For 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.
 - a. Provide 193,535 days of local inpatient/residential care.
- Outpatient Mental Health Services: For 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.
 - Provide 272,523 outpatient visits.
- Mental Health Partial Day Treatment Services: For 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.
 - a. Provide 215,152 days of treatment.
- Mental Health 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 85,862 contacts of community services.
- 5. Mental Health Case Management Services: For 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.
 - a. Provide 161,212 hours of case management services.
 - b. Provide 62,733 supplemental rate bed days.
- Adult Substance Abuse Residential Treatment: 55% of clients in residential treatment for at least 30 days will complete the program.
 - a. Provide residential services to 5,500 clients.
- 7. Adult Substance Abuse Non-Residential Treatment: 35% of clients in non-residential treatment for at least 30 days will complete the program.
 - a. Provide non-residential services to 2,850 clients.
- 8. Adult Substance Abuse Probationers/Parolees: 35% of probationers and parolees in residential and non-residential will complete the program.
 - a. Provide services to 1,200 probationers/parolees.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Adult Services Program are both County operated and contracted. The FY 1998-99 Adopted Budget includes \$47.0 million (43%) County operated and \$61.9 million (57%) contracted services.

The activities of this program are summarized as follows:

- 1. Adult Mental Health Services [514.66 SY; E = \$86,656,518; R = \$87,408,392] These services are:
 - Mandated Activity/Discretionary Service Level.
 - 24-hour acute inpatient and residential treatment services (short-term crisis, long-term and transitional residential), including State Hospital bed services, inpatient hospital services in the San Diego County Psychiatric Hospital, George Bailey Detention Facility and Las Colinas Women's Facility, and crisis residential services on a regional basis. They provide 193,535 days of local inpatient/residential care.
 - Outpatient services including crisis intervention, evaluation, diagnosis and treatment in five County
 operated regional clinics and approximately 34 contract program sites, providing 272,523 outpatient visits.
 - Daily non-residential treatment in order to prevent or shorten hospitalization and encourage independent living. These services are more intensive than outpatient services and include day treatment programs at 13 program sites throughout the county, which provide 215,152 days of treatment.
 - Community Support Services and Patient Rights/Advocacy including crisis intervention, assessments, information and referral, and short-term counseling in the community to reach "at-risk" individuals and families in a timely manner. Able to provide 85.862 contacts of community services and support.

PROGRAM: ADULT SERVICES

- Case Management and Public Conservatorship Services inclusive of intensive case management for frequent users of inpatient services, homeless case management, clients on conservatorship and senior services. Able to provide 161,212 hours of case management. Able to provide 62,733 supplemental bed days.
- Managed Care services inclusive of inpatient services for eligible Medi-Cal recipients at 12 community hospitals, crisis residential services at Vista Balboa and outpatient short term treatment as well as intensive case management for frequent users of inpatient services. Able to provide 24,684 days of inpatient hospital care.
- Decreasing 38.50 staff years and redirecting salary savings and \$2.2 million of Realignment revenue for an Administrative Services contract which was competitively bid and awarded to United Behavioral Health.
- Reducing 8.00 staff years and outsourcing medical transcription services.
- Increasing 14.00 staff years for annualization of central jail facility staffing which had been added in FY 1997-98. Annualized staff years resulted in an increase of 27.00 staff years which was subsequently reduced by 13 to adjust to the average daily census at the jail.
- Transferring \$150,000 of contract appropriations and revenue to the Health and Human Services Agency Executive Office for the Center for Consumer Education and Advocacy.
- Deleting a net of 28.00 staff years for the Managed Competition Demonstration Project. This redirects resources from the San Diego County Psychiatric Hospital inpatient services to regional outpatient clinics and Psychiatric Emergency Response Teams.
- Providing \$575,000 in new Realignment revenue and redirects \$326,024 in appropriations to fund medication costs.
- Increasing \$564,966 in Cost-Applied from CalWORKs funds and \$364,966 in increased Medi-Cal Federal Financial Participation to provide mental health counseling and treatment services to enable welfare recipients to obtain and maintain employment.
- 2. <u>Adult Substance Abuse Treatment</u> [22.25 SY; E = \$13,358,444; R = \$12,822,329] All direct services provided by the Alcohol and Drug Services program are contracted. The remaining program costs relate to program development, planning, development of collaborative relationships, revenue development and grant preparation, legislative and state policy review and analysis, liaison with state and other funding sources and with other government agencies, maintenance of a central alcohol and other drug database, and contract administration. These services are:
 - Mandated Activity/Discretionary Service Level.
 - 0 100% of the service delivery is by contract.
 - Providing residential (detoxification, short term, and long term programs) and non-residential (habilitative day care and outpatient drug-free programs) alcohol and drug treatment services for criminal justice, social services, and general population clients.
 - Collaborating with courts to provide drug court services.
 - Providing recovery services for General Relief, criminal justice, Social Services, and general population clients.
 - Providing case management for pregnant and parenting women and for parolees; and HIV counseling and testing services.
 - Responsible for four agreements for Penal Code 1000 diversion programs totalling over \$200,000; and four agreements for Driving Under the Influence Programs, totalling over \$5 million.
 - Providing \$105,000 in funding for Public Health Nursing for perinatal case management.
 - Providing contract monitoring, oversight, training, technical assistance and Drug Medi-Cal Utilization Review.
 - Reducing 4.50 staff years for Health and Human Services Agency reorganization with salary savings reinvested in contract services.
 - o Increasing \$810,295 in Cost Applied funding from CalWORKs for substance abuse services to CalWORKs participants to enable them to obtain and maintain employment.
 - O Adding a Food Stamp Employment and Training Program component to the General Relief Alcohol and Drug Program.

PROGRAM: ADULT SERVICES

- Increasing \$800,000 in Medi-Cal Administrative Claim revenue for substance abuse case management services for 300 parents identified by the Juvenile Dependency Court.
- 3. Correctional Health for Probation Camps [5.58 SY; E = \$461,287; R = \$419,157] These services are:
 - Mandated Activity/Discretionary Service Level.
 - This sub-program will undergo managed competition in FY 1998-99.
 - Providing all necessary screening physicals, sick-call contacts, treatments, and emergency responses for all inmates of the Probation Department's correctional facilities.
- 4. Sheriff's Pharmaceuticals and Medical Services [0.00 SY; E = \$8,457,585; R = \$8,557,585] These services are:
 - Mandated Activity/Discretionary Service Level.
 - Providing Health Realignment funds to support a portion of the funding of medical services administered in the County jails under the direction of the Sheriff's medical services director.
 - Providing pharmaceuticals through the Health & Human Services Agency Pharmacy that are utilized in the Sheriff's Detention Facilities. These costs have been increasing in recent years. This budget includes an increase of \$1 million to offset these increases.
 - Providing pharmaceutical and medical services and supplies to the Coroner and Probation.
 - Adding \$1,900,000 in Health Realignment revenue and \$1,800,000 in 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.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:	•0	•0	AD 457 977	en 157 077
Medi-Cal FFP	\$0	\$0	\$9,156,837	\$9,156,837
SB910 Medicaid Admin. Fees	0	0	1,046,720	1,046,720
Patient Fees/Medicare	0	0	220,000 1,142,186	220,000 1,142,186
ration reesymetricale	U	· ·	1,142,100	1,142,100
Sub-Total	\$0	\$0	\$11,565,743	\$11,565,743
COURT FINES:				
Court Fines	\$0	\$0	\$828,000	\$828,000
Sub-Total	\$0	\$0	\$828,000	\$828,000
GRANTS:				
Community Aides Response System (CARES)	\$0	\$0	\$85,000	\$85,000
McKinney-PATH	0	0	111,291	111,291
CALTRANS	0	0	233,335	233,335
ADS Federal Block Grant	0	0	4,727,800	4,727,800
Other Federal Grant	0	0	437,825	437,825
Services for HIV Infected	0	0	81,988	81,988
El Cajon Drug Court	0	0	70,000	70,000
Sub-Total	\$0	\$0	\$5,747,239	\$5,747,239
SUBVENTIONS:				
MH Realignment VLF-Tobacco Tax	\$0	\$0	\$1,526,387	\$1,526,387
AB75	0	ő	27,276	27,276
ADS State General Fund	ŏ	ŏ	1,440,009	1,440,009
State Dept. of Corrections	ŏ	ŏ	1,500,000	1,500,000
ADS State General Fund Match	ŏ	ŏ	2,696,157	2,696,157
CONREP	ŏ	ŏ	747,955	747,955
Sub-Total	\$0	\$0	\$7,937,784	\$7,937,784
MANAGED CARE:				
Managed Care State - PY	\$0	\$0	\$300,000	\$300,000
Managed Care State	Ö	Ö	10,601,084	10,601,084
Managed Care Federal	ŏ	ŏ	8,222,176	8,222,176
SAMHSA Base Allocation	Ö	ŏ	1,063,187	1,063,187
Sub-Total	\$0	\$0	\$20,186,447	\$20,186,447
	30	••	JE5, 165,447	320,100,447
OTHER MISCELLANEOUS:	••	••		• • • • • • • • • • • • • • • • • • • •
Duplicate Chgs Records	\$0	\$0	\$1,000	\$1,000
SB855	0	0	59,546	59,546
Sub-Total	\$0	\$0	\$60,546	\$60,546
REALIGNMENT:				
State Aid - VLF MH Realignment	\$0	\$0	\$8,331,750	\$8,331,750
MH Realignment - Sales Tax	0	0	44,960,376	44,960,376
Health Realignment	0	0	8,976,742	8,976,742
Sub-Total	\$0	\$0	\$62,268,868	\$62,268,868
Revenue allocated to A-87	\$0	\$0	\$3,926,004	\$3,926,004
Sub-Total	\$0	\$0	\$3,926,004	\$3,926,004
Total Direct Program Revenue	\$0	\$0	\$112,520,631	\$112,520,631
Department Overhead Allocation:	\$0	\$0	\$(3,313,168)	\$(3,313,168)
			·	· · · · · · · · · · · · · · · · · · ·
Total	\$0	\$0	\$109,207,463	\$109,207,463

General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
REALIGNMENT MATCH:* Mental Health Account - Sales Tax	\$0	\$0	\$2,740,530	\$2,740,530
Sub-Total	\$0	\$0	\$2,740,530	\$2,740,530
SUBVENTION: State General Funds (11.11% budgeted match)	\$0	\$0	\$299,543	\$299,543
Sub-Total	\$0	\$0	\$299,543	\$299,543
GENERAL FUND SUPPORT COSTS: General Fund Cost Supporting General Relief Program General Fund Support	\$0 0	\$0 0	\$780,800 (3,547,244)	\$780,800 (3,547,244)
Sub-Total	\$0	\$0	\$(2,766,444)	\$(2,766,444)
Total	\$0	\$0	\$273,629	\$273,629

^{*} The San Diego County match requirement for Mental Health Account Realignment revenue is \$3,173,290. Of this amount \$2,740,530 is budgeted in Adult Services and \$432,760 in Child and Family Services.

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Previous to FY 1998-99 the revenue reflected in Adult Services was budgeted in the Department of Health Services Mental Health, Alcohol and Drug and Community Health programs. Significant actions taken for FY 1998-99 include:

- \$3,344,410 increase from Mental Health Managed Care revenue for implementation of non-hospital services.
- \$460,814 increased Mental Health Realignment to replace Cost Applied back to the social service claiming process. The Cost Applied revenue was redirected to Elderly and Disabled Services.
- \$575,000 Mental Health Realignment increase to fund medication costs.
- \$564,966 in Cost Applied from CalWORKs funds and \$364,966 increased Medi-Cal Federal Financial Participation for mental health treatment and counseling of welfare recipients.
- \$810,295 in Cost Applied revenue from CalWORKs for substance abuse treatment and counseling services for welfare recipients.
- \$800,000 in Medi-Cal Administrative Claim Trust Fund revenue for the Dependency Court Recovery Project.
- Increasing \$800,000 net County cost from corresponding reduction in Sheriff's Department to reduce Mental Health Services waiting lists and also to budget Mental Health Realignment match at the required level.

PROGRAM: ADULT SERVICES DEPARTMENT: HEALTH & HUMAN SERVICES

PERFORMANCE MEASURES

1995-96	1996-97	1997-98	1997-98	1998-99
Actual	Actual		Budget	Budget
Actual	Actual	Actual	Budget	Budget

MENTAL HEALTH

DEFINITION OF GLOBAL ASSESSMENT OF FUNCTIONING (GAF) SCALE:

Retween 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 (Excludes Managed Care Inpatient Services)					
% OF RESOURCES: 22.03%					
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	0	0	0	0	8
EFFECTIVENESS (Input/Outcome)					
Cost per client discharge with an improved level of functioning	0	0	0	0	\$11,511.79
OUTPUT (Service or Product)					
<pre># of days of Local Inpatient/ Residential care</pre>	0	0	0	0	193,535
EFFICIENCY (Input/Output)					
Cost per day of Local Inpatient/ Residential care	0	0	0	0	\$123.28
DUTPUT (Service or Product)					
<pre># of days of State Hospital/ Alternatives care</pre>	0	0	0	0	15,647
EFFICIENCY (Input/Output)					
Cost per day of State Hospital/ Alternatives care	0	0	0	0	\$241.35
ACTIVITY B: OUTPATIENT SERVICES					
% OF RESOURCES: 18.31%					
OUTCOME (Planned Result)					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults	0	0	0	0	2

MKOTEKWA: WORTE ZEKATI	PROGRAM:	ADULT	SERVICES
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFECTIVENESS (Input/Outcome)					
Cost per client receiving continuous treatment and discharged with an improved level of functioning	0	0	0	0	\$1,166.40
OUTPUT (Service or Product)					
# of outpatient treatments	0	0	0	0	272,523
EFFICIENCY (Input/Output)					
Cost per outpatient treatment	0	0	0	0	\$72.71
ACTIVITY C: PARTIAL DAY TREATMENT SERVICES					
% OF RESOURCES: 17.58%					
OUTCOME (Planned Result)					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 1 point for adults	0	0	0	0	1
EFFECTIVENESS (Input/Outcome)					
Cost per client with a planned discharge with an improved level of functioning	0	0	0	0	\$5,882.27
OUTPUT (Service or Product)					
# of days of treatment	0	0	0	0	215,152
EFFICIENCY (Input/Output)					
Cost per day of treatment	0	0	0	0	\$70.45
ACTIVITY D: COMMUNITY CLIENT CARE SERVICES					
% OF RESOURCES: 3.17%					
OUTCOME (Planned Result)					
In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service	0	0	0	0	85.0%
EFFECTIVENESS (Input/Outcome)					
Cost per resolved and/or appropriately referred case	0	0	0	0	\$46.82
OUTPUT (Service or Product)					
# of community services contacts (by staff hours)	0	0	0	0	85,862
EFFICIENCY (Input/Output)					
Cost per community services contact	0	0	0	0	\$31.82

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY E: CASE MANAGEMENT AND PUBLIC CONSERVATORSHIP	SERVICES				
% OF RESOURCES: 4.10%					
OUTCOME (Planned Result)					
Between admission and discharge, the overall level of functioning (as measured by the GAF Scale) will improve by 2 points for adults	0	0	0	0	2
EFFECTIVENESS (Input/Outcome)					
Cost per client receiving continuous treatment discharged with improved level of functioning	C	0	0	0	\$4,299.00
OUTPUT (Service or Product)					
# of case management hours	0	0	0	0	161,212
EFFICIENCY (Input/Output)					
Cost per case management hour	0	0	0	0	\$12.47
OUTPUT (Service or Product)					
# of supplemental rate bed days	0	0	0	0	62,733
EFFICIENCY (Input/Output)					
Cost per supplemental rate bed days	0	0	0	0	\$24.37
ALCOHOL & DRUG					
ACTIVITY F: ALCOHOL & DRUG RESIDENTIAL TREATMENT					
% OF RESOURCES: 3.34%					
OUTCOME (Planned Result)					
55% of clients in residential treatment for at least 30 days will complete the program	0	0 0	0 0	0	55% 3,025
EFFECTIVENESS (Input/Outcome)					
Cost per residential completion	0	0	0	0	\$1,411
OUTPUT (Service or Product)					
Total clients receiving residential treatment	0	0	0	0	5,500
EFFICIENCY (Input/Output)					
Cost per residential client treated	0	0	0	0	\$891

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY G: ALCOHOL & DRUG NON-RESIDENTIAL TREATMENT					
% OF RESOURCES: 1.69%					
OUTCOME (Planned Result)					
35% of clients in non-residential treatment for at least 30 days will complete the program	0	0 0	0 0	0 0	35% 998
EFFECTIVENESS (Input/Outcome)					
Cost per non-residential completion	0	0	0	0	\$6,346
QUTPUT (Service or Product)					
Total clients receiving non-residential treatment	0	0	0	0	2,850
EFFICIENCY (Input/Output)					
Cost per non-residential client treated	0	0	0	0	\$1,102
ACTIVITY H: TREATMENT OF PROBATIONERS & PAROLEES					
% OF RESOURCES: 1.09%					
OUTCOME (Planned Result)					
35% of probationers and parolees in residential and non-residential will complete the program	0	0	0	0 0	35% 420
EFFECTIVENESS (Input/Outcome)					
Cost per probationer/parolee completion	0	0	0	0	\$4,857
OUTPUT (Service or Product)					
Total probationers/parolees in treatment	0	0	0	0	1,200
EFFICIENCY (Input/Output)					
Cost per probationer/parolee treated	0	0	0	Q	\$1,360

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
MENTAL	HEALTH SERVICES						
0335	Clinical Director, MHS	0	0.00	1	1.00	\$0	\$127,112
4195	Supervising Psychiatrist	0	0.00	3	3.00	0	376,087
4199	Psychiatrist III	0	0.00	6 27	6.00	0 0	687,688 542,404
0740 4162	Emergency Room Psychiatrist Consultant in Internal Medicine	0 • 0	0.00 0.00	1	5.00 1.00	Ö	562,606 110,609
4196	Psychiatrist II	0	0.00	15	13.75	Ŏ	1,439,972
0340	Medical Director	Ö	0.00	1	1.00	0	102,297
4192	Senior Physician	O	0.00	1	1.00	0	97,251
2213	Deputy Director, MHS	0	0.00	1	1.00	0	86,865 71,652
0301 4193	MH Hospital Administrator Physician	0	0.00 0.00	1	1.00 1.00	0	69,144
4109	Chief, Forensic MHS	ŏ	0.00	ż	1.00	ŏ	66,674
4504	Chief Nurse	Ö	0.00	2	2.00	0	128,391
4145	Chief MK Program Rev. & Dev.	0	0.00	1	1.00	0	62,529
3041	Chief, Medical Records Svs.	0	0.00	1	1.00	0 0	61,608 40,513
4113 4114	Quality Assurance Prog. Mgr.	0	0.00 0.00	1	1.00 1.00	0	60,513 59,761
2355	Chief, MH Case Management Regional Manager, MHS	0	0.00	3	3.00	ŏ	177,784
0304	Assist. Deputy Director, MHS	ŏ	0.00	1	1.00	Ō	58,286
2399	MH Contract & Grants Manager	0	0.00	1	1.00	0	58,100
2367	Principal Admin. Analyst	0	0.00	1 7	1.00	0 0	58,100
4118 4527	Forensic Services Manager Psych. Clinical Nurse Spec.	0	0.00 0.00	3 6	2.25 6.00	0	128,217 322,660
5087	Senior Clinical Psychologist	Ö	0.00	12	10.08	ŏ	527,283
4108	Mental Health Program Mgr.	ŏ	0.00	11	11.00	<u> </u>	563,358
2413	Analyst III	0	0.00	3	3.00	0	152,403
5249	Psych. Social Worker Coord.	0	0.00	1	1.00	0	48,365
4526 4535	Head Psychiatric Nurse Psych. Nursing Inservice Coord.	. 0	0.00 0.00	3 1	3.00 1.00	0	144,475 47,487
4314	Utilization Review Spec.	Ö	0.00	ż	2.00	Ŏ	94,228
2303	Administrative Assistant II	Ö	0.00	2	2.00	0	93,270
2412	Analyst II	0	0.00	10	10.00	0	459,036
2387	Quality Assurance Specialist	0	0.00	1	0.25	0	11,444
3042 4525	Medical Roords Manager Psychiatric Nurse II	0	0.00 0.00	1 78	1.00 76.75	0 0	45,493 3,376,062
4510	Clinical Services Coordinator	0	0.00	3	3.00	Ö	130,128
4400	Occupational Therapist II	ŏ	0.00	3	2.00	Ŏ	86,273
4408	Recreation Therapy Supervisor	0	0.00	1	1.00	0	42,903
4837	NH Conservatorship Clinician	0	0.00	13	13.00	0	549,198
5250	Sr. Psychiatric Social Worker	0	0.00	39	37.50	0	1,545,732
2304 4835	Administrative Assistant I MH Case Management Clinician	0	0.00 0.00	1 46	1.00 46.00	0	39,292 1,751,758
2411	Analyst I	ŏ	0.00	1	1.00	ŏ	38,060
5102	Licensed MH Clinician	Ō	0.00	8	6.83	0	259,359
5251	Psychiatric Social Worker	0	0.00	2	2.00	0	69,389
4407	Recreation Therapist	0	0.00	4 1	4.00 1.00	0 0	137,243 34,293
2758 4832	Administrative Secretary III MH Consultant I	0	0.00 0.00	2	2.00	Ö	67,737
2306	Administrative Trainee	ŏ	0.00	1	1.00	Ŏ	33,124
2745	Supervising Clerk	0	0.00	2	2.00	0	60,617
3055	Sr. Medical Records Tech.	0	0.00	1	1.00	0	29,335 57,770
2761 2707	Group Secretary Senior Admissions Clerk	0 0	0.00 0.00	2 3	2.00 3.00	0 0	57,772 82,408
4836	MH Specialist	0	0.00	2	2.00	Ö	54,855
2757	Administrative Secretary II	ŏ	0.00	4	4.00	0	109,682
4618	Psychiatric Technician	Ō	0.00	10	10.00	0	265,740
3057	Senior Medical Transcriber	0	0.00	1	1.00	0	26,564
3009	Word Processor Operator	0	0.00	1	1.00	0	26,441
4625	Licensed Vocational Nurse	0	0.00	42	41.00 1.00	0 0	1,081,827
	Land Dragochines Clark III						/A 1011
2906 2730	Legal Procedures Clerk III Senior Clerk	0	0.00 0.00	1 13	13.00	0	26,190 333,456

PROGRAM: ADULT SERVICES

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
5221	Eligibility Technician	0	0.00	8	7.75	0	198,121
7085	Supervising Custodian	ŏ	0.00	1	1.00	ŏ	25,452
4828	Case Management Aide II	ŏ	0.00	ż	2.00	ŏ	50,833
2510	Senior Account Clerk	ŏ	0.00	2	2.00	ŏ	49,832
2756	Administrative Secretary I	ŏ	0.00	ī	1.00	ŏ	24,578
2907	Legal Procedures Clerk II	Ŏ	0.00	5	5.00	Ö	121,560
4833	MH Case Management Assist.	ŏ	0.00	10	10.00	Ŏ	237,451
2706	Admissions Clerk	Ò	0.00	13	12.00	0	284,023
3056	Medical Transcriber	0	0.00	2	2.00	0	47,184
4839	Mental Health Aide	0	0.00	10	10.00	0	233,136
3046	Medical Records Clerk	0	0.00	17	16.00	0	361,603
2700	Intermediate Clerk Typist	0	0.00	22	21.50	0	470,295
4827	Case Management Aide I	0	0.00	2	2.00	0	43,432
7030	Senior Custodian	0	0.00	2	2.00	0	43,030
4406	Recreation Therapy Aide	0	0.00	1	1.00	0	19,944
7031	Custodian	0	0.00	14	14.00	0	278,183
4910	Community Living Aide	0	0.00	9	9.00	0	148,109
9999	Extra Help	0	0.00	0	17.50	0	488,343
9999	Staff Year Rounding Adjustment	0	0.00	0	(1.50)	0	0
	Sub-Total	0	0.00	535	514.66	\$0	\$20,626,938
CORRECT	TIONAL HEALTH FOR PROBATION CAMP	<u>s</u>					
4192	Senior Physician	0	0.00	0	0.33	\$0	\$3 2,417
4529	Correctional Fac. Nurse Mgr.	0	0.00	0	0.33	0	20,389
4519	Physician Assistant	0	0.00	0	0.25	0	14,928
4538	Staff Nurse II	0	0.00	5	4.50	0	200,888
9999	Extra Help	0	0.00	0	0.17	0	5,100
	Sub-Total	0	0.00	5	5.58	\$0	\$273,722
ALCOHOL	SUBSTANCE ABUSE						
2222	Deputy Director, ADS	0	0.00	1	0.67	\$0	\$48,406
0306	Assist. A&D Prog. Admin.	0	0.00	1	1.50	0	84,437
2413	Analyst III	0	0.00	2	2.00	0	102,866
5198	A&D Prog. Specialist III	0	0.00	4	4.00	0	200,950
2412	Analyst II	0	0.00	4	4.00	0	186,540
5197	A&D Prog. Specialist II	0	0.00	5	4.50	Q	204,689
4822	Comm. Hith. Prom. Spec. II	0	0.00	1	0.25	0	10,941
4815	Health Info. Spec. I	Ģ	0.00	1	0.67	0	25,808
2758	Administrative Secretary III	0	0.00	1	0.67	0	22,862
4821	Comm. Hith. Prom. Spec. I	0	0.00	1	0.50	0	16,722
2757	Administrative Secretary II	0	0.00	1	1.08	0	30,760
2510	Sr. Account Clerk	0	0.00	1	0.75	0	19,994
2700	Intermediate Clerk Typist	0	0.00	1	1.17	0	26,441
9999 9999	Extra Help Staff Year Rounding Adjustment	0	0.00 0.00	0	0.50 (0.01)	0	15,267 0
7777		_		-		_	_
	Sub-Total	0	0.00	24	22.25	\$0	\$996,683
	Total	0	0.00	564	542.49	\$0	\$21,897,343

PROGRAM: ADULT SERVICES DEPARTMENT: HEALTH SERVICES

Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Salary Adjustments:					0	56,496
Premium/Overtime Pay:					0	629,919
Employee Benefits:					0	6,508,197
Salary Savings:					0	(887,496)
VTO Reductions:					0	0
Total Adjustments					\$0	\$6,307,116
Program Totals	0	0.00	564	542.49	\$0	\$28,204,459

PROGRAM: CHILD & FAMILY SERVICES

DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 26002 MANAGER: J. SHEPARD ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-16

AUTHORITY: Sections 10800 et seq, 11400 et seq, 16100 et seq, 16500 et seq, and 17000 et seq, CA Welfare and Institutions Code; Sections 1445, 1500 et seq, CA Health and Safety Code; Memorandum of Agreement between the State and the County (Department of Social Services); Section 1200, Title 15, and Section 1276, Title 17, and Section 51341.1, Title 22, CA Code of Regulations; CA Probate Code; Section 233.4, Article XV, County Administrative Code; and Board of Supervisors Policy A-67.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$67,196,674	100.0
Services & Supplies	0	0	0	0	44,872,123	100.0
Support & Care	0	0	0	0	26,987,266	100.0
Fixed Assets	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	(340,132)	(100.0)
CERS Reserve	0	0	0	0	30,000	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$138,745,931	100.0
PROGRAM REVENUE	0	0	0	0	(132,597,829)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$6,148,102	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	1,397.09	100.0

The Health and Human Services Agency's transformation from 1997-98 to 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To protect children and preserve families through coordinated community efforts.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals are not available for the Child & Family Services Program. See the individual programs, Area Agency on Aging, Health Services, Public Administrator, and Social Services for this information.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Fiscal Year (FY) 1997-98 Achievement of Objectives for the activities contained in the Child and Family Services program are reflected in the Area Agency on Aging, Health Services, Public Administrator and Social Services program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Support families in which abuse has been investigated assuring that for 97.0% of the children there will be no confirmed reports of re-abuse within six months.
 - a. Reports of abuse and neglect investigated for 4,337 children monthly.

- 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 3,725 bed days each month.
- Provide permanent homes for children unable to return to their own homes by placing 44 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 issue 47 new licenses monthly and maintain a monthly average of 1,610 licenses in force.
 - a. Provide orientation to 150 individuals monthly.
- 5. 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.
- Reduce barriers and facilitate health care access for 13,000 women of childbearing age through Perinatal Care Network outreach and referral services.
- 7. Outreach: In 85% of completed cases, the immediate presenting problem/crisis is resolved and/or a referral is made to an appropriate service.
 - a. Provide 19,248 contacts of community services.

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 the following objectives, the planned results are stated in terms of the measure of improvement a client makes along this continuum prior to discharge.

- Local Inpatient Services: Between admission and discharge, the overall level of functioning as measured by the GAF will improve 15 points for children.
 - a. Provide 8,016 days of local inpatient care.
- 9. Mental Health Outpatient Services: Between admission and discharge, the overall level of functioning as measured by the GAF will improve 1 point for children.
 - a. Provide 83,586 outpatient treatments.
- 10. Partial Day Treatment Services: Between admission and discharge, the overall level of functioning as measured by the GAF will improve 1 point for children.
 - a. Provide 46,133 days of treatment.
- 11. Mental Health Services Case Management: Between admission and discharge, the overall level of functioning as measured by the GAF will improve 1 point for children.
 - a. Provide 47,118 hours of case management services.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Child and Family Services Program are both County operated and contracted. The FY 1998-99 Budget includes \$109.0 million (79%) County operated and \$29.8 million (21%) contracted services.

The activities of this program are summarized as follows:

- 1. Child Welfare Services (CWS) [824.00 SY; E = \$51,535,971; R = \$53,083,953]
 - Mandated/Mandated Service Level.
 - O The State mandates "specialized organizational entities within the county welfare department" shall be responsible for child welfare services.

- O Provides for a full range of child protection services:
 - Initial Assessment receives Child Abuse reports through the Hotline, assesses the reports, conducts investigations where warranted, 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 the 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)
- Funded by Child Welfare Services—match met with Social Services Trust funds.
- Increases 51.00 staff years as outlined below:
 - Reclassified 382.50 staff years Protective Services Worker I to Protective Services Worker II and reclassified 60.00 staff years Senior Protective Services Worker to Protective Services Worker III.
 - Added 47.00 SY Protective Services Worker I and 6.00 SY Protective Services Supervisor as approved by the Board on December 16, 1997 (19).
 - Added 43.00 SY Protective Services Worker III and 12.00 SY Protective Services Supervisor to increase staffing at the Child Abuse Hotline and to reduce caseloads so that state mandated time frames for responding to child abuse reports is met.
 - Transferred in 1.00 SY Social Worker III from the Family Resource Bureau to staff the Targeted Truancy and Public Safety Program as approved by the Board on December 2, 1997 (2).
 - Transferred in 1.00 SY Assistant Deputy Director from Adult Services.
 - Added 1.00 SY Protective Services Worker II as approved by the Board on December 16, 1997 (26) for the District Attorney's First Year Drug Endangered Children Program.
 - Deleted 19.00 SY Intermediate Clerk Typist, 3.00 SY Administrative Secretary I, 2.00 SY Principal Clerk II, 3.00 SY Senior Clerk, and 1.00 SY Stock Clerk to rejnyest the savings in direct services.
 - Deleted 1.00 SY Program Specialist and redirects the savings to the Options for Recovery Program.
 - Transferred in 20.00 SY (1.00 SY Word Processing Center Supervisor, 2.00 SY Senior Transcriber Typist, and 17.00 SY Word Processor Operator) of word processing staff who assist Social Workers with court reports.
 - Transferred out 1.00 SY Intermediate Clerk Typist to Emergency Shelter Care and 1.00 SY Intermediate Clerk Typist to the Community Action Partnership.
 - Transferred out 2.00 SY (1.00 SY Social Services Administrator III and 1.00 SY Administrative Assistant II) to the Family Home Visiting Project.
 - Transferred out 1.00 SY Deputy Director and 2.00 SY Administrative Secretary III to the Agency executive
 - Transferred out 45.00 SY (1.00 SY Social Services Administrator III, 4.00 SY Protective Services Supervisor, 4.00 SY Protective Services Worker III, 29.00 SY Protective Services Worker II, 2.00 SY Protective Services Assistant, 1.00 SY Administrative Secretary I, and 4.00 SY Intermediate Clerk Typist) to Heartbeat.
 - Transferred in 1.00 SY Principal Administrative Analyst formerly budgeted in Children Services Bureau Administration.
- 2. Heartbeat [163.25 SY; E = \$56,412,785; R = \$53,664,447]
 - Mandated/Discretionary Service Level.
 - Provides a client centered comprehensive system of care for seriously emotionally disturbed children and youth.
 - Includes planning efforts with stakeholders, educators, community providers, and consumers.
 - Funded by Foster Care aid payment funds, Medi-Cal, State grants, Managed Care State General funds, and State Mental Health Realignment.
 - Added 150.75 SY in transfers as various agency activities were brought into the Heartbeat cost center.
 - Added 12.50 SY (5.00 SY Lic Mental Health Clinician, 2.50 SY Child Psychiatrist, 1.00 SY Psychiatric Clinical Nurse Specialist, 2.00 Sr Clinical Psychologist, 1.00 SY Psychiatric Nurse II, and 1.00 SY Intermediate Clerk Typist) to juvenile forensics mental health services by deleting 12.50 SY in the Self Sufficiency Program. These staff will be assigned to Juvenile Hall (9.50 SY) and the Polinsky Children's Center to provide mental health assessment and treatment.
 - Transferred in \$25,457,461 in Other Charges for the Aid to Families With Dependent Children-Foster Care (AFDC-FC) and Severely Emotionally Disturbed (SED) Budgets for children in the Heartbeat Program from the Assistance Payments Budget.

- Added \$1,433,320 for fee for service professional and nursing facility mental health services for Phase 11 ٥ of the Mental Health Managed Care Program.
- Added \$817,000 in System of Care grants (SAMHSA) to develop Heartbeat infrastructure, develop network and provider capacity, and provide training and technical assistance to staff implementing a new integrated system of care.
- Added \$555,635 in professional services to provide intensive day treatment services for children referred ٥ by the Polinsky Children's Center.
- Added \$385,000 net County cost for out of state placements.
- Added \$192,957 for the Escondido Youth Encounter's Building Effective Solutions Together (BEST) Program.
- Added \$55,000 to augment the Children's Outpatient Psychiatry contract for a clinician to work with the North Inland Project.
- Added \$37,000 for contracted services for children for Early Periodic Screening, Diagnosis, and Treatment (EPSDT).
- Added \$715,000 for the purpose of securing Administrative Services Organization (ASO) services as approved by the Board on April 21, 1998 (7).
- Transferred \$525,000 from Other Charges to contracts to reduce the wait time for mental health services for children and youth.
- Increased the amount budgeted for children's medications by \$40,000.
- Emergency Shelter Care [231.00 SY; E = \$9,234,410; R = \$7,033,558]
 - Mandated/Mandated Service Level.
 - Provides for Emergency Shelter Care services at the A.B. and Jessie Polinsky Children's Center.
 - ٥ Funded by Title IV-B, Title IV-E, Emergency Assistance, and Child Welfare Services-match met with Social Services Trust funds.
 - Approximately 450 children will be admitted each month to the Polinsky Children's Center.
 - Increased 42 SY as outlined below:
 - Reclassified 14.00 SY Protective Services Worker I to Protective Services Worker II and reclassified 2.00 SY Senior Protective Services Worker to Protective Services Worker III
 - Added 1.00 SY Residential Care Worker Supervisor, 2.00 SY Senior Residential Care Worker, and 11.00 SY Residential Care Worker II as approved by the Board on December 16, 1997 (19). Transferred in 1.00 SY Intermediate Clerk Typist from Child Welfare Services.

 - Added 27.00 SY permanent part time Residential Care Worker II to replace the expensive and often unqualified registry staff.
- Youth Substance Abuse Treatment [6.25 SY: E = \$5.785.778: R = \$4.785.778]
 - ۵ Mandated/Discretionary Service Level.
 - ٥ Provides 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.
 - Provides "treatment on demand" services to adolescents.
 - ٥ Collaborates with the courts to provide drug court services.
 - Responsible for Drug Medi-Cal Utilization Review. ٥
 - Provides contract monitoring, oversight, training, and technical assistance.
 - Added \$2,000,000 in professional services to continue expanding residential drug and alcohol services to adolescents so that adolescents will be able to receive "treatment on demand". Funding for this proposal is a re-investment of the FY 1997-98 fund balance.
 - Added \$186,296 as approved by the Board on March 31, 1998 (47) for professional services to provide alcohol and drug treatment and testing services for 143 clients to be referred by the Superior Court's Delinquency Court and by the South Bay Municipal Drug Court.

DEPARTMENT: HEALTH & HUMAN SERVICES

- Added \$186,296 as approved by the Board on March 31, 1998 (47) for professional services to provide alcohol and drug treatment and testing services for 143 clients to be referred by the Superior Court's Delinquency Court and by the South Bay Municipal Drug Court.
- 5. Adoption Services [67.00 SY; E = \$4,251,484; R = \$4,251,484]
 - O Discretionary/Mandated Service Level.
 - Recruits adoptive families; provides placement services and background investigations; and counsels birth parents, adoptive parents and children involved in the adoption process.
 - Operates under license with the State of California and costs are fully reimbursed.
 - Reclassified 44.00 SY Protective Services Worker I to Protective Services Worker II and reclassified 5.00 SY Senior Protective Services Worker to Protective Services Worker III.
 - Deleted 1.00 SY Social Services Administrator II, 1.00 SY Legal Procedures Clerk III, and redirects the savings to the Options for Recovery Program.
- Family Preservation [31.50 SY; E = \$2,572,641; R = \$2,248,765]
 - O Discretionary/Discretionary Service Level.
 - 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.
 - Reclassified 16.00 SY Protective Services Worker I to Protective Services Worker II and reclassified 2.00 SY Senior Protective Services Worker to Protective Services Worker III.
 - O Converted 2.00 SY temporary extra help Protective Services Worker II to permanent staff.
- Correctional Health for Youth [33.59 SY; E = \$2,317,552; R = \$2,105,885]
 - Mandated/Discretionary Service Level.
 - Provides all necessary screening physicals, sick-call contacts, medications and treatments, emergency responses, pharmaceutical and supplies for all inmates of the Probation Department's juvenile correctional facilities.
 - Funded by Health Realignment and Foster Care funds.
 - Moved Correctional Facilities Medical Services (CFMS) organizationally under California Children Services (CCS) Program to improve the efficiency of the administrative staffing structure.
- 8. Perinatal Care Services [6.00 SY; E = \$2,090,310; R = \$2,106,271]
 - Mandated/Discretionary Service Level.
 - o Includes program activities of Perinatal Care Network, Infant Mortality Review, Maternal and Child Health Title V and Black Infant Health.
 - Coordinates 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.
 - Funds activities provided by Public Health Nursing staff budgeted in the Community Based Prevention Program.
 - o Funded with State Grants, Health Realignment Vehicle License Fees, and Patient Fees.
 - Added \$400,000 to the Black Infant Health Program to expand contracted services to provide for outreach and case management activities to at-risk African-American women and their babies.
 - Deleted 1.00 SY Supervising Community Health Promotion Specialist.
 - O Added 1.00 SY Health Planning and Program Specialist.

- 9. Family Home Visiting Project [2.00 SY; E = \$1,453,153; R = \$413,207]
 - Discretionary/Discretionary Service Level.
 - Provides home visiting support services to families with a goal of reducing the percentage of families that need financial assistance from CalWORKs, decreasing the incidence of child abuse and neglect, and improving the health status of children.
 - Will contract with agencies in the region to provide intensive in-home and center-based services to improve outcomes for families at risk for child abuse and neglect, poor health, welfare dependency, and other adverse outcomes.
 - Funded by a California Safe and Healthy Families (Cal-SAHF) grant and County General Funds.
 - Transferred 1.00 SY Social Services Administrator III and 1.00 SY Administrative Assistant II from Child Welfare Services.
 - Added Services and Supplies of \$22,800 including \$11,300 in Out-of-County Travel for the transferred staff.
 - O Added Contract expenses of \$1,320,000 as outlined below:
 - \$320,000 for the Cal-SAHF home visiting model program for North County as approved by the Board on February 17, 1998 (7).
 - \$1,000,000 reinvested for services through community based organizations in each of the six regions to provide an array of services to improve child safety, family health and family self sufficiency.
- 10. Foster Home Licensing [24.00 SY; E = \$1,487,633; R = \$1,487,633]
 - Discretionary/Mandated Service Level.
 - O Licensing of foster homes is a State responsibility which may be delegated under a Memorandum of Agreement (MOA) to other agencies.
 - O Manages the licensing of Foster Care homes under an MOA with the State and costs are fully reimbursed.
 - 0 Develops Foster Care home resources, issues licenses, and evaluates and monitors compliance with standards.
 - Includes Foster Parent Recruitment and Training Program.
 - Reclassified 1.50 SY Protective Services Worker I to Protective Services Worker II.
- 11. Options for Recovery [4.50 SY; E = \$881,155; R = \$693,789]
 - O Discretionary/Mandated Service Level.
 - 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.
 - Provides services to recruit and train Foster Care families and place 100 eligible children with these families over the course of one year.
 - Funded by the State of California with a required County match.
 - Reclassified 1.50 SY Protective Services Worker I to Protective Services Worker II.
 - Added 2.00 SY Protective Services Worker II funded by overhead reductions in Child Welfare Services and Adoptions.
- 12. Independent Living Skills [4.00 SY; E = \$723,059; R = \$723,059]
 - Mandated/Mandated Service Level.
 - Focuses on enabling eligible youth to develop the skills needed to achieve self sufficiency prior to leaving the Foster Care support system.
 - Funded by the State of California.
 - o Reclassified 3.00 SY Protective Services Worker I to Protective Services Worker II.

PROGRAM REVENUE BY SOURCE				
FROM REVERUE DI SCORCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
Philad the Land Country of			A/4 E// 22/	### F// 33/
Child Welfare Services (match is 30% of NFS)* Mental Health Realignment	\$0 0	\$0 0	\$41,544,226 7,907,455	\$41,544,226 7,907,455
Mental Health Realignment-VLF	Ö	0	2,777,250	2,777,250
Health Realignment	ŏ	ŏ	2,151,325	2,151,325
Federal Managed Care Funds	Ö	Ō	2,457,391	2,457,391
State Managed Care Funds	0	0	4,340,747	4,340,747
Federal Block Grant	0	0	3,599,482	3,599,482
Emergency Assistance	0	0	6,531,597	6,531,597
Medi-Cal Federal Financial Part	0	0	6,925,544	6,925,544
County Services Block Grant State Feater Core Aid Researt Beightnessen	0 0	0	200,000 14,130,112	200,000 14,130,112
State Foster Care Aid Payment Reimbursement AB 3632 Seriously Emotionally Disturbed	0	0	743,276	743,276
Foster Home Licensing Contract	Ö	0	1,487,633	1,487,633
Adoptions Contract	ő	ŏ	4,029,587	4,029,587
Independent Living Skills Contract	ŏ	ŏ	676,878	676,878
Fees	Õ	o o	288,336	288,336
Family Preservation	ŏ	Ŏ	2,139,795	2,139,795
State Grants	Ŏ	Ö	2,699,871	2,699,871
MediCaid Funds	Ŏ	Ö	1,269,280	1,269,280
Early Per Screen Diag & Treatment (EPSDT)	0	0	554,600	554,600
Special Foster Care Grant (Options for Recovery)	0	0	676,924	676,924
Office of Child Abuse Prevention	0	0	320,000	320,000
Specialized Care Incentive	0	0	322,393	322,393
Drug Court Dependency	0	0	186,296	186,296
System of Care Grants (SAMHSA)	0	0	1,410,778	1,410,778
Miscellaneous	0 0	0	139,230	139,230
Revenue allocated to A-87 Social Services Realignment Funds	0	0	4,613,642 18,474,181	4,613,642 18,474,181
Sub-Total	\$0	\$0	\$132,597,829	\$132,597,829
Total	\$0	\$0	\$132,597,829	\$132,597,829
GENERAL FUND CONTRIBUTION DETAIL	4007.00	4007.09	1000 00	Change From 1997-98
General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	Budget
				
REVENUE MATCH:				
Child Welfare Services Match	\$0	\$0	\$13,212,511	\$13,212,511
Family Preservation Match	0	0	661,746	661,746
Emergency Assistance Match	0	0	1,100,921	1,100,921
Foster Care Aid Payment Match AB 3632 (Seriously Emotionally Disturbed) Match	0 0	0	7,347,220	7,347,220
Mental Health Match	0	0	4,949,664 432,760	4,949,664 432,760
Special Foster Care Grant Match	0	0	187,366	187,366
County Services Block Grant Match	ŏ	ŏ	85,714	85,714
Perinatal Health Services	Ŏ	ŏ	602,001	602,001
Match Met with Health Realignment-VLF	ŏ	ŏ	(1,101,108)	(1,101,108)
Match Met with Social Service Realignment Funds	Ŏ	Ö	(18,474,181)	(18,474,181)
Match Met with Community Action Partnership Contracts	0	0	(337,870)	(337,870)
Sub-Total	\$0	\$0	\$8,666,744	\$8,666,744
GENERAL FUND SUPPORT COSTS:				
Family Home Visiting Project Contracts	\$0	\$0	\$1,000,000	\$1,000,000
Court Ordered Services, County Cost	0	Ö	65,000	65,000
CERS Reserve Offset	Ō	, o	30,000	30,000
FY 97-98 Fund Balance	0	0	1,000,000	1,000,000
Sub-Total	\$0	\$0	\$2,095,000	\$2,095,000

Total	\$0	\$0	\$6,148,102	\$6,148,102
Sub-Total	\$0	\$0	\$(4,613,642)	\$(4,613,642)
County costs offset with A-87 Revenue	\$0	\$0	\$(4,613,642)	\$(4,613,642)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenues reflected in this program were formerly budgeted in various Social Services and Health Services Programs.

- 9 Budgeted Revenues are based on workload projections and related funding allocations and claims.
- O Child Welfare Services revenue is increased due to the assumption that an increased allocation will be received from the State. An augmentation to Child Welfare Services was approved by the Board on December 16, 1997 (19).
- * Non Federal Share (NFS)

EXPLANATION/COMMENT ON GENERAL FUND:

County match requirements and general fund costs reflected in this program were formerly budgeted in various Social Services and Health Services Programs.

- O The increase in the match for Emergency Shelter Care is due to an increase in the number of children for whom the placement costs are ineligible for federal or state reimbursement.
- Contract expenditures in the Community Action Partnership (see Community Based Prevention, #44001) have been approved by the State as match for the Family Preservation Program.

PERFORMANCE MEASURES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: CHILD WELFARE SERVICES					
OUTCOME (Planned Result)					
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	0	0	0	0	(3
EFFECTIVENESS (Input/Outcome)					
Casework staff year per case with no re-abuse	0	0	0	0	(3
Casework cost per case/month	0	0	0	0	(3
OUTPUT (Service or Product)					
Investigations/month	0	0	0	0	4,337
EFFICIENCY (Input/Output)					
Casework staff year per investigation (2	0	0	0	0	0.132
Casework cost per investigation ⁽²	0	0	0	0	\$577

COMMENTS

ACTIVITY B:

EMERGENCY SHELTER CARE

OUTCOME (Planned Result)

Provide emergency care and needs assessment each month for 100% of children requiring shelter	0	0	0	0	100%
EFFECTIVENESS (Input/Outcome)					
Monthly Total Cost	0	0	0	0	\$716,850

•		-	_	-	
OUTPUT (Service or Product)					
Children provided emergency shelter	0	0	0	0	450

care and needs assessment monthly

Average bed days/month 0 0 0 3,725

EFFICIENCY (Input/Output)

Monthly cost per child ⁽¹	0	0	0	0	\$1,593
Cost per bed day (1	0	0	0	0	\$192

COMMENTS

⁽¹ The percentage is based on investigations 6 months prior.

⁽² Costs are based on salaries and benefits for Protective Services Workers, Senior Protective Services Workers and Protective Services Supervisors.

⁽³ Childrens Services staff are working on collecting data for the FY 98-99 Outcome from the new statewide Child Welfare Services-Case Management System (CWS-CMS). This outcome will be developed early in FY 1998-99 based on available data.

⁽¹ Cost does not include all overheads. Costs are based on salaries, benefits, and services and supplies for all staff.

PROGRAM: CHILD & FAMIL	LY	'SERVICES
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	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: ADOPTIONS			·		
OUTCOME (Planned Result)					
Children provided permanent adoptive homes monthly	0	0	0	0	44
EFFECTIVENESS (Input/Outcome)					
Child placed/case worker/month	0	0	0	0	3.57
QUTPUT (Service or Product)					
Number of children freed for adoption/month	0	0	0	0	30
Adoptive homes evaluated and approved/month	0	0	0	0	41
EFFICIENCY (Input/Output)					
Child freed/case worker/month	0	0	0	0	2.83
Home studied/case worker/month	0	0	0	0	8.48
COMMENTS					
Staff Years include Protective Services Wor Supervisors. Does not include 1.00 SY assigne	rkers, Senior d to step-par	Protective So ent adoptions.	ervices Workers	and Protective	Services
Staff Years include Protective Services Wor	rkers, Senior d to step-par	Protective So ent adoptions.	ervices Workers	and Protective	Services
Staff Years include Protective Services Wor Supervisors. Does not include 1.00 SY assigne	rkers, Senior d to step-par	Protective So ent adoptions.	ervices Workers	and Protective	Services
Staff Years include Protective Services Wor Supervisors. Does not include 1.00 SY assigne ACTIVITY D: FOSTER HOME LICENSING	rkers, Senior d to step-par 0 0	Protective Seent adoptions. 0 0	ervices Workers O O	and Protective 0 0	1,610 47
Staff Years include Protective Services Workstand Supervisors. Does not include 1.00 SY assigne ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force	d to step-par	ent adoptions.	0	0	1,610
Staff Years include Protective Services Workstand Supervisors. Does not include 1.00 SY assigne ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force Monthly new licenses	d to step-par	ent adoptions.	0	0	1,610 47 145
Staff Years include Protective Services Worksupervisors. Does not include 1.00 SY assigne ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force Monthly new licenses EFFECTIVENESS (Input/Outcome) Licenses maintained/case worker/month	ed to step-par 0 0	ent adoptions. 0 0	0 0	0 0	1,610
Staff Years include Protective Services Workschopervisors. Does not include 1.00 SY assigne ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force Monthly new licenses EFFECTIVENESS (Input/Outcome) Licenses maintained/case worker/month Monthly case worker cost/license maintained Monthly new licenses/case worker	o o o o o o o o o o o o o o o o o o o	o o o	0 0 0 0	0 0 0 0	1,610 47 145 \$27.60
Staff Years include Protective Services Workscherksons. Does not include 1.00 SY assigned ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force Monthly new licenses EFFECTIVENESS (Input/Outcome) Licenses maintained/case worker/month Monthly case worker cost/license maintained Monthly new licenses/case worker Casework cost/new license	o o o o o o o o o o o o o o o o o o o	o o o	0 0 0 0	0 0 0 0	1,610 47 145 \$27.60
Staff Years include Protective Services Worksupervisors. Does not include 1.00 SY assigned ACTIVITY D: FOSTER HOME LICENSING OUTCOME (Planned Result) Monthly licenses in force Monthly new licenses EFFECTIVENESS (Input/Outcome) Licenses maintained/case worker/month Monthly case worker cost/license maintained Monthly new licenses/case worker Casework cost/new license OUTPUT (Service or Product)	o o o o	o o o o	0 0 0 0	0 0 0 0 0	1,610 47 145 \$27.60 16 \$236.40

PERFORMANCE MEASURES										
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget					
EFFICIENCY (Input/Output)										
Cost per contact	0	0	0	0	\$13.64					

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 the above Performance Measures, the planned results are stated in terms of the measure of improvement a client makes along this continuum prior to discharge.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
	1100	- CONTRACTOR	3(8) 118		Stall IIIs		
EMERGE	NCY SHELTER CARE						
5289	Social Svcs. Administrator III	0	0.00	2	2.00	\$0	\$108,149
5259	Protective Services Supervisor	0	0.00	7	7.00	0	342,202
5254 4407	Protective Services Worker III	0	0.00	2 1	2.00	0	75,072
6344	Recreational Therapist Coordinator, Volunteer Services	-	0.00 0.00	2	1.00 2.00	0	35,520 70,248
5253	Protective Services Worker II	ŏ	0.00	14	14.00	ŏ	490,868
2745	Supervising Clerk	0	0.00	1	1.00	0	30,933
2658	Storekeeper II	0	0.00	1	1.00	0	27,627
5091 6510	Res. Care Worker Supervisor	0	0.00 0.00	15 1	15.00 1.00	0	410,822
4618	Senior Laundry Worker Psychiatric Technician	Ö	0.00	6	6.00	Ŏ	27,381 151,095
2756	Administrative Secretary I	Ŏ	0.00	2	2.00	Ö	48,790
6530	Laundry Worker	0	0.00	1	1.00	0	24,162
4913	Protective Services Assistant	0	0.00	2	2.00	0	48,230
5089 2493	Senior Residential Care Worker Intermediate Account Clerk	0	0.00 0.00	22 1	22.00 1.00	0	522,743 23,174
2730	Senior Clerk	Ö	0.00	ż	2.00	Ŏ	46,020
5072	Residential Care Worker II	Ŏ	0.00	128	121.00	Ŏ	2,638,866
2700	Intermediate Clerk Typist	Ó	0.00	18	18.00	0	398,387
2650	Stock Clerk	0	0.00	2	2.00	0	43,098
7031	Custodian	0	0.00	2	2.00	0	41,830
9999	Extra Help	0	0.00	18	6.00	0	112,508
	Sub-Total	0	0.00	250	231.00	\$0	\$5,717,725
OPTIONS	S FOR RECOVERY						
		_					
5253	Protective Services Worker II	0	0.00	4	3.50	\$0	\$119,377
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	23,047
	Sub-Total	0	0.00	5	4.50	\$0	\$142,424
INDEPE	NDENT LIVING SKILLS						
				_		_	
5259	Protective Services Supervisor	0	0.00	1	1.00	\$0	\$48,886
5253	Protective Services Worker II	0	0.00	3	3.00	0	105,186
	Sub-Total	0	0.00	4	4.00	\$0	\$154,072
CHILD W	VELFARE SERVICES						
		_		-	P 44		
0360 5289	Asst. Dep. Dir., Social Services Social Services Administrator I		0.00 0.00	5 14	5.00 14.00	\$0 0	\$ 252,367 785,636
5087	Senior Clinical Psychologist	11 0	0.00	14	1.00	0	53,403
2367	Principal Admin. Analyst	Ŏ	0.00	i	1.00	ŏ	53,400
5259	Protective Services Supervisor	Ō	0.00	74	74.00	0	3,481,600
2302	Administrative Assistant III	0	0.00	.1	1.00	0	47, 182
5244	Program Specialist	0	0.00	12	12.00	0	559,620
5254 2303	Protective Services Worker III Administrative Assistant II	0	0.00 0.00	99 1	99.00 1.00	0 0	4,101,397 46,635
5270	Social Work Supervisor	0	0.00	ź	3.00	0	127,734
5253	Protective Services Worker II	ŏ	0.00	364	354.00	ŏ	15,536,312
5257	Protective Services Worker I	0	0.00	49	47.00	0	1,561,340
5260	Social Worker III	0	0.00	1	1.00	0	30,948
2745	Supervising Clerk	0	0.00	5	5.00	0	149,464
3010 5222	Word Process Cntr Supv Eligibility Supervisor	0	0.00 0.00	1	1.00 1.00	0 0	29,412 28,816
2757	Administrative Secretary II	0	0.00	4	4.00	ő	113,576
2730	Senior Clerk	Õ	0.00	14	14.00	Ŏ	371,531

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2724	Sr Transcriber Typist	0	0.00	2	2.00	0	50,586
3009	Word Processor Operator	0	0.00	17	17.00	0	419,103
2756	Administrative Secretary I	0	0.00	10	10.00	0	245,780
2715	Records Clerk	0	0.00	14	14.00	0	328,528
4913	Protective Services Assistant	0	0.00	31	31.00	0	733,314
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	23,174
3039	Mail Clerk Driver	0	0.00	5	5.00	0	115,336
2903	Legal Procedures Clerk I	0	0.00	7	7.00	0	160,021
2700	Intermediate Clerk Typist	0	0.00	87	85.50	0	1,968,778
2714	Intermediate Transcriber Typist		0.00	5	5.00	0	112,507
2650 9999	Stock Clerk Extra Help	0	0.00 0.00	2 18	2.00 6.50	0	44,126 306,429
7777	•	·				_	
	Sub-Total	0	0.00	849	824.00	\$0	\$ 31,838,055
ADOPT 1	ONS						
5289	Social Services Administrator I	11 0	0.00	1	1.00	\$0	\$56,716
5259	Protective Services Supervisor	Ō	0.00	5	5.00	0	244,430
5254	Protective Services Worker III	0	0.00	5	5.00	Ô	187,680
5253	Protective Services Worker II	0	0.00	44	40.00	0	1,455,360
2907	Legal Procedures Clerk II	0	0.00	2	2.00	0	53,670
2756	Administrative Secretary I	0	0.00	1	1.00	Ō	24,578
2903	Legal Procedures Clerk I	0	0.00	6	6.00	0	142,746
2700	Intermediate Clerk Typist	0	0.00	7	7.00	0	150,372
9999	Extra Help	0	0.00	0	0.00	0	45,638
	Sub-Total	0	0.00	71	67.00	\$0	\$2,361,190
FAMILY	PRESERVATION PROGRAM						
5259	Protective Services Supervisor	0	0.00	4	4.00	\$0	\$195,544
5254	Protective Services Worker III	ŏ	0.00	2	2.00	ŏ	75,072
5253	Protective Services Worker II	Ö	0.00	19	18.00	Ö	629,302
4913	Protective Services Assistant	0	0.00	3	3.00	Ō	72,345
2700	Intermediate Clerk Typist	0	0.00	4	4.00	0	92,188
9999	Extra Help	0	0.00	1	0.50	0	18,256
	Sub-Total	0	0.00	33	31.50	\$0	\$1,082,707
FOSTER	CARE LICENSING						
E200	Social Services Administrator II	, ,	0.00	4	4 00	**	&E4 /77
5288 5270	Social Services Administrator II Social Work Supervisor	1 0 0	0.00 0.00	1 2	1.00 2.00	\$0 0	\$51,433 79,354
5253	Protective Services Worker 11	0	0.00	2	1.50	0	79,334 54,229
5260	Social Worker III	Ŏ	0.00	13	12.50	ŏ	439,824
2730	Senior Clerk	Ŏ	0.00	1	1.00	Ö	26,658
2756	Administrative Secretary I	ŏ	0.00	i	1.00	ŏ	24,578
2700	Intermediate Clerk Typist	Ŏ	0.00	5	5.00	Ŏ	108,201
	Sub-Total	. 0	0.00	25	24.00	\$0	\$784,277
<u>FAMILY</u>	HOME VISITING PROJECT						
5289 2303	Social Services Administrator II Administrative Assistant II	0 11	0.00 0.00	1 1	1.00 1.00	\$0 0	\$47,827 39,292
	Sub-Total	0	0.00	2	2.00	\$ 0	\$87,119

Class	Title F	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
HEARTB	EAT						
CHILDR	EN. YOUTH & FAMILIES PROGRAMS						
0304	Asst. Dep. Dir., Health Services	s 0	0.00	1	1.00	\$0	\$68,378
4117	Chief, Child & Adolescent Service	ces O	0.00	1	1.00	0	62,529
5289 2412	Social Svcs. Administrator III	0	0.00	1 1	1.00 1.00	0	46,241 44,435
5259	Analyst II Protective Services Supervisor	0	0.00 0.00	4	4.00	0	46,635 157,120
5254	Protective Services Worker III	Ö	0.00	4	4.00	0	148,720
5253	Protective Services Worker II	0	0.00	29	29.00	0	1,007,112
4913 2756	Protective Services Assistant	0 0	0.00	2 2	2.00 2.00	0 0	40,288 39,506
2700	Administrative Secretary I Intermediate Clerk Typist	ő	0.00 0.00	4	4.00	ŏ	74,040
	Sub-Total	0	0.00	49	49.00	\$0	\$1,690,569
EMERGE	NCY SCREENING UNIT						
4195	Supervising Psychiatrist	0	0.00	1	1.00	\$0	\$127,205
4199	Psychiatrist III	Õ	0.00	ż	2.00	0	226,564
5087	Senior Clinical Psychologist	Ō	0.00	2	1.50	0	80,207
4117	Chief, Child & Adolescent Service		0.00	1	1.00	0	52,726
4108 4525	Mental Health Program Manager Psychiatric Nurse II	0 0	0.00 0.00	4	4.00 1.00	0	207,633 44,877
5250	Senior Psychiatric Social Worker		0.00	ż	7.00	ŏ	289,242
5102	Licensed Mental Health Clinician		0.00	6	4.25	0	169,428
2730	Senior Clerk	0	0.00	1	1.00	0	26,658
2700	Intermediate Clerk Typist	0	0.00	4	4.00	0	84,622
	Sub-Total	0	0.00	29	26.75	\$0	\$1,309,162
JUVENII	LE FORENSICS						
4199	Psychiatrist III	0	0.00	5	4.00	\$0	\$400,372
4195	Supervising Psychiatrist	0	0.00	1	1.00	0	93,240
5035 4527	Chief, Probation/Welfare Psych. Psych. Clinical Nurse Specialist	0	0.00	1 2	1.00 2.00	0	64,060
4119	Juvenile Forensic Services Manag		0.00 0.00	3	3.00	ŏ	105,058 168,309
5087	Senior Clinical Psychologist	0	0.00	13	11.25	0	591,941
2412	Analyst II	0	0.00	1	1.00	0	46,635
5045 5102	Clinical Psychologist Licensed Mental Health Clinician	0 n 0	0.00 0.00	1 9	1.00 9.00	0 0	46,370 337,174
5250	Senior Psychiatric Social Worker		0.00	Ś	5.00	ŏ	206,109
4832	Mental Health Consultant I	0	0.00	2	2.00	0	73,838
4525	Psychiatric Nurse II	0	0.00	1	1.00	0	36,063
2306 2724	Administrative Trainee Senior Transcriber Typist	0	0.00 0.00	1 1	1.00 1.00	0	33,124 20,311
2714	Intermediate Transcriber Typist	Ö	0.00	3	3.00	0	29,311 69,562
2700	Intermediate Clerk Typist	0	0.00	4	4.00	Ö	92,188
	Sub-Total	0	0.00	53	50.25	\$0	\$2,393,354
CHILD /	AND ADOLESCENT SERVICES						
4199	Psychiatrist III	0	0.00	1	0.25	\$0	\$26,040
4117	Chief, Child & Adolescent Service	-	0.00	1	1.00	ő	62,529
4108	Mental Health Program Manager	0	0.00	3	3.00	0	164,768
5087 2412	Senior Clinical Psychologist Analyst 11	0 0	0.00 0.00	1 1	1.00 1.00	0	49,646 46,635
4525	Psychiatric Nurse II	Ö	0.00	i	0.50	ŏ	22,525

Class	Title F	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
5250	Senior Psychiatric Social Worker	- 0	0.00	27	25.00	0	1,049,349
2761	Group Secretary	0	0.00	1	1.00	0	29,378
2757	Administrative Secretary II	0	0.00	1	1.00	0	28,394
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	23,047
2756	Administrative Secretary I	0	0.00	2	2.00	0	44,822
2411	Analyst I	0	0.00	1	0.50	0	17,044
	Sub-Total	0	0.00	41	37.25	\$0	\$1,564,177
CORREC	TIONAL HEALTH FOR YOUTH						
4192	Senior Physician	o	0.00	1	0.67	\$0	\$64,834
4193	Physician	0	0.00	1	0.50	0	34,982
4519	Physician Assistant	0	0.00	1	0.25	0	14,928
4529	Correctional Fac. Nurse Manager	0	0.00	1	0.66	0	40,779
4530	Pediatric Nurse Manager	0	0.00	1	1.00	0	58,274
4536 4538	Head Staff Nurse	0 0	0.00	1	1.00	0	50,452
4536	Staff Nurse II Nurses Assistant	0	0.00 0.00	25 2	21.00 2.00	0	937,477 38,702
4625	Licensed Vocational Nurse	Ö	0.00	4	4.00	0	100,641
3046	Medical Records Clerk	ă	0.00	ĩ	1.00	ŏ	23,743
2304	Administrative Assistant I	ŏ	0.00	i	1.00	ŏ	34,665
9999	Extra Help	Ō	0.00	Ó	0.50	Ö	62,533
	Sub-Total	0	0.00	39	33.58	\$0	\$1,462,010
PERINA	TAL CARE SERVICES						
4124	Chief, Maternal & Child Health	0	0.00	1	1.00	\$0	\$114,998
4775	Community Health Program Spec.	Ŏ	0.00	i	1.00	ő	51,398
4107	Health Plng. & Prgm. Spec.	Ŏ	0.00	i	1.00	Ŏ	49,738
2303	Administrative Assistant II	Ŏ	0.00	i	1.00	ŏ	46,635
2349	Biostatistician	Ŏ	0.00	i	1.00	Ŏ	40,371
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	23,047
	Sub-Total	0	0.00	6	6.00	\$0	\$326,187
YOUTH :	SUBSTANCE ABUSE TREATMENT						
0306	Asst. Alcohol & Drug Prog. Admir		0.00	1	0.33	\$0	\$18,764
2222	Dep. Dir., Alcohol & Drug Service		0.00	Ò	0.17	0	12,102
5198	Alcohol & Drug Program Spec. III		0.00	1	1.00	Ō	50,238
2413	Analyst III	0	0.00	0	0.50	0	25,717
2412	Analyst II	0	0.00	1	1.00	0	46,635
4822	Comm. Health Promotion Spec. II	0	0.00	Ō	0.08	Ō	3,647
5197	Alcohol & Drug Program Spec. II	0	0.00	1	1.50	0	68,320
4815	Health Information Specialist I	. 0	0.00	0	0.17	0	6,452
4821	Community Health Promotion Spec.		0.00	0	0.17	0	5,574
2510	Senior Account Clerk	0	0.00	0	0.25	0	6,665
2758	Administrative Secretary III	0	0.00	0	0.17	0	5,716 1/ 107
2757 2700	Administrative Secretary II Intermediate Clerk	0	0.00 0.00	0 - 0	0.50 0.42	0	14,197 9,443
	Sub-Total	0	0.00	4	6.26	\$0	\$273,470
	Total	0	0.00	1,460	1,397.09	\$0	\$51,186,498
	IATAF		3.00	1,700	1,071.07	₽ ∪	431,100,470

PROGRAM: CHILD & FAMILY SERVICES

Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Salary Adjustments:					o	833,632
Premium/Overtime Pay:					0	517,672
Employee Benefits:					0	15,512,238
Salary Savings:					0	(853,366)
Total Adjustments					\$0	\$16,010,176
Program Totals	0	0.00	1,460	1,397.09	\$0	\$67,196,674

PROGRAM: COMMUNITY RASED PREVENTION

DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 44001 MANAGER: J. SHEPARD ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-31

AUTHORITY: Section 256(d), Article XVI, County Administrative Code; Sections 1445, 1797.5, 11795 et seq, 11860 et seq and 11980 et seq, CA Health and Safety Code; Sections 1253 and 1276, Title 17, CA Code of Regulations; Sections 10800 et seq and 17000 et seq, CA Welfare and Institutions Codes; Section 233.4, Article XV, County Administrative Code; Board of Supervisors Policy A-67; and Board of Supervisors action on October 28, 1986 (39).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$ 0	\$0	\$0	\$ 0	\$12,802,114	100.0
Services & Supplies	0	0	0	0	21,576,103	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	15,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	(210,499)	(100.0)
Operating Transfers	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$ 0	\$0	\$0	\$34,182,718	100.0
PROGRAM REVENUE	0	0	0	0	(25,365,169)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$8,817,549	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	251.08	100.0

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To assure a healthier community through preventative collaboration with public and private agencies, groups and individuals.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget columns comparisons for the activities contained in the Community Based Prevention program are reflected in the Administrative Support Program, Community Health Services Program, Alcohol and Drug Services Program, Community Action Partnership Program, and Commission on Children, Youth and Families. Beginning in FY 1998-99 the consolidation and reorganization of the Department of Health Services, Social Services, Veterans Affairs, Public Administrator, Commission on Children, Youth and Families and the Area Agency on Aging into the Health and Human Services Agency (HHSA) becomes effective. The Community Based Prevention Program reflects the transfer of several sub program activities formerly in the aforementioned programs to the new program structure in the Health and Human Services Agency.

1997-98 ACHIEVEMENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Community Based Prevention Program are reflected in the Health Services and Social Services program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Assist 33% of refugees receiving employment and training services to achieve economic self-sufficiency.
 - 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.
 - 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:
 - 60% of families who receive Transitional Residential Services.
 - 40% of families who receive home-based Family Intervention Services.
 - ٥ 60% of families who receive home-based Early Intervention Services.
 - Provide home-based Child Abuse Prevention Services to 4,991 families.
- Assist 70% of disputes involving alternative dispute resolution to achieve successful settlements.
 - Contract with community agencies to provide dispute resolution services to 1.675 alternative disputes.
- 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.
 - Contract with community agencies to provide services to 6,110 non-residential clients.
- 6. Increase worksite compliance with State and local tobacco control ordinances through primary intervention and education provided by the County's Tobacco Control Resource Center.
 - Respond to 350 formal complaints of violations of local and State smoking regulations to assure 80% of a. worksites adopt smoking policies.
 - Of those worksites requiring intervention, 54% will achieve ordinance compliance within 2 months of primary intervention
- 7. Provide oversight to: (1) seven AB 1741 (Youth Pilot Project) contractors, assisting each contractor to develop implementation plans tailored to the needs and service gaps of their community; and (2) four Title V (Delinquency Prevention Project) contractors according to the guidelines and requirements of the State's Office of Criminal Justice Planning.
 - Monitor eleven contracts and three contract amendments. a.
 - h. Prepare and execute performance review and outcome evaluation exercises tailored to each site.
 - c. Meet regularly with collaborative, organization and community representatives under the Commission's committee structure.
- Coordinate a cooperative strategic planning process within county government to better integrate protocols of county agencies involved in family violence programs and ensure increased collaborative efforts towards youth and family violence prevention.
 - The Office of Violence and Injury Prevention will conduct 20 presentations to 20 coalitions on family violence prevention and hate-oriented violence issues.
 - The Office of Violence and Injury Prevention will conduct 20 presentations to 40 community-based agencies on family violence prevention and hate-oriented violence issues.
 - Provide prevention services for children, adolescents, families, and general population clients through the c. Prevention Framework adopted by the Board of Supervisors.
- 9. Through community partnership provide Public Health Nursing medical assessments and referrals on 125 medically fragile children under the oversight of Child Protective Services.
 - 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
 - b. Provide Preventive Healthcare for the Aging.
 - Provide 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 Program.
- 10. Using the Prevention and Early Intervention Team evaluation as background, contribute to the design and implementation of a county-wide Information, Assessment and Referral (IAR) and Care Coordination service delivery model that is responsive to community, customer, family, and County needs.

 a. Screen 2,000 customers and refer them to needed services.
- 11. Reduce alcohol and other drug use among youth by implementing the Board-approved prevention framework which emphasizes the use of a community-planning process to develop alcohol and other drug prevention strategies within broader local efforts to reduce problems affecting youth and families.
 - Reduce by 5% the incidents of sale of alcohol and tobacco to minors.
 - Improve by 10% parents ability to effectively address or intervene in children's alcohol, tobacco and other b. drug issues.
 - Reduce by 5% the arrest of adolescents for possesion of alcohol. c.
 - Reduce by 5% the incidents of adolescents arrested for possesion of illegal drugs.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Community Based Prevention Program are both County operated and contracted. The FY 1998-99 Budget includes \$13.6 million (43%) County operated and \$17.9 million (57%) contracted services.

The activities of this program are summarized as follows:

- 1. <u>Community Action Partnership</u> [53.00 SY; E = \$14,502,075; R = \$10,625,427] is:
 - Mandated Activity/Discretionary Service Level.
 - Reflected in the Community Based Prevention Program for the first time, having been previously in the Department of Social Services' Community Action Partnership Program.
 - Responsible for the administration of over 100 contracts that provide 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 Services, Juvenile Diversion Services, SSI Advocacy, Emergency Assistance Services (Interfaith/Homeless Shelter), Domestic Violence Services, Refugee Employment Services, Ex-Offender Services, and Child Sexual Abuse Treatment Program.
 - Staffing decrease of 2.00 SY transferred to Administrative Support program.
- 2. <u>Violence and Injury Prevention</u> [4.00 SY; E = \$1,124,655; R = \$355,806] is:
 - Mandated Activity/Discretionary Service Level.
 - Reflected in the Community Based prevention Program for the first time, having been previously part of the Community Health Services Program.
 - Coordinating community initiatives to reduce violence and unintentional injuries.
 - Providing community based technical assistance and linkages to violence prevention resources.
 - Developing and implementing conflict resolution and anger management skills to school-aged children.
 - Staffing increase of 2.00 SY for domestic violence investment.
- 3. <u>Commission on Children, Youth and Families</u> [4.00 SY; E = \$3,056,643; R = \$2,808,858] is:
 - Discretionary Activity/Discretionary Service Level.
 - Administering programs through ten community based and one county-wide contracts.
 - Advising on all issues related to children, youth, and families.
 - Staffing increase of 2.00 SY to provide administrative and fiscal support and program development and implementation.
- 4. Health Promotion Core Unit [31.08 SY; E = \$2,971,752; R = \$2,808,736] is:
 - Mandated Activity/Discretionary Service Level.
 - Reflected in the Community Based Prevention Program for the first time, having been previously part of the Administrative Support Program.
 - 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.
- 5. <u>Public Health Nursing</u> [147.50 SY; E = \$8,357,964; R = \$4,607,670] is:
 - Mandated Activity/Discretionary Service Level.
 - Reflected in the Community Based Prevention Program for the first time, having been previously part of the Community Health Services Program.

- Providing Public Health Nurse medical assessments and referrals on 125 medically fragile children under the oversight of Child Protective Services.
- O Providing 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 (ТВ) follow-up contacts.
- Providing Preventive Healthcare for the Aging.
- 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.

Substance Abuse Prevention [9.50 SY; E = \$4,003,773; R = \$4,003,773] is:

- Mandated Activity/Discretionary Service Level.
- Reflected in the Community Based Prevention Program for the first time, having been previously part of the Alcohol and Drug Services Program.
- Providing prevention services for children, adolescents, families, and general population clients through the Prevention Framework adopted by the Board of Supervisors.
- Working in collaboration with community agencies to provide Drug Abuse Resistance Education (DARE).
- Providing training for Alcohol and Drug Services staff and community based organizations.

7. Prevention and Early Intervention Team [2.00 SY; E = \$165,856; R = \$154,899] is:

- Mandated Activity/Discretionary Service Level.
- Reflected in the Community Based Prevention Program for the first time, having been previously part of the Administrative Support Services program.
- Contributing to the design and implementation of a county-wide Information, Assessment and Referral (IAR) and Care Coordination services delivery model that is responsive to community, customer, family, and County needs.
- O Identifying savings from eliminating duplication of IAR functions and initiating expanded automated systems.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Health Realignment	\$0	\$0	\$3,557,280	\$3,557,280
Federal Grants	0	0	8,823,674	8,823,674
State Grants	0	0	1,975,898	1,975,898
Fees/Fines	0	0	545,000	545,000
Miscellaneous	0	0	461,008	461,008
Marriage License Fees	0	0	523,000	523,000
CAP Block Grant	0	0	2,514,316	2,514,316
Child Abuse Prevention Fund	0	0	528,438	528,438
Child Abuse Fees	0	0	600,000	600,000
State/Federal Medi-Cal	0	0	100,000	100,000
Child Welfare Services	0	0	380,458	380,458
State/Federal TANF Administration	. 0	0	169,549	169,549
GAIN	0	0	386,824	386,824
Refugee Employment Services	0	0	2,910,942	2,910,942
Child Care Capacity Building	0	0	395,995	395,995
Dispute Resolution Fees	0	0	1,117,748	1,117,748
Sub-Total	\$0	\$0	\$24,990,130	\$24,990,130
Revenue Allocated to A-87	\$0	\$0	\$980,368	\$980,368
Sub-Total	\$0	\$0	\$980,368	\$980,368
Total Direct Program Revenue	\$0	\$0	\$25,970,498	\$25,970,498
Department Overhead Allocation:	\$0	\$0	\$(605,329)	\$(605,329)
Total	\$0	\$0	\$25,365,169	\$25,365,169

GENERAL FUND CONTRIBUTION DETAIL Change From 1997-98 1997-98 1998-99 1997-98 General Fund Contribution By Source Actual Budget Budget Budget Board Directed County Funded Contracts \$0 \$0 \$2,395,068 \$2,395,068 Food Stamps Admin. 0 0 4,210 4,210 TANF Admin. 0 0 15,412 15,412 Foster Care Admin. 0 0 925 925 Child Welfare Services 46,375 46,375 ۵ 0 County Services Block Grant 0 0 23,465 23,465 Family Preservation Project 7,420 7,420 0 0 State Cal-Learn Admin. 0 0 834 834 State Preventive Health Care for the Aging 51,892 51,892 0 0 (100% budgeted match) Fund Balance Reserve 97/98 0 0 2,235,269 2,235,269 Sub-Total \$0 \$0 \$4,780,870 \$4,780,870 REALIGNMENT MATCH: Health Account - Vehicle License Fees \$0 \$0 \$2,468,376 \$2,468,376 Sub-Total \$0 \$0 \$2,468,376 \$2,468,376 GENERAL FUND SUPPORT COSTS: \$0 \$0 \$1,568,303 \$1,568,303 Sub-Total \$1,568,303 \$1,568,303 Total \$0 \$0 \$8,817,549 \$8,817,549

PROGRAM: COMMUNITY BASED PREVENTION DEPARTMENT: HEALTH & HUMAN SERVICES

GENERAL FUND CONTRIBUTION DETAIL

Change From 1997-98 1997-98 1998-99 1997-98 Actual Budget

General Fund Contribution By Source

Budget

Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from the Community Based Prevention Program was previously reflected in the Commission on Children, Youth and Families, the Department of Social Services' Community Action Partnership Program, and the Department of Health Services' Community Health Services, Alcohol and Drug Services, and Administrative Support Programs. The budget includes revenue augmentation for substance abuse prevention, and Family Preservation, a Winter Emergency Voucher Program for homeless shelter, an expansion of the Violence and Injury Prevention Program, and a staffing increase for the Commission on Children, Youth and Families. General fund contribution includes required matches, and \$2,235,269 in Health and Human Services Agency fund balance.

PERFORMANCE NEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTULTY A.					
ACTIVITY A: COMMUNITY ACTION PARTNERSHIP					
% OF RESOURCES: 39.8%					
OUTCOME (Planned Result)					
Economic self-sufficiency will be achieved by thirty-three percent of refugees who receive employment and training services	0	0 0	0	0 0	609* 33%
EFFECTIVENESS (Input/Outcome)					
Cost to achieve self-sufficiency	0	0	0	0	\$1,800
OUTPUT (Service or Product)					
Number of Refugees receiving services annually	0	0 .	0	0	1,850
EFFICIENCY (Input/Output)					
Cost per Refugee receiving service Care	0	0	0	0	\$1,850
OUTCOME (Planned Result)					
Eighty percent of at-risk juveniles will have no contact with the Juvenile Justice System for 6 months after termination into the Juvenile Justice System	0	0	0	0	3,893
OUTPUT (Service or Product)					
Number of at-risk youth receiving diversion services	0	0	0	0	4,863
EFFICIENCY (Input/Output)					
Cost per at-risk youth	0	0	0	0	\$331
OUTCOME (Planned Result)					
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	0	0	0	0	3,384
Sixty percent of families who receive Transitional Residential Services	0	0 0	0	0 0	76 60%
Forty percent of families who receive homebased Family Intervention Services	0	0 0	0	0 0	557 40%
Sixty percent of families who receive homebased Early Intervention Services	0 0	0 0	0 0	0	2,751 60%
EFFECTIVENESS (Input/Outcome)					
Cost to prevent entry or re-entry into CSB annually	0	0	0	. 0	\$282

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTPUT (Service or Product)					
Number of families receiving homebased child abuse prevention services in the following areas:	0	0	0	0	4,991
Transitional Residential Services; Family Intervention Services; Early Intervention Services	0 0 0	0 0 0	0 0 0	0 0 0	95 1,325 3,571
EFFICIENCY (Input/Output)					
Cost per family annually	0	0	0	0	\$191
OUTCOME (Planned Result)					
Seventy percent of disputes referred for alternative dispute resolution will achieve successful settlements through mitigation, conciliation, or mediation	0	0	0	0	1,172 70%
EFFECTIVENESS (Input/Outcome)					
Cost per dispute resolved	0	0	0	0	\$381
OUTPUT (Service or Product)					
Number of disputes referred for alternative dispute resolution services	0	0	0	0	1,675
EFFICIENCY (Input/Output)					
Cost per dispute referred	0	0	0	0	\$266
OUTCOME (Planned Result)					
Eighty percent of the non-residential clients will improve their ability to remain safe from domestic violence situations upon completion of legal support services, peer support groups, and individual counseling	•	0 0	0 0	0	4,888 80%
EFFECTIVENESS (Input/Outcome)					
Cost per client to improve ability to remain safe from domestic violence.	0	0	0	0	\$94
OUTPUT (Service or Product)					
Number of non-residential clients receiving services to reduce domestic violence	0	0	0	0	6,110
EFFICIENCY (Input/Output)					
Cost per non-residential client served	0	0	0	0	\$75

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B					
OFFICE OF VIOLENCE AND INJURY PREVENTION X OF RESOURCES: 2.3%					
OUTCOME (Planned Result)					
Conduct presentations to coalitions on family violence prevention and hate-oriented violence issues	0	0	0	0	20
EFFECTIVENESS (Input/Outcome) Of the coalitions receiving training, % that will make a commitment to implement at least 2 action items as a result of the VIP training	0	0	0	0	50%
OUTCOME (Planned Result)					
The Office of Violence and Injury Prevention will conduct presentations to community-based agencies on family violence prevention and hate-oriented violence issues	0	0	0	0	20
EFFECTIVENESS (Input/Outcome)	•				
Of the 40 community based agencies receiving training, % that will make a commitment to implement at least 2 action items as a result of the VIP training.	0	0	0	0	50%
ACTIVITY C COMMISSION ON CHILDREN YOUTH AND FAMILIES					
% OF RESOURCES: 9.4%					
OUTCOME (Planned Result)					
Prepare a strategic plan for testing AB 1741 blended funding	0	0	0	0	1
EFFECTIVENESS (Input/Outcome)					
# of AB 1741 contractors to commit time and resources to implementation of blended funding strategic plan	0	0	0	0	3
OUTPUT (Service or Product)					
Prepare and execute site-specific performance review and outcome evaluation exercises	0	0	0	0	11
ACTIVITY D: HEALTH PROMOTION CORE UNIT					
% OF RESOURCES: 8.1%					
OUTCOME (Planned Result)					
No. of worksites requiring intervention	0	0	0	0	300
EFFECTIVENESS (Input/Outcome)					
% of worksites in compliance after primary intervention	0	0	0	0	85%

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTPUT (Service or Product)					
No. of formal ordinance violation complaints	0	0	0	0	800
EFFICIENCY (Input/Output)					
Cost per formal complaint	0	0	0	0	\$189.93
ACTIVITY E: PUBLIC HEALTH NURSING					
% OF RESOURCES: 26.4%					
OUTPUT (Service or Product)					
# PHN Contacts for women receiving perinatal care	0	0	0	0	32,000
EFFICIENCY (Input/Output)					
Cost per PHN Contact	0	0	0	0	\$54.66
OUTPUT (Service or Product)					
PHN TB Follow-up Contacts	0	0	0	0	25,500
EFFICIENCY (Input/Output)					
Cost per PHN TB Follow-up Contacts	0	0	0	0	\$88.15
ACTIVITY F: SUBSTANCE ABUSE PREVENTION					
% OF RESOURCES: 12.5%					•
OUTCOME (Planned Result)					
Participants increasing prevention knowledge and skills	0	0	0	0	4,500
EFFECTIVENESS (Input/Outcome)					
Cost per participant who increased knowledge and skills	O	0	0	0	\$103
OUTPUT (Service or Product)					
No. of Alcohol and Drug prevention education "classes"	0	0	0	0	196
EFFICIENCY (Input/Output)					
Cost per Alcohol and Drug prevention class given	0	0	0	0	\$6,235
ACTIVITY G: PEIT					
% OF RESOURCES: 0.5%					
OUTCOME (Planned Result)					
Maintain a customer satisfaction rating	0	0	0	0	85%

PROGRAM: COMMUNITY BASED PREVENTION

PERFORMANCE MEASURES								
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget			
OUTPUT (Planned Result)								
Screen customers in the North Inland Region	0	0	0	0	2,000			
EFFECTIVENESS (Input/Outcome)								
Minimum of screened customers (average 30 monthly) referred for needed services will obtain services	0	0	0	0	60% 216			
OUTPUT (Service or Product)								
Initiate customer screening in new programs	0	0	0	0	2			

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
COMMUNI	ITY ACTION PARTNERSHIP						
0360	Assist. Dep. Dir, Soc. Svs.	0	0.00	1	1.00	\$0	\$53,319
2505	Senior Accountant	Ŏ	0.00	1	1.00	0	50,227
2413	Analyst III	0	0.00	9	9.00	0	446,953
2622	Procurement Contracting Officer		0.00	3	3.00	0	145,379
2412 2425	Analyst II	0	0.00	16 4	16.00	0	735,505
2411	Associate Accountant Analyst I	0	0.00 0.00	4	4.00 4.00	Ö	165,488 146,746
2758	Administrative Secretary III	ŏ	0.00	1	1.00	ŏ	34,293
2403	Accounting Technician	ŏ	0.00	2	2.00	Ŏ	52,969
2757	Administrative Secretary II	0	0.00	1	1.00	0	24,500
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	23,174
2730	Senior Clerk	0	0.00	1	1.00	0	23,047
2700	Intermediate Clerk Typist	0	0.00	5	5.00	0	110,854
9999	Extra Help	0	0.00	0	4.00	0	29,585
	Sub-Total	0	0.00	49	53.00	\$0	\$2,042,039
VIOLENC	CE AND INJURY PREVENTION						
4107	Health Planning & Prog. Spec.	0	0.00	1	1.00	\$0	\$50,215
2384	Emergency Med. Sys. Spec.	Û	0.00	i	1.00	3-U 0	37,839
4816	Health Information Spec. II	Ŏ	0.00	i	1.00	ŏ	36,770
4822	Comm. Hith Promotion Spec. II	Ŏ	0.00	1	1.00	Ö	36,770
	Sub-Total	0	0.00	4	4.00	\$0	\$161,594
COMMISS 0350	SION ON CHILDREN, YOUTH, FAMILIES Coordination, CYF	0	0.00	1	1.00	\$0	\$ 63,167
2412	Analyst II	Ŏ	0.00	ż	2.00	Õ	94,640
2758	Administrative Secretary III	Ŏ	0.00	ī	1.00	Ö	28,394
	Sub-Total	0	0.00	4	4.00	\$0	\$186,201
	PROMOTION CORE UNIT Health Education)						
Trabilic	- Reactif Education)						
4805	Chief, Comm. Hith. Prom.	0	0.00	1	1.00	\$0	\$62,629
4107	Health Planning & Prog. Spec.	0	0.00	ž	2.00	0	60,995
4844	Supv. Comm. Hlth. Prom. Spec.	0	0.00	1	1.00	0	52,706
2413	Analyst III	0	0.00	}	1.00	0	48,384 (8,78/
4842 4806	Supv. Hith. Info. Spec.	. 0	0.00		1.00	0	48,384 45,454
4775	Assist. Chief, Comm. Hlth. Prom Comm. Hlth. Prog. Spec.	. 0	0.00 0.00	1	1.00 1.00	Ŏ	45,656 44,423
2432	Systems Support Analyst II	Ö	0.00	i	1.00	Ö	41,803
4816	Health Info. Spec. II	ŏ	0.00	3	2.50	ŏ	41,533
2359	Audio-Visual Specialist	ŏ	0.00	ž	2.00	Ŏ	80,372
4822	Comm. Hith. Prom. Spec. II	Ö	0.00	11	10.50	0	421,328
4815	Health Info. Spec. I	0	0.00	2	1.00	0	35,934
2724	Senior Transcriber Typist	0	0.00	1	1.00	0	29,311
2757	Administrative Secretary II	0	0.00	1	1.00	0	28,394
2714	Intermediate Transcriber Typist	0	0.00	1	1.00	0 0	24,740
	Intermediate Clerk Typist	0 0	0.00 0.00	1	1.00 1.00	Ü	23,047 23,010
	Conian Clant						
2700 2730 9999	Senior Clerk Extra Help	Ö	0.00	ó	1.08	0	29,585

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
PUBLIC	HEALTH NURSING						
4560	Chief Nurse, PH	0	0.00	1	1.00	\$0	\$69,655
4571	PH Nurse Manager	0	0.00	6	6.00	0	364,878
4570 4510	PH Nurse IV Clinic Services Coordinator	0 0	0.00 0.00	7 1	7.00 1.00	0	398,398 55,356
4555	Assistant Chief Nurse, PH	Ŏ	0.00	i	1.00	O	54,589
4567	PH Nurse III	0	0.00	7	7.00	Ö	342,794
4565	PH Nurse II	0	0.00	65	64.75	0	2,980,272
4538 2761	Staff Nurse II Group Secretary	0 0	0.00 0.00	10 1	9.42 1.00	0	422,978 29,378
2510	Senior Account Clerk	Ö	0.00	i	1.00	0	26,658
4625	Licensed Vocational Nurse	Õ	0.00	5	5.00	0	132,126
2730	Senior Clerk	0	0.00	8	8.00	0	206,152
4615 2700	Nurses Assistant	0 0	0.00	4	3.08	0	68,853
4911	Intermediate Clerk Typist Social Services Aide II	0	0.00 0.00	18 11	18.00 11.00	0 0	400,257 235,412
4517	Certified Nurse Practitioner	ŏ	0.00	14	3.25	ŏ	193,950
	Sub-Total	0	0.00	150	147.50	\$0	\$5,981,706
SUBSTAI	NCE ABUSE PREVENTION						
0306	Assist. A&D Prog. Admin.	0	0.00	0	0.17	\$0	\$9,382
2222	Deputy Director, ADS	Ö	0.00	Ö	0.17	Ō	12,101
2412	Analyst II	0	0.00	1	1.00	0	46,635
2413 2700	Analyst III	0	0.00	1	0.50	0	25,717
2757	Intermediate Clerk Typist Administrative Secretary II	0	0.00 0.00	1 0	0.40 0.42	0	9,443 11,831
2758	Administrative Secretary III	ŏ	0.00	ő	0.17	ŏ	5,716
4815	Health Info. Spec. I	0	0.00	Ō	0.17	Ō	6,452
4821	Comm. Health Prom. Spec. 1	0	0.00	0	0.33	0	11,148
4822 5197	Comm. Health Prom. Spec. II	0	0.00	ō	0.17	0	7,294
5198	A&D Prog. Spec. II A&D Prog. Spec. III	0	0.00 0.00	5 1	5.00 1.00	0	227,433 50,238
	Sub-Total	0	0.00	9	9.50	\$0	\$423,390
PREVENT	TION AND EARLY INTERVENTION TEAM						
0308 2757	Admin, Community Health Program Admin. Secretary II	n 0	0.00 0.00	1	1.00 1.00	\$0 0	\$70,224
2131	Admin. Secretary II	U	0.00	'	1.00	U	28,394
	Sub-Total	0	0.00	2	2.00	\$0	\$98,618
-	Total	0	0.00	250	251.08	\$0	\$10,035,782
Salary	Adjustments:					0	\$15,055
Premium	n/Overtime Pay:					0	10,200
Employ e	ee Benefits:					0	3,015,539
Salary	Savings:					0	(274,462)
VTO Rec	luctions:					0	0
	Total Adjustments					\$0	\$2,766,332
Program	a Totals	0	0.00	250	251.08	\$0	\$12,802,114

PROGRAM: ELDERLY & DISABLED SERVICES

DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 26003 MANAGER: J. SHEPARD ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-44

AUTHORITY: Sections 8016, 10800, 15750 et seq, and 17000 et seq, CA Welfare and Institutions Code; Sections 1445 and 7100 et seq, CA Health and Safety Code; Section 1276, Title 17, CA Code of Regulations; Section 27430 et seq, CA Government Code; CA Probate Code; Section 233.4, Article XV, and Section 397 et seq, Article XXIIa, and Section 440, Article XXV, County Administrative Code; and Board of Supervisors Policies A-67 and E-11.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$ 0	\$0	\$0	\$30,378,660	100.0
Services & Supplies	0	0	0	0	83,831,585	100.0
Other Charges	· o	0	0	0	100,000	100.0
Fixed Assets	0	0	0	0	145,040	100.0
Reimbursements	0	0	0	0	(2,228,290)	(100.0)
CERS Reserve	0	0	0	0	49,728	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$112,276,723	100.0
PROGRAM REVENUE	00	0	0	0	(111,475,035)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$801,688	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	758.34	100.0

The Health and Human Services Agency's transformation from 1997-98 to 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To promote independence and to support and protect the vulnerable elderly and disabled.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals are not available for the Elderly & Disabled Services Program. See the individual programs, Area Agency on Aging, Health Services, Public Administrator, and Social Services for this information.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Fiscal Year (FY) 1997-98 Achievement of Objectives for the activities contained in the Elderly & Disabled program are reflected in the Area Agency on Aging, Health Services, Public Administrator and Social Services program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Area Agency on Aging (AAA)

- 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.
- Maintain maximum independence and quality of life for elderly and disabled County residents through assistive and protective services and advocacy.

- a. Provide and monitor nutrition, adult day care, legal and related services at 60 different sites serving 15,379 elderly/disabled citizens throughout the County.
- b. Provide case management services for 1,600 at-risk low income seniors, disabled individuals and persons with AIDS.
- Investigate 3,000 reports of elder/dependent adult abuse.
- d. Make 4,000 annual visits to State licensed out-of-home care facilities to assure quality of care, using 100 certified volunteer ombudsmen trained and managed by County staff.
- e. Provide for In-Home Supportive Services (IHSS) for 14,000 elderly and disabled adults.
- f. Train and place 1,400 volunteers to assist the elderly and disabled through the Retired Senior Volunteer Program (RSVP).
- g. Partner with 15 non-profits and 1,000 volunteers to provide three holiday meal delivery events through Meals on the Move.

Edgemoor Hospital

- Ensure access to long term inpatient nursing, medical and therapeutic care for 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 (by 10 facilities per day for 25 calendar days) for admission to freestanding nursing homes.

Public Administrator/Guardian

- 1. Comply 100% with Superior Court requirements for case management of conservatorships.
 - a. Administer 600 conservatorships.
 - b. File 250 conservatorship accountings for review by the Court.
- 2. Ensure placements for conservatees meet 100% of the standard of care criteria.
 - a. Personally visit 570 conservatees.
- 3. Find alternatives to County Public Guardian involvement for 65% of the cases referred by citizens or agencies.
 - Respond to 1,600 citizen/agency inquiries.
- 4. Comply 100% with Superior Court requirements for administration of decedent estates.
 - a. Administer 950 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.
 - Evaluate 3,600 potential cases.
- 6. Complete final disposition for all indigent decedents in compliance with CA Health and Safety Code 7104(b), and Board of Supervisors Policy E-7.
 - a. Process 300 indigent dispositions.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Elderly & Disabled Services Program are both County operated and contracted. The FY 1998-99 Budget includes \$48.9 million (43.6%) County operated and \$63.3 million (56.4%) contracted services.

The activities of this program are summarized as follows:

- 1. Area Agency on Aging [262.34 SY; E = \$88,912,304; R = \$87,667,683] including support personnel is:
 - Nursing Home Ombudsman Program Discretionary Activity/Mandated Service Level. Information and Assistance, Program Development, Grant/Contract Administration, Home and Community Based Care, and Retired Senior Volunteer Program Discretionary Activity/Discretionary Service Level. In-Home Supportive Services Mandated Activity/Mandated Service Level. Adult Protective Services Mandated Activity/Discretionary Service Level.
 - 0 Responsible for:
 - handling 30,000 requests for information or referral services, make 4,000 site visits to out-of-home care facilities;
 - establishing new resources with a dollar value in excess of \$175,000, make 300 site visits to contractors;
 - c. managing a caseload of 2,800 unduplicated clients;
 - d. managing the recruitment and placement of 1,500 volunteers;
 - e. providing eligibility and needs assessment services for all IHSS clients, for maintaining records, and authorizing payments;
 - f. 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 individual providers; and
 - g. providing services such as crisis intervention, case management, and counseling for neglected, exploited, or abused adults.

- 2. <u>Edgemoor Hospital</u> [446.00 SY; E = \$18,691,066; R = \$20,022,422] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for:
 - a. providing a skilled nursing facility to an average of 280 patients per day (98% Medi-Cal) as a Countywide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector;
 - b. providing space, maintenance and utilities to the Heartland Adult Day Health Care Center for Day Care Maintenance (the Center serves an average of 4 senior citizens per day who reside in the community and need therapy, nutritional assistance and health monitoring during the day);
 - providing two-meal packages to Senior Adult Services, Inc. for Meals-on-Wheels for distribution of approximately 96 meals per day to homebound persons; and
 - d. providing through 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 mid-day meal, transportation, health screening and immunization, service referrals and socialization to maintain senior citizens in an active lifestyle).
- Public Administrator/Guardian [50.00 SY; E = \$2,441,304; R = \$1,552,881] including support personnel is:

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 (i.e., cases involving elder abuse, 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 assets to offset the costs of case management.

The two major activities of this program are summarized as follows:

Conservatorship Services - Mandated Activity/Discretionary Service Level.

Responsible for:

- a. 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;
- elder financial abuse investigations and participation in the Elder Abuse Task Force;
- establishing case management supervision (conservatorship) for those individuals determined by the Court to need personal and/or estate management assistance;
- d. prolonging conservatee independence through contracts with various service providers;
- e. arranging appropriate placement for conservatee board and care needs;
- f. reviewing and approving all medical services and procedures for conservatees;
- g. accumulating, inventorying and safeguarding estate personal and real property;
- h. processing all creditor claims against the estates;
- i. paying all medical bills for the conservatee;
- j. attempting to locate heirs and determining consanguinity;
- complying with rigid reporting requirements to Superior Court;
- liquidating estate assets;
- m. applying for Medi-Cal benefits for conservatees when appropriate;
- n. transferring the estate to Decedent Services (below) upon the death of conservatees; and
- o. collect conservatorship fees if funds are available in the estate.
- Decedent Services Mandated Activity/Mandated Service Level.

Responsible for:

- a. 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;
- b. accepting and managing cases when the Court has determined that existing heirs or petitioners are inappropriate as administrators;
- accumulating, inventorying and safeguarding estate personal and real property;
- d. processing all creditor claims against the estates;
- e. attempting to locate heirs and determining consanguinity;
- f. complying with rigid reporting requirements to Superior Court;
- g. liquidating estate assets and distributing assets to the heirs;
- h. collecting probate fees if funds are available in the estate; and
- Indigent Burial Program:
 - investigate decedent identification;
 - 2. determine qualification of decedent for indigency status; and
 - 3. arrange disposition of confirmed indigents in compliance with Board of Supervisors Policy E-7.

- 4. Adult Protective Services [0.00 SY; E = \$2,232,049; R = \$2,232,049] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing services such as crisis intervention, case management, and counseling for neglected, exploited or abused adults. This program provides the funding for AAA provided services.

	4000 00	4	4	Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
GRANTS:				
Older Americans Act	\$0	\$0	\$5,928,813	\$5,928,813
United States Department of Agriculture	0	0	877,050	877,050
State Funding for Senior Services	0	0	1,235,272	1,235,272
City of San Diego	0	0	419,407	419,407
Multi-purpose Senior Svs Program (Title XIX)	0	0	1,357,169	1,357,169
Medi-Cal Patient Fees AIDS Case Management	0	0	17,259,340 2,946,893	17,259,340 2,946,893
Older Americans Act Svs Info System	Ö	ŏ	90,000	90,000
Retired Senior Volunteer Program	ŏ	ŏ	98,452	98,452
Linkages - Fines and Forfeitures	Ŏ	ŏ	137,563	137,563
County Services Block Grant (CSBG)	Ö	Ŏ	1,753,059	1,753,059
In-Home Supportive Services (IHSS) Aid Payments	0	0	52,372,018	52,372,018
In-Home Supportive Services (IHSS) Admin.	0	0	6,182,578	6,182,578
Medi-Cal Services Targeted Case Mgmt	0	0	100,000	100,000
Other Misc & Prior Year	0	0	205,382	205,382
Social Services Trust Fund	0	0	16,491,458	16,491,458
Health Realignment	0	0	3,100,026	3,100,026
Sub-Total	\$0	\$0	\$110,554,480	\$110,554,480
Estate Fees	\$0	\$0	\$1,344,810	\$1,344,810
Sub-Total	\$0	\$0	\$1,344,810	\$1,344,810
Pooled Estate Investment and Deposit Interest	\$0	\$0	\$57,871	\$57,871
Indigent Burial - Recovered Costs & Fees	0	0	50,200	50,200
Sub-Total	\$0	\$0	\$108,071	\$108,071
Department Overhead Allocation	0	0	(532,326)	(532,326)
Sub-Total	\$0	\$0	\$(532,326)	\$(532,326)
Total	\$0	\$0	\$111,475,035	\$111,475,035
GENERAL FUND CONTRIBUTION DETAIL				Changa From
	1997-98	1997-98	1998-99	Change From 1997-98
General Fund Contribution By Source	Actual	Budget	Budget	Budget
DEVENUE MATCH.				
REVENUE MATCH: Older Americans Act	\$0	\$0	\$312,700	\$312,700
Retired Senior Volunteer Program	0	Ō	30,000	30,000
IKSS Payments	0	0	16,514,960	16,514,960
INSS Admin	0	0	1,369,310	1,369,310
County Services Block Grant	0	0	478,990	478,990
Match Meet with Soc Svs Trust Funds Match Meet with Health Realignment	0 0	0	(16,491,458) (2,491,532)	(16,491,458) (2,491,532)
Sub-Total	\$0	\$0	\$(277,030)	\$(277,030)
General Fund Support Costs	\$0	\$0	\$1,078,718	\$1,078,718
Sub-Total	\$0	\$0	\$1,078,718	\$1,078,718

EXPLANATION/COMMENT ON PROGRAM REVENUES

- 1HSS payments include Personal Care Services payment at 17.5% County match and Residual payments at 35% County match.
- 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.
- 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.
- Revenue in Public Administrator/Guardian is difficult to predict because of the uncertainty as to:
 - a. the number of persons who may die in any given year where there is a need to protect estate assets and administer those estates:
 - b. the number of persons who may require conservator of estate services in any one year;
 - c. the size of the estates which the program may be called upon to administer;
 - d. the degree to which the Court will approve extraordinary charges;
 - e. the interest rates affecting estate/County earnings on assets; and
 - f. the effect legislative changes may have on the program.

The projections for FY 1998-99 are based on the amount of revenue the program has earned in the past under a given set of circumstances; the premise that new legislation will not adversely affect the program'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.

The net County cost increase in the amount of \$11,861 between the proposed and adopted budget reflects the Internal Service Fund charges for fleet depreciation and maintenance.

PERFORMANCE MEASURES		4004 0=	4007 00	4007 00	4000 00
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: HOME AND COMMUNITY BASED CARE MULTI-PURPOSE SENIOR SERVICES PROGRAM					
OUTCOME (Planned Result)					
Avoid institutionalization of clients at 50% cost of institutionalization (50% of \$14.5 million if in skilled nursing facilities)	0	0	0	0	50 x
EFFECTIVENESS (Input/Outcome)					
Funds saved avoiding institutionalization	0	0	0	0	\$7,263,194
OUTPUT (Service or Product)					
Number of clients avoiding institutionalization	. 0	0	0	0	650
EFFICIENCY (Input/Output)					
Funds saved per client avoiding institutionalization	0	0	0	0	\$11,174
Cost per client avoiding institutionalization	0	0	0	0	\$10,461
ACTIVITY B: IN-HOME SUPPORTIVE SERVICES					
OUTCOME (Planned Result)					
Clients avoiding institutionalization (monthly)	0	0 0	0 0	0	95.0% 13,300
EFFECTIVENESS (Input/Outcome)					
Monthly cost per client avoiding institutionalization	0	0	0	0	\$35.72
OUTPUT (Service or Product)					
Number of clients (monthly)	0	0	0	0	14,000
EFFICIENCY (Input/Output)					
Clients per Social Worker	0	0	0	0	212
COMMENTS					
Costs are based on salaries and benefits of IHS	SS Social Wor	ker staff.			
ACTIVITY C: EDGEMOOR HOSPITAL					
OUTCOME (Planned Result)					
<pre># Patients Guaranteed Access (Average Daily Census)</pre>	0	0	0	0	280
EFFICIENCY (Input/Output)					
Average cost per Patient Day	0	0	0	0	\$182.81

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY D: PUBLIC ADMINISTRATOR\GUARDIAN Conservatorship Services					
OUTCOME (Planned Result)					
Compliance with Superior Court requirements	0	0	0	0	100%
EFFECTIVENESS (Input/Outcome)					
Cost per outcome	0	0	0	0	\$1,041,275
OUTPUT (Service or Product)					
Case management conservatorships	0	0	0	0	600
EFFICIENCY (Input/Output)					
Average cost per conservatorship	0	0	0	0	\$1,735
ACTIVITY E: PUBLIC ADMINISTRATOR/GUARDIAN Decedent Services					
OUTCOME (Planned Result)					
Compliance with Superior Court requirements	0	0	0	0	100%
EFFECTIVENESS (Input/Outcome)					
Cost per outcome	0	0	0	0	\$366,965
OUTPUT (Service or Product)					
Decedent estates administered (formal probates, summary probates, and indigent cases)	0	0	0	0	950
EFFICIENCY (Input/Output)					
Average cost per estate administered	0	0	0	0	\$386

COMMENTS

Actuals are not available for Elderly and Disabled Services Program. See the individual programs, Area Agency on Aging, Health Services, Public Administrator, and Social Services for this information.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
AREA AC	GENCY ON AGING						
2119	Director, Area Agency on Aging	0	0.00	1	1.00	\$0	\$75,401
5207	Division Chief, Aging Programs	Ŏ	0.00	ż	3.00	Ō	182,985
2427	Associate Systems Analyst	Ō	0.00	1	1.00	0	55,356
2302	Administrative Assistant III	0	0.00	1	1.00	0	51,433
5206	Aging Program Specialist IV	0	0.00	5	5.00	0	257,165
5288	Social Services Administrator I		0.00	1	1.00	0	51,433
2505 5287	Senior Accountant	0	0.00	1	1.00 1.00	0	50,227 48,958
2413	Social Services Administrator I Analyst III	Ď	0.00 0.00	1	1.00	0	46,635
2412	Analyst II	Ö	0.00	ż	2.00	Ŏ	93,270
4565	Public Health Nurse II	ŏ	0.00	19	19.00	Ŏ	844,866
5205	Aging Program Specialist III	ŏ	0.00	18	18.00	Ŏ	783,917
4567	Public Health Nurse III	Ö	0.00	1	1.00	0	43,148
5270	Social Work Supervisor	0	0.00	9	9.00	0	375,055
2425	Associate Accountant	0	0.00	3	3.00	0	124,116
5244	Program Specialist	0	0.00	1	1.00	0	39,321
3120	Dept. Computer Specialist III	0	0.00	1 45	1.00	0 0	38,374
5204 3119	Aging Program Specialist II	0	0.00	45 3	45.00 2.34	0	1,683,969 83,095
5260	Dept. Computer Specialist II Social Worker III	0	0.00 0.00	68	68.00	0	2,399,740
5222	Eligibility Supervisor	Ö	0.00	1	1.00	ŏ	33,389
5203	Aging Program Specialist I	Ŏ	0.00	i	1.00	ŏ	32,625
2758	Administrative Secretary III	ŏ	0.00	i	1.00	Ŏ	31,521
2745	Supervising Clerk	Ō	0.00	1	1.00	0	30,933
2320	Personnel Aide	0	0.00	1	1.00	0	30,782
2303	Administrative Assistant II	0	0.00	1	1.00	0	29,974
2403	Accounting Technician	0	0.00	1	1.00	0	29,353
2511	Senior Payroll Clerk	0	0.00	1	1.00	0	27,908
5221	Eligibility Technician	0	0.00	5	5.00	0	133,290
2730	Senior Clerk	0	0.00	6	6.00	0 0	155,462
2510 2700	Senior Account Clerk Intermediate Clerk Typist	0	0.00 0.00	3 37	3.00 37.00	0	70,695 838,235
4911	Social Services Aide II	Ö	0.00	1	1.00	Ö	21,967
3030	Data Entry Operator	- 0	0.00	ż	2.00	0	43,821
2493	Intermediate Account Clerk	ŏ	0.00	5	5.00	ŏ	107,700
4615	Nurses Assistant	ŏ	0.00	10	10.00	Ŏ	205,523
2760	Stenographer	Ŏ	0.00	1	1.00	0	20,167
9999	Extra Help	0	0.00	0	0.00	0	118,855
	Sub-Total	0	0.00	263	262.34	\$0	\$9,290,664
EDGEMOC	OR HOSPITAL						
4130	Medical Director, Edgemoor	0	0.00	1	1.00	. \$0	\$106,568
4196	Psychiatrist II	0	0.00	2	2.00	0	211,284
2224	Administrator, Edgemoor Hospita		0.00	1	1.00	0	89,602
4193	Physician	0	0.00	4	3.00	0	237,632
4506	Nursing Dir., Edgemoor Hospital		0.00	1	1.00	0	69,655 131 379
4250	Pharmacist	0	0.00	2 1	2.00 1.00	0	131,378 64,763
4497 4099	Assistant Chief Nurse	0 or 0	0.00 0.00	3	3.00	0	182,985
4402	Associate Hospital Administrato Geriatrics Therapy Specialist	0	0.00	2	2.00	0	112,602
4402 4544	Supervising Nurse	ŏ	0.00	6	6.00	Ŏ	325,497
4533	Inservice Education Coordinator		0.00	ĭ	1.00	Ŏ	53,604
4536	Head Staff Nurse	Ŏ	0.00	7	7.00	0	346,283
4772	Assistant Chief, Dietetic Svcs	0	0.00	1	1.00	0	46,635
2303	Administrative Assistant II	0	0.00	1	1.00	0	46,635
2366	EDP Coordinator, Health Service		0.00	.1	1.00	0	45,175
4538	Staff Nurse II	0	0.00	40	39.50	0	1,729,420
5888	Hospital Plant & Maint. Superv.		0.00	!	1.00	0	43,503
4408	Recreation Therapy Supervisor	0	0.00 0.00	1	1.00 1.00	0 0	42,903 42,343
4771	Chief, Dietetic Services						

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
	•						
4445	Speech Pathologist	0	0.00	1	0.50	0	21,100
5263	Senior Social Work Supervisor	0	0.00	1	1.00	0	41,468
2425 4534	Associate Accountant	0	0.00	1	1.00	0 0	41,372
2723	Nursing Inservice Instructor Hospital Operations Coordinator	•	0.00 0.00	i	1.00 1.00	ŏ	41,005 38,913
5266	Social Worker IV	ŏ	0.00	ż	2.00	ŏ	75,072
5920	Electrician	ŏ	0.00	ī	1.00	ŏ	37,403
3042	Medical Records Manager	Ö	0.00	1	1.00	Ŏ	36,528
5967	Senior Painter	0	0.00	1	1.00	0	35,733
5950	Plumber	Q	0.00	1	1.00	Q	35,409
4407	Recreational Therapist	0	0.00	4	3.50	0	122,965
5885	Building Maintenance Supervisor		0.00	1	1.00	0	34,843
5884	Building Maintenance Engineer	0	0.00	4 2	4.00	0	139,372
5940 5905	Painter Carpenter	0	0.00 0.00	1	2.00 1.00	0	68,234 34,117
2304	Administrative Assistant I	ŏ	0.00	i	1.00	0	33,944
4426	Physical Therapy Assistant	ŏ	0.00	ż	3.00	ŏ	99,755
6405	Food Services Supervisor	Ŏ	0.00	3	3.00	Ō	97,229
4770	Dietitian	0	0.00	2	2.00	0	63,417
5260	Social Worker 111	0	0.00	1	1.00	0	31,687
4260	Pharmacy Technician	Ō	0.00	1	1.00	Ō	31,656
2757	Administrative Secretary II	0	0.00	2	2.00	0	56,788
6200	Bldg. Maint. Engineer Asst II	0 0	0.00	1	1.00	0 0	28,006 27,427
2658 6410	Storekeeper II Senior Cook	0	0.00 0.00	4	1.00 4.00	0	27,627 106,804
2511	Senior Payroll Clerk	ŏ	0.00	7	1.00	ŏ	26,658
2510	Senior Account Clerk	ŏ	0.00	i	1.00	ŏ	26,658
4625	Licensed Vocational Nurse	Ō	0.00	18	18.00	Ŏ	470,792
7514	Shuttle Bus Driver	0	0.00	1	1.00	0	26,080
3056	Medical Transcriber	0	0.00	1	1.00	Ō	25,701
7085	Supervising Custodian	0	0.00	1	1.00	0	25,452
3049	Medical Records Technician	0	0.00	2	2.00	0	48,819
6411 2706	Cook	0	0.00 0.00	3	3.00 1.00	0 0	73,139 24,337
7010	Admissions Clerk Linen Service Supervisor	Ö	0.00	i	1.00	Ö	24,205
2493	Intermediate Account Clerk	ŏ	0.00	i	1.00	ő	23,174
3046	Medical Records Clerk	Ö	0.00	Ś	5.00	Ŏ	115,466
7030	Senior Custodian	0	0.00	1	1.00	0	23,086
6305	Gardener II	0	0.00	2	2.00	0	46,169
2430	Cashier	0	0.00	1	1.00	Ō	22,897
4406	Recreation Therapy Aide	0	0.00	7	7.00	0	155,438
2730	Senior Clerk	0	0.00	2	2.00	0	44,370 4,227,847
4615 2650	Nurses Assistant Stock Clerk	0	0.00 0.00	191	191.00 2.00	0	44,126
4911	Social Services Aide II	Ö	0.00	2	2.00	Ö	43,934
2700	Intermediate Clerk Typist	ŏ	0.00	10	10.00	Ö	216,663
6530	Laundry Worker	Ŏ	0.00	1	1.00	ŏ	20,866
7541	Construction & Services Worker	-	0.00	2	2.00	Ō	41,573
4613	Hospital Supply Technician	0	0.00	6	6.00	0	122,218
7031	Custodian	0	0.00	21	21.00	0	426,441
6531	Laundry Worker II	0	0.00	3	3.00	0	59,925
6520	Linen Marker & Distributor	0	0.00	8	8.00	0	152,001
6415	Food Services Worker	0	0.00	25	25.00	0	462,423
7520 9999	Sewing Room Operator Extra Help	0	0.00 0.00	2 8	2.00 7.50	0 0	36,372 172,860
	Sub-Total	0	0.00	449	446.00	\$0	\$12,538,604
PUBLIC	ADMINISTRATOR/GUARDIAN						
2158	Public Administrator	G	0.00	1	1.00	\$0	\$77,920
2282	Assistant Public Administrator	Ŏ	0.00	i	1.00	0	62,945
2369	Administrative Svcs Manager II	0	0.00	1	1.00	0	60,995
3637	Supv. Dep. Pub. Admin./Guardian	0	0.00	3	3.00	0	131,010

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
5605	Estata Danastu Managan	0	0.00	4	1 00		/7 /70
3119	Estate Property Manager Dept. Computer Specialist II	0	0.00	1	1.00 1.00	0	43,670
5600	Dep. Public Admin./Guardian II	-	0.00	12	12.00	0	39,292
2776	Criminal Legal Secretary II	ů	0.00	1	1.00	0	433,690 35,733
2758	Administrative Secretary III	Ö	0.00	i	1.00	ŏ	34,293
2745	Supervising Clerk	û	0.00	<u>,</u>	1.00	0	
2425	Associate Accountant	Û	0.00	i	1.00	0	30,933 30,748
2775	Criminal Legal Secretary I	ő	0.00	i	1.00	Ö	29,790
2645	Senior Estate Mover	ŏ	0.00	2	2.00	Ö	59,406
2403	Accounting Technician	Õ	0.00	2	2.00	0	
5604	Estate Assistant	ŏ	0.00	2	2.00	ő	56,344 50,907
2510	Senior Account Clerk	Ö	0.00	3	3.00	Ö	76,326
2671	Estate Mover	ů	0.00	4	4.00	ŏ	100,193
2907	Legal Procedures Clerk II	ŏ	0.00	1	1.00	ŏ	23,166
2760	Stenographer	ő	0.00	2	2.00	ŏ	43,329
2700	Intermediate Clerk Typist	Ö	0.00	4	4.00	ŏ	
2493	Intermediate Cterk Typist Intermediate Account Clerk	0	0.00	4	4.00	ő	86,204 83,641
9999	Extra Help	Ö	0.00	1	1.00	Ö	
7777	Extra netp	U	0.00	•	1.00	U	7,500
	Sub-Total	0	0.00	50	50.00	\$0	\$1,598,035
	Total	0	0.00	762	758.34	\$0	\$23,427,303
Salary	Adjustments:					0	296,753
Premium	m/Overtime Pay:					0	310,229
Employe	ee Benefits:					0	7,161,053
Salary	Savings:					0	(816,678)
	Total Adjustments					\$0	\$6,951,357
Program	n Totals	0	0.00	762	758.34	\$0	\$30,378,660

PROGRAM: HEALTH CARE FINANCING DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 44003 ORGANIZATION #: 7000

MANAGER: J. SHEPARD REFERENCE: 1998-99 Proposed Budget - Pg. 23-54

AUTHORITY: Sections 1445 and 1500 et seq, CA Health and Safety Code; Section 1276, Title 17, and Chapter 6, Division 2, and Division 3, and Section 41510, Title 22, CA Code of Regulations; Sections 16703 and 17000 et seq, CA Welfare and Institutions Code; Section 233.4, Article XV of the County Administrative code; and board of Supervisors Policy A-67.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$11,401,057	100.0
Services & Supplies	0	0	0	0	52,400,669	100.0
Other Charges	0	0	0	0	4,444,233	100.0
Fixed Assets	0	0	0	0	20,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	59,184	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$68,325,143	100.0
PROGRAM_REVENUE	0	0	0	0	(66,099,475)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$2,225,668	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	240.59	100.0

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that made up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To assure a healthy community by screening, financing, and insuring or seeking access to health care for all the County's residents.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget comparisons for the activities contained in the Health Care Financing Program are reflected in the Community Health Services Program Budget.

1997-98 ACHIEVENENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Health Care Financing program are reflected in the Community Health Services program budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

County Medical 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.

PROGRAM: HEALTH CARE FINANCING

- Wealthy 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.
- 3. 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 146,582 therapy units to 1,600 children in CCS Medical Therapy Units.
 - b. Process 45,500 claims for CCS services provided by private practitioners.
- 4. Children's Health Services key indicators: Through community partnerships improve: infant, child and adolescent health; access to health services; and health risk behaviors. Indicators that respond substantially to Children's Health preventive health program activities follow.
 - a. Facilitate 175,000 preventive health CHDP screenings for low income children in San Diego County.
 - Coordinate the achievement of 90% compliance with the State's first grade entrance well child exam requirements.
 - c. Arrange and pay for the medical and dental treatment of 10,250 children identified on CHDP exams as needing care, but who don't have the financial means to pay.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Health Care Financing Program are both County operated and contracted. The FY 1998-99 Adopted Budget includes \$12.5 million (12%) County operated and \$55.8 million (82%) contracted services.

The activities of this program are summarized as follows:

- 1. <u>County Medical Services</u> [52.17 SY; E = \$52,347,149; R = \$51,232,053] is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
 - Managing a health care system to provide services to medically indigent adults through contracts with the public and private sectors.
 - Compensating hospitals and physicians for unpaid emergency services as provided by State Tobacco Tax funds.
 - Monitoring the relative volume of patient days and visits for their appropriateness for County sponsorship under the Fourth Operating Agreement.
 - Providing delivery and coordination of inpatient, outpatient and ancillary services for custodial care, in accordance with established policies.
 - Providing approximately 175,000 primary care medical visits annually to poor and working poor residents unable to pay full cost of services, through contracts with Community Clinics.
 - Screening and referring, for appropriate care, approximately 1,900 refugees for public health problems such as tuberculosis and inadequate immunization.
 - Providing partial funding for the Center for Consumer Education and Advocacy.
 - o Increasing funding by \$750,000 to establish personal health prevention services for the indigent population.
- 2. <u>Healthy San Diego</u> [23.00 SY; E = \$2,818,510; R = \$2,262,667] is:
 - 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.
 - 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.

PROGRAM: HEALTH CARE FINANCING

- O Integrating Healthy San Diego with the Health Department's proposed front end system of intake, assessment and referral.
- Developing and implementing a Quality Improvement system, an integrated Management Information System, and a Consumer Education and Advocacy component.
- Developing and implementing all operational policies and procedures for mandatory enrollment functions, outreach, assessment, and all aspects of Medi-Cal managed care under Healthy San Diego.
- Establishing \$250,000 in ongoing funding for the Medi-Cal Eligibility Outreach program.

3. <u>California Children Services</u> [102.00 SY; E = \$8,494,288; R = \$6,722,988] is:

- Mandated Activity/Discretionary Service Level.
- Providing 146,582 Therapy Treatment Units to 1,600 children at California Children Services medical-therapy unit sites.
- Decreasing 1.00 SY Administrative Assistant II as a reduction in administrative staffing providing increased funding for direct medical treatment services.
- o Increasing 4.00 SY (1.00 SY Clinic Services Coordinator, 2.00 SY Intermediate Clerk, 1.00 SY Senior Clerk) by staff transferred from the Correctional Health Services program as part of a consolidation of management staff to improve efficiency of the administrative staffing structure in these programs.

4. Children's Health Services [53.42 SY; E = \$3,755,755; R = \$5,602,239] is:

- Mandated Activity/Discretionary Service Level.
- O Including program activities of Child Health and Disability Prevention, and Early & Periodic Screening, Diagnosis and Treatment.
- Ensuring coordinated community efforts in support of maternal, adolescent and child health in the County
 of San Diego through the Strategic Plan for the health of San Diego County's children, youth and families.
- Coordinating the Child Health and Disability Prevention (CHDP) program to provide preventive health screenings to approximately 175,000 children from low income families annually.
- Coordinating the Child Health and Disability Prevention Treatment Reimbursement (CHDP-TR) program to treat approximately 10,250 children annually for conditions discovered during CHDP screenings, and ensure timely payment of claims to providers.
- Providing funding of \$31,914 for dental health services for children from low income families.

5. <u>Community Health Administration</u> [10.00 SY; E = \$909,441; R = \$29,528] is:

- Mandated Activity/Discretionary Service Level.
- Responsible for the planning, direction and overall management of Community Health Services. These programs 1) consist of the delivery of person-centered medical services to vulnerable populations throughout San Diego County and 2) mobilize community resources to promote health, monitor and prevent disease in San Diego County.
- O Policy development and oversight of policy implementation.
- Oversight of Managed Care implementation process.
- 8 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.
- Special Projects development and implementation.

PROGRAM REVENUE BY SOURCE		•		
	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Patient Fees, Insurance and Medi-Cal	\$0	\$0	\$300,950	\$300,950
EMS Penalty Asst.	0	0	1,803,308	1,803,308
Sub-Total	\$0	\$0	\$2,104,258	\$2,104,258
GRANTS:				
State Healthy San Diego	\$0	\$0	\$2,612,667	\$2,612,667
Refugee Preventive Health	0	0	472,250	472,250
Other Grants	0	0	310,914	310,914
Sub-Total	\$0	\$0	\$3,395,831	\$3,395,831
SUBVENTIONS:				
CCS Treatment	\$0	\$0	\$3,570,000	\$3,570,000
CCS Admin.	0	0	367,757	367,757
CCS Medi-Cal	0	0	936,108	936,108
CHIP-AB75-Hospital	0	0	6,570,722	6,570,722
CHIP-AB75-Physician	0	0	725,049	725,049
CHIP-AB75-Other	0	0	1,693,332	1,693,332
State-Early & Periodic Screening, Diagnosis and Treatment Contract	0	0	751,310	751,310
State-Child Health & Disability Prevention (CHDP)	0	0	1,263,684	1,263,684
Sub-Total	\$0	\$0	\$15,877,962	\$15,877,962
REAL I GNMENT:				
State Aid-Hith Realignment-Vehicle License Fees	\$0	\$0	\$ 15,964, <i>7</i> 33	\$15,964,733
State Aid-Social Services Realignment-Sales	0	0	1,404,423	1,404,423
State Aid-Hith Realignment-Sales Tax	Ō	Ō	26,699,411	26,699,411
VLF Special Equity	0	0	120,000	120,000
Sub-Total	\$0	\$0	\$44,188,567	\$44,188,567
Revenue allocated to A-87	\$0	\$0	\$1,392,913	\$1,392,913
Sub-Total	\$0	\$0	\$1,392,913	\$1,392,913
Total Direct Program Revenue	\$0	\$0	\$66,959,531	\$66,959,531
Department Overhead Allocation:	\$0	\$0	\$(860,056)	\$(860,056)
Total	\$0	\$0	\$66,099,475	\$66,099,475

PROGRAM: HEALTH CARE FINANCING

GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
SUBVENTIONS: CCS Treatment (25% budgeted match)	\$0	\$0	\$1,785,000	\$1,785,000
CCS Administration	0	0	300,523	300,523
State EPSDT	0	Ŏ	385,864	385,864
State EPSD1	U	U	303,004	303,004
Sub-Total	\$0	\$0	\$2,471,387	\$2,471,387
REALIGNMENT MATCH:				
Health Account - Vehicle License Fees	\$0	\$0	\$995,640	\$995,640
Sub-Total	\$0	\$0	\$995,640	\$995,640
OTHER:				
FY 1997-98 Fund Balance	\$0	\$0	\$250,000	\$250,000
Sub-Total	\$0	\$0	\$250,000	\$250,000
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$(1,491,359)	\$(1,491,359)
Sub-Total	\$0	\$0	\$(1,491,359)	\$(1,491,359)
Total	\$0	\$0	\$2,225,668	\$2,225,668

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY 1998-99 budgeted revenue for the Health Care Financing Program includes an increase of \$750,000 in Health Account Realignment funding to establish personal health prevention services for the indigent population in the County Medical Services sub-program activity.

PROGRAM: HEALTH CARE FINANCING			DEPARTMENT	: HEALTH & HU	NAN SERVICES
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: COUNTY MEDICAL SERVICES					
% OF RESOURCES: 77.1%					
OUTCOME (Planned Result)					
% Eligible clients requesting or requiring medical attention successfully treated as Outpatient or E.R. Treat/Release patients	0	0	0	0	86.0%
EFFECTIVENESS (Input/Outcome)					
Cost per client successfully treated as Outpatient or E.R. Treat/Release patient	0	0	0	0	\$700.00
OUTPUT (Service or Product)					
<pre># of Outpatient and E.R. Treat/Release treatments provided</pre>	0	0	0	0	116,000
EFFICIENCY (Input/Output)					
Cost per Outpatient or E.R. Treat/ Release treatment	0	0	0	0	\$130.00
ACTIVITY B: CHILDREN'S HEALTH SERVICES					
% OF RESOURCES: 8.7%					
OUTPUT (Service or Product)					
# of CHDP Screenings facilitated	0	0	0	0	175,000
EFFICIENCY (Input/Output)					
Cost per CHDP Screening facilitated	0	0	0	0	\$2.94
OUTPUT (Service or Product)					
# of First Graders with CHDP Entrance Exam	0	0	0	0	40,000
EFFICIENCY (Input/Output)					
Cost per First Grade Exam facilitated	0	0	0	0	\$0.79
OUTPUT (Service or Product)					
# of Children Receiving CHDP-TR Care	0	0	0	0	10,250
EFFICIENCY (Input/Output)					
Cost of CHDP-TR Care per Child	0	0	0	0	\$159.00
ACTIVITY C: CALIFORNIA CHILDREN SERVICES (CCS)					
% OF RESOURCES: 10.4%					
OUTCOME (Planned Result)					

0

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% Children Able to Discontinue Treatment

0

0 6.5%

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFECTIVENESS (Input/Outcome)					
Total Cost per Child Provided Authorized Treatment	0	0	0	0	\$1,503.71
OUTPUT (Service or Product)					
# authorized Therapy Treatment Units	0	0	0	0	146,582
EFFICIENCY (Input/Output)					
Cost per Therapy Treatment Unit	0	0	0	0	\$7.24
ACTIVITY D: HEALTHY SAN DIEGO					
% OF RESOURCES: 8.7%	•				
OUTCOME (Planned Result)*					
% of beneficiaries making a choice at presentations	0	0	0	0	60.0%
EFFECTIVENESS (Input/Outcome)					
Cost per beneficiary marking a choice	0	0	0	0	\$5.00
OUTPUT (Service or Product)					
# of presentations	0	0	0	0	13,000
EFFICIENCY (Input/Output)					
Cost per presentation	0	0	0	0	\$65.00

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
COUNTY	MEDICAL SERVICES						
0308	Admin., Comm. Hith. Programs.	0	0.00	1	1.00	\$0	\$59,484
2302	Admin. Assistant III	0	0.00	1	1.00	Q	51,433
2413	Analyst III	0	0.00	3	3.00	0	146,230
2412 2366	Analyst II	0	0.00	5 1	4.50 1.00	0	205,760 42,803
524 3	EDP Coordinator, HS Pt. Svs. Spec. IV	0	0.00 0.00	4	4.00	Ö	148,197
2411	Analyst I	ŏ	0.00	2	2.00	ŏ	73,236
5246	Pt. Svs. Spec. III	Ö	0.00	4	4.00	0	143,900
5255	Pt. Svs. Spec. II	0	0.00	21	21.00	0	618,975
2757	Administrative Secretary II	0	0.00	1	1.00	0	26,030
2730 2700	Senior Clerk	0	0.00	2	2.00	0	48,062 430,070
9999	Intermediate Clerk Typist Extra Help/Rounding Adjustment	_	0.00 0.00	6 0	6.00 1.67	0	129,070 47,541
,,,,	extra netp/roaking rajustilent	•	0.00	Ū	1.01	· ·	41,241
	Sub-Total	0	0.00	51	52.17	\$0	\$1,740,721
HEALTHY	Y SAN DIEGO						
4781	Senior Managed Care Pgm. Mgr.	0	0.00	1	1.00	\$0	\$64,084
4780	Managed Care Pgm. Mgr.	ŏ	0.00	ž	2.00	0	121,746
2413	Analyst III	Ō	0.00	1	1.00	0	51,433
4842	Supv. Hith. Info. Spec.	0	0.00	1	1.00	0	48,384
4844	Supv. Comm. Hith. Prom. Spec.	0	0.00	1	1.00	0	48,384
5243	Pt. Svs. Spec. IV	0	0.00	1	1.00	0	40,427
5246 5255	Pt. Svs. Spec. III	0	0.00 0.00	3 11	3.00 11.00	0 0	107,925
2757	Pt. Svs. Spec. II Administrative Secretary II	0	0.00	'i	1.00	0	330,861 24,500
2730	Senior Clerk	ŏ	0.00	i	1.00	ŏ	23,010
	Sub-Total	0	0.00	23	23.00	\$0	\$860,754
CALIFOR	RNIA CHILDRENS SERVICES						
4185	Pediatrician	0	0.00	1	1.00	\$0	\$97,251
4390	Chief, CCS	Ō	0.00	1	1.00	0	64,988
4432	Chief, Rehabilitation Svs.	0	0.00	1	1.00	Ō	58,428
4510	Clinic Services Coord.	0	0.00	1	1.00	0	55,356
4570	Public Health Nurse IV	0	0.00	1 7	1.00 7.00	0	54,395 390,739
4423	Pediatric Therapy Spec. III	0	0.00 0.00	18	18.00	Ö	380,429 896,091
4422 4567	Pediatric Therapy Spec. II Public Health Nurse III	0	0.00	4	4.00	ŏ	196,937
4421	Pediatric Therapy Spec. I	ŏ	0.00	41	31.00	ŏ	1,392,753
2302	Administrative Assistant III	Ŏ	0.00	1	1.00	Ō	43,364
5222	Eligibility Supervisor	0	0.00	1	1.00	0	33,192
2745	Supervising Clerk	0	0.00	1	1.00	0	26,712
2730	Senior Clerk	0	0.00	3	3.00	0	76,171 52,277
2510 5221	Senior Account Clerk	0	0.00 0.00	2 6	2.00 6.00	0	52,237 156,335
5221 2757	Eligibility Technician Administrative Secretary II	0	0.00	1	1.00	0	25,305
2493	Intermediate Account Clerk	Ö	0.00	4	4.00	Ö	91,353
2700	Intermediate Clerk Typist	ŏ	0.00	10	10.00	0	218,479
4395	Medical Therapy Unit Clerk	0	0.00	6	6.00	Q	128,968
2710	Junior Clerk Typist	0	0.00	1	1.00	0	16,437
9999	Extra Help	0	0.00	1	1.00	0	23,573
	Sub-Total	0	0.00	112	102.00	\$0	\$4,088,754

Class	Title .	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
CHILDRE	EN'S HEALTH SERVICES						
		^	0.00	4	4 00	••	407 254
4185 4120	Pediatrician Coord., CH & Disability Prev.	0	0.00 0.00	1 1	1.00 1.00	\$0 0	\$97,251 64,988
4570	Public Health Nurse IV	ŏ	0.00	i	1.00	Ö	56,914
2302	Administrative Assistant III	Ŏ	0.00	i	1.00	ŏ	51,433
2413	Analyst III	0	0.00	1	1.00	0	51,433
4567	Public Health Nurse III	Ō	0.00	4	4.00	0	199,764
4844	Supv. Comm. Hith. Prom. Spec.	0	0.00	1	1.00	0	48,384
4565 4822	Public Health Nurse II	0	0.00 0.00	5 1	5.00 1.00	0 0	221,591 43,931
4022	Comm. Hith. Prom. Spec. II Public Health Nutrition Mgr.	Ö	0.00	1	1.00	0	42,780
4816	Health Info. Spec. II	. 0	0.00	i	0.50	ő	17,425
5255	Pt. Svs. Spec. II	Ŏ	0.00	i	1.00	ŏ	31,700
2403	Accounting Technician	Ŏ	0.00	i	1.00	Ŏ	29,686
3118	Dept. Computer Spec. 1	0	0.00	1	1.00	0	28,601
2757	Administrative Secretary II	0	0.00	1	1.00	0	28,394
4625	Licensed Vocational Nurse	0	0.00	1	1.00	0	26,574
2730	Senior Clerk	0	0.00	2	2.00	0	48,867
2493	Intermediate Account Clerk	Ō	0.00	4	4.00	0	89,533
2700	Intermediate Clerk Typist	0	0.00	14	13.50	0	297,959
4911	Social Services Aide II	0	0.00	11	10.50	0	220,981
9999	Extra Help/Rounding Adjustment	0	0.00	0	0.92	0	76,945
	Sub-Total	0	0.00	54	53.42	\$0	\$1,775,134
COMMUNI	TY HEALTH ADMINISTRATION						
2223	Deputy Director, CHS	0	0.00	1	1.00	\$0	\$92,734
0304	Assist. Dep. Dir., CHS	0	0.00	1	1.00	0	66,705
0923	Health Svs. Project Coord.	0	0.00	1	1.00	0	60,991
2367 2412	Principal Admin. Analyst	0	0.00 0.00	1	1.00 1.00	0	56,912
2412	Analyst III Analyst III	0	0.00	1	1.00	0	46,635 40,304
2758	Administrative Secretary III	ŏ	0.00	i	1.00	Ö	34,293
3118	Dept. Computer Spec. I	ŏ	0.00	i	1.00	ŏ	33,124
2754	Board Secretary	ŏ	0.00	i	1.00	ŏ	31,857
2730	Senior Clerk	Ö	0.00	i	1.00	Ŏ	26,658
	Sub-Total	0	0.00	10	10.00	\$0	\$490,213
	Total	0	0.00	250	240.59	\$0	\$8,955,576
Salame	Adiontmentos					\$ 0	\$122,531
-	Adjustments:						
Premium	VOvertime Pay:					0	10,200
Employe	ee Benefits:					0	2,587,212
Salary	Savings:					0	(274,462)
VTO Red	luctions:					0	0
	Total Adjustments					\$0	\$2,445,481
Program	Totals	0	0.00	250	240.59	\$0	\$11,401,057

PROGRAM: PUBLIC HEALTH ASSURANCE DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 44002 ORGANIZATION #: 7000

NANAGER: J. SHEPARD REFERENCE: 1998-99 Proposed Budget - Pg. 23-63

AUTHORITY: Sections 1445, 1797.5, and 1797.200 et seq, CA Health and Safety Code; Section 1276, Title 17, CA Code of Regulations; Section 17000 et seq, CA Welfare and Institutions Code; Section 233.4, Article XV, County Administrative Code; Section 610.101, County Code of Regulatory Ordinances; and Board of Supervisors Policies A-67 and E-11.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$ 0	\$0	\$0	\$0	\$11,589,778	100.0
Services & Supplies	0	0	0	0	20,779,226	100.0
Other Charges	0	0	0	0	240,000	100.0
Fixed Assets	0	0	0	0	219,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	0	(55,850)	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$32,772,154	100.0
PROGRAM REVENUE	0	0	0	0	(35,059,136)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$(2,286,982)	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	221.25	100.0

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that made up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To assure a healthier community by recording, reporting, coordinating, and supporting current (active/ongoing) health related activities.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget comparisons for the activities contained in the Public Health Assurance Program are reflected in the Community Health Services program budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Public Health Assurance program are reflected in the Community Health Services program budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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 85%.
 - a. Provide a total of 325,000 immunizations (excluding influenza vaccine) to all age groups directly and through contracting agencies throughout the county.

- 2. 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 35,000 Public Health Nursing follow-up contacts.
- 3. Sexually Transmitted Disease (STD) control key indicator: Reduce the incidence of infectious syphilis in the general population to 1.5 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.
- 4. Emergency Medical Services key indicator: Maintain rate of less than 5% preventable or potentially preventable deaths in the San Diego County Trauma system.
 - 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.
 - 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.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Public Health Assurance Program are both County operated and contracted. The FY 1998-99 Proposed Budget includes \$14.5 million (44%) County operated and \$18.4 million (56%) contracted services.

The activities of this program are summarized as follows:

- 1. <u>AIDS & Community Epidemiology</u> [59.00 SY; E = \$3,618,958; R = \$2,755,229] is:
 - Mandated Activity/Discretionary Service Level.
 - Identifying disease and suspected disease clusters through epidemiological reporting systems and diagnostic assistance to healthcare professionals.
 - Conducting coordinated follow up on approximately 30,000 infectious disease contacts (e.g. 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.
 - Providing AIDS Case Management and early intervention services for HIV infected people.
 - Adding 1.00 SY Epidemiologist I and 1.00 SY Epidemiologist II to enhance disease surveillance and data analysis.
- 2. Office of AIDS Coordination [7.08 SY; E = \$10,306,908; R = \$10,475,560] is:
 - Mandated Activity/Discretionary Service Level.
 - Coordinating County and community provided AIDS related services through the Regional Advisory Board on AIDS/HIV, HIV Health Services Planning Council and San Diego HIV Care Coalition; information and referral services; and resource development and grant writing assistance.
 - 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.
 - 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 Epidemiology program.
 - o Increasing funding of contract services to enhance the integration of public health services to target high risk populations to control HIV transmission in the amount of \$100,000.
 - o Deleting 1.00 SY Administrative Secretary II to reduce administrative costs.

- 3. <u>Emergency Medical Services</u> [40.50 SY; E = \$5,303,995; R = \$5,239,696] is:
 - Mandated Activity/Discretionary Service Level.
 - Providing countywide coordination of the Emergency Medical Services (EMS) System, including: development of local policies and protocols in accordance with State law; approval of training programs; certification of Emergency Medical Technicians (EMT), paramedics and Mobile Intensive Care Nurses; providing quality improvement oversight for trauma hospitals and paramedic base station hospitals; supporting the administration of ambulance/paramedic County Service Areas; conducting medical disaster preparedness exercises; and administering the EMT Defibrillation program.
 - Coordinating community initiatives to reduce violence and unintentional injuries.
 - Administering the County Ambulance Ordinance.
 - Monitoring the evidentiary examination process for victims of sexual assault.
- 4. <u>Vital Records</u> [13.50 SY; E = \$1,115,506; R = \$1,612,993] is:
 - Mandated Activity/Discretionary Service Level.
 - Registering all births and deaths in the County and maintaining of a mortality database for use in analyzing mortality patterns and causes of death.
 - O Adding 1.00 SY Analyst III and deleting 1.00 SY Administrative Assistant 1 to achieve improved revenue generation and increased assessment of program activities.
- 5. <u>Community Health Protection and Immunization Initiatives</u> [66.42 SY; E = \$9,435,459; R = \$13,837,151] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - O Including program activities of Immunization, Tuberculosis Control, and Sexually Transmissible Disease Control.
 - Conducting flu and pediatric immunization clinics through Public Health Centers and managing distribution of State purchased vaccines for flu and pediatric immunizations for administration by other agencies.
 - Coordinating the Infant Immunization Initiative to expand the community's ability to fully immunize all infants by age two.
 - Providing tuberculosis screening (medical assessments, skin testing, X-rays and laboratory analysis), prevention (contact tracing, chemoprophylaxis) and treatment.
 - Providing outreach to populations at high risk for tuberculosis infection (jail/prison inmates, drug users, people with AIDS, recent immigrants, transborder populations) and expert tuberculosis control support for institutions and agencies serving those populations.
 - Providing sexually transmitted disease outreach, education screening, diagnosis and treatment, counseling and contact follow-up and expert consultation with community clinicians.
 - Providing anonymous and confidential testing for HIV antibodies and AIDS prevention counseling targeting high risk populations.
 - Operating the Hansen's Disease program.
 - o Increasing funding in the amount of \$500,000 to support the All Kids Count immunization registry and activities to assure full immunization of children under 6 years of age placed in foster care.
 - o Adding \$200,000 in funding to enhance public health clinic services intended to reduce the incidence of infectious disease among transient and hard to reach populations.
 - o Funding activities performed by Public Health Nurses budgeted in the Community Based Prevention Program.
 - O Adding 1.00 SY Clinic Services Coordinator and deleting 1.00 SY Public Health Nurse III to reallocate resources in the Tuberculosis Control Program and enhance cross-border TB Control activities.

- 6. Public Health Laboratory [34.75 SY; E = \$2,991,328; R = \$1,138,507] is:
 - Mandated Activity/Discretionary Service Level.
 - Providing Public Health Lab support for TB Control, STD Control, epidemiological surveillance, assurance of water and food quality and in support of community clinic communicable disease diagnosis and reporting.
 - Providing clinical Laboratory support for the County's Psychiatric hospitals, long term care facility and probation medical services (Juvenile Hall and Honor Camps).
 - Adding 1.00 SY Supervising Public Health Microbiologist and 2.00 SY Senior Public Health Microbiologist; deleting 1.00 SY Senior Clinical Laboratory Technologist, 1.00 SY Supervising Clinical Laboratory Technologist, and 1.00 SY Assistant Chief Public Health Laboratory to update the laboratory organizationally and enhance their ability to perform necessary services.

PROGRAM REVENUE BY SOURCE				
	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Emergency Medical Services Penalty Assessment	\$0	\$0	\$2,570,814	\$2,570,814
Certified Copies, Birth and Death	0	0	1,319,739	1,319,739
EMS Hospital and Trauma Fees Public Health Laboratory Fees	0	0	746,296 454,108	746,296 454,108
Other Fees and Charges	ŏ	ŏ	1,288,917	1,288,917
Sub-Total	\$0	\$0	\$6,379,874	\$6,379,874
GRANTS:				
State Tuberculosis Grant	\$0	\$0	\$329,109	\$329,109
Federal Tuberculosis Grants	0	0	2,474484	2,474,484
State Pediatric Immunization Grants	0	0	3,346,079	3,346,079
State AIDS Master Grants	0	0	1,649,532	1,649,532
State HIV Prevention Federal CARE Act Title I Grants	0	0	1,188,955	1,188,955
Lead Poisoning Grants	0	0	8,617,617 917,766	8,617,617 917,766
Other Grants	ŏ	ŏ	1,689,119	1,689,119
Sub-Total	\$0	\$0	\$20,212,661	\$20,212,661
OTHER:				
Other Miscellaneous	\$0	\$0	\$90,491	\$90,491
Sub-Total	\$0	\$0	\$90,491	\$90,491
REALIGNMENT:				
Health Account - Vehicle License Fees	\$0	\$0	\$7,450,146	\$7,450,146
Health Account - Sales Tax	0	Ō	117,294	117,294
Mental Health Realignment-Public Health Lab.	0	0	284,548	284,548
Sub-Total	\$0	\$0	\$7,851,988	\$7,851,988
Revenue allocated to A-87	\$0	\$0	\$1,370,079	\$1,370,079
Sub-Total	\$0	\$0	\$1,370,079	\$1,370,079
Total Direct Program Revenue	\$0	\$0	\$35,905,093	\$35,905,093
Department Overhead Allocation:	\$0	\$0	\$(845,957)	\$(845,957)
Total	\$0	\$0	\$35,059,136	\$35,059,136
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
DEALLCHMENT MATCH.				
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$0	\$0	\$755,379	\$755,379
Sub-Total	\$0	\$0	\$755,379	\$755,379
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$(3,042,361)	\$(3,042,361)
Sub-Total	\$0	\$0	\$(3,042,361)	\$(3,042,361)
Total	\$0	\$0	\$(2,286,982)	\$(2,286,982)

PROGRAM: PUBLIC HEALTH ASSURANCE DEPARTMENT: HEALTH & HUMAN SERVICES

GENERAL FUND CONTRIBUTION DETAIL

Change From 1997-98 1997-98 1998-99 1997-98 General Fund Contribution By Source Actual Budget Budget Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenues in the Public Health Assurance Program for FY 1998-99 represent increased funding of \$500,000 for immunization initiatives supporting the All Kids Count immunization registry and full immunization of children less than six years old entering foster care placement. Also, \$200,000 in Health Account Realignment funding was added for contract services to enhance public health clinic services intended to reduce the incidence of infectious disease among transient and hard to reach populations. Revenue directly budgeted in the Public Health Assurance Program also supports activities contained in other Health and Human Services Agency Programs such as Public Health Nursing in the Community Based Prevention Program.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: OFFICE OF AIDS COORDINATION					
% OF RESOURCES: 31.7%					
OUTPUT (Service or Product)					
# of Clients Screened for AIDS Drug Assistance Program (ADAP)	0	0	0	0	1,000
EFFICIENCY (Input/Output)					
Cost per ADAP screening/processing	0	0	0	0	\$15.00
OUTCOME (Planned Result)					
% decrease in use of emergency financial assistance pools during 1998-99 by:	0	0	0	0	2.0%
OUTCOME (Planned Result)					
<pre># persons with HIV/AIDS assisted with housing services</pre>	0	0	0	0	110
OUTPUT (Service or Product)					
# rental assistance payments made	0	0	0	0	290
OUTCOME (Planned Result)					
% of Planning Council membership in compliance with HRSA requirements	0	0 0	0 0	0	37 90%
OUTPUT (Service or Product)					
Compliance points achieved for required HRSA reports and conditions	0	0	0	0	26

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B: EMERGENCY MEDICAL SERVICES					
% OF RESOURCES: 3.6%					
OUTCOME (Planned Result)					
% of County Preventable/Potentially Preventable Deaths from Trauma	0	0	0	0	<5%
EFFECTIVENESS (Input/Outcome)					
Cost per San Diego County Resident of Trauma Systems Health Care Component	0	0	0	0	\$1.42
OUTPUT (Service or Product)					
# Trauma Centers Monitored	0	0	0	0	6
EFFICIENCY (Input/Output)					
Cost per Trauma Center monitored	0	0	0	0	\$3,500.00
OUTPUT (Service or Product)					
# Trauma Cases (deaths & survivors) Reviewed	0	0	0	0	5,000
EFFICIENCY (Input/Output)					
Cost per Trauma Case Reviewed	0	0	0	0	\$14.90
OUTPUT (Service or Product)					
# Base Hospitals Monitored	. 0	0	0	0	8
EFFICIENCY (Input/Output)					
Cost per Review of Base Hospital	0	0	0	0	\$1,313.00
OUTPUT (Service or Product)					
# EMT*/Paramedics Certified	0	0	0	0	1,662
EFFICIENCY (Input/Output)					
Cost per EMT/Paramedic Certified	0	0	0	0	\$85.93
OUTPUT (Service or Product)					
# Ambulance Inspections	0	0	0	0	150
EFFICIENCY (Input/Output)					
Cost per Ambulance Inspection	Ò	0	0	0	\$312.50

^{*} EMT = Emergency Medical Technician

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: INMUNIZATIONS					
% OF RESOURCES: 10.2%					
OUTCOME (Planned Result)					
<pre>% of children fully Immunized at age 2 years (4DTP, 3OPV, 1MMR)</pre>	0	0 0	0 0	0 0	38,142 85.0%
EFFECTIVENESS (Input/Outcome)					
Total County cost per two year old child for fully immunized	0	0	0	0	\$55.00
Total County cost for two year old Immunized (Measles, Mumps, Rubella)	0	0	0	0	\$45.00
OUTPUT (Service or Product)					
<pre># doses of pediatric and adult immunizations provided by County and contract agencies</pre>	0	0	0	0	325,000
EFFICIENCY (Input/Output)					
Total Clinic Cost per Immunization administered in Public Health Clinics	0	0	0	0	\$9.78
ACTIVITY D: TUBERCULOSIS CONTROL					
% OF RESOURCES: 8.5%					
OUTCOME (Planned Result)					
% Patients Completing Treatment	0	0	0 0	0 0	320 98.0%
EFFECTIVENESS (Input/Outcome)					
Cost per Resident	0	0	0	0	\$2.49
OUTPUT (Service or Product)					
# of Clinic Visits	0	0	0	0	51,400
EFFICIENCY (Input/Output)					
Clinic Cost/Visit	0	0	0	0	\$41.67
OUTPUT (Service or Product)					
# of Specimens Tested	0	0	0	0	3,400
EFFICIENCY (Input/Output)					
Cost per Specimen Tested	0	0	0	0	\$143.50
OUTPUT (Service or Product)					
# of PHN TB Follow-up Contacts	0	0	0	0	35,000
EFFICIENCY (Input/Output)					
Cost per PHN TB Follow-up Contacts	0	0	0	0	\$79.37

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTCOME (Planned Result)					
% of positive skin test patients completing preventive therapy	0	0	0	0	1,200 80.0%
ACTIVITY E: SEXUALLY TRANSMITTED DISEASE (STD) CONTROL					
% OF RESOURCES: 7.9%					
OUTCOME (Planned Result)					
Incidence of Infectious Syphilis per 100,000	0	0	0	0	1.5
EFFECTIVENESS (Input/Outcome)					
Cost of STD clinic per Resident	0	0	0	0	\$1.24
OUTPUT (Service or Product)					
# Clients Evaluated at STD Clinics	0	0	0	0	13,700
EFFICIENCY (Input/Output)					
Cost per STD Clinic Client Evaluated	0	0	0	0	\$86.52
OUTPUT (Service or Product)					
# of Lab Specimens Tested for Syphilis	0	0	0	0	13,000
EFFICIENCY (Input/Output)					
Cost per Syphilis Lab Specimen Test	0	0	0	0	\$14.13
OUTPUT (Service or Product)					
# of HIV Risk Assessments/Test Disclosure Contacts	0	0	0	0	30,000
EFFICIENCY (Input/Output)					
Program Cost per Client Contact	0	0	0	0	\$29.05

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
EPIDEM	IOLOGY					, <u>, , , , , , , , , , , , , , , , , , </u>	· · · · · · · · · · · · · · · · · · ·
4129	Chief AIDS & Corn Enidem	0	0.00	1	1.00	\$0	e 92 007
4129	Chief, AIDS & Comm. Epidem. Public Health Nurse Manager	0	0.00	i	1.00	\$ 0	\$82,907 60,813
4517	Certified Nurse Practitioner	ŏ	0.00	i	1.00	ŏ	59,484
4570	Public Health Nurse IV	0	0.00	2	2.00	0	113,828
4174	Senior Epidemiologist	0	0.00	2	2.00	0	113,576
4510	Clinic Services Coordinator	0	0.00	1	1.00	0	52,610
4567 4173	Public Health Nurse III Epidemiologist II	0	0.00 0.00	1 3	1.00 3.00	0	49,941 143,252
2367	Principal Admin. Analyst	ő	0.00	1	1.00	Ö	48,998
5794	Supv. Communic. Disease Invest	•	0.00	i	1.00	ŏ	47,684
4565	Public Health Nurse II	Ŏ	0.00	5	5.00	Ö	235,455
4538	Staff Nurse II	0	0.00	1	1.00	0	44,877
5763	Sr. Communic. Disease Invest.	0	0.00	1	1.00	0	42,975
4822	Comm. Hith. Prom. Spec. II	0	0.00	4	4.00	0	167,407
4172	Epidemiologist I	0 `	0.00	1 5	1.00	0	41,305
5261 5730	Social Worker V HIV Health Advisor	0	0.00 0.00	5	5.00 5.00	0	202,723 199,825
5735	Communicable Disease Invest.	Ů	0.00	7	7.00	0	258,745
4816	Health Info. Spec. II	ŏ	0.00	i	1.00	ŏ	35,290
4824	Community Health Prom. Assist.	Ŏ	0.00	1	1.00	Ö	32,250
2745	Supervising Clerk	0	0.00	1	1.00	0	30,933
5221	Eligibility Technician	D	0.00	1	1.00	0	26,658
2730	Senior Clerk	0	0.00	3	3.00	0	77,865
2757	Administrative Secretary II	0	0.00	1	1.00	0 0	24,500
3030 2700	Data Entry Operator Intermediate Clerk Typist	0	0.00 0.00	1 6	1.00 6.00	0	23,047 136,651
9999	Extra Help	ŏ	0.00	ő	1.00	ŏ	54,057
	Sub-Total	0	0.00	58	59.00	\$0	\$2,407,656
OFFICE	OF AIDS COORDINATION						
0970	Chief, Office of AIDS Coord.	0	0.00	1	1.00	\$0	\$88,882
4107	Health Planning & Prog. Spec.	0	0.00	1	1.00	0	60,995
2313 2413	MH Resource Dev. Spec. Analyst III	0	0.00	1 2	1.00	0	51,433 102,866
2413	Analyst III	0	0.00 0.00	1	2.00 1.00	0	46,635
5197	Alc. & Drug Prog. Spec. II	ŏ	0.00	i	1.00	ŏ	46,635
9999	Extra Help	ŏ	0.00	ò	0.08	Ŏ	19,229
	Sub-Total	0	0.00	7	7.08	\$0	\$416,675
EMEDGE	ICY MEDICAL SERVICES						
ETTENOCT	TOT THE SERVICES						
4194	Consulting Physician Spec.	0	0.00	1	0.50	\$0	\$98,003
0308	Admin., Comm. Hlth. Prgms.	0	0.00	1	1.00	0	64,899
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	58,100
2382	Coordinator, EMS	0	0.00	3 1	3.00 1.00	0	170,811 55,354
2427 2487	Associate Systems Analyst EDP Distributed Network Coord.	0	0.00 0.00	i	1.00	0	55,356 55,356
2387	Quality Assurance Specialist	Ö	0.00	6	6.00	Ö	313,499
4174	Senior Epidemiologist	Õ	0.00	ĭ	1.00	ŏ	49,311
2302	Admin. Assistant III	ŏ	0.00	2	2.00	Ŏ	98,068
2349	Biostatistician	Ŏ	0.00	2	2.00	0	93,883
2452	Departmental LAN Analyst II	Ó	0.00	1	1.00	Ō	46,665
2545	Application Systems Engineer II		0.00	1	1.00	0	46,665
2303	Administrative Assistant II	0	0.00	1	1.00	0	46,635
2412	Analyst II	0	0.00	1	1.00 1.00	0 0	46,635 46,635
3120 2366	Dept. Computer Spec. III EDP Coordinator, Hith. Svs.	0 0	0.00 0.00	i	1.00	0	40,633 42,803
2,000	EUF COULDINGLOI, MILII. 348.	v	0.00	•		•	12,000

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2384	ENS Specialist	0	0.00	4	4.00	0	170,392
2304	Administrative Analyst I	0	0.00	1	1.00	0	35,511
2754	Board Secretary	0	0.00	1	1.00	0	31,857
2745	Supervising Clerk	0	0.00	1	1.00	0	30,933
2757	Administrative Secretary II	0	0.00	1	1.00	0	28,394
2730	Senior Clerk	0	0.00	1	1.00	0	26,658
2700	Intermediate Clerk Typist	0	0.00	1	1.00	. 0	20,932
9999	Extra Help	0	0.00	0	6.00	0	153,736
	Sub-Total	0	0.00	35	40.50	\$0	\$1,831,737
VITAL I	RECORDS						
2349	Biostatistician	0	0.00	1	1.00	\$0	\$40,371
2304	Administrative Assistant I	0	0.00	2	2.00	0	73,957
2745	Supervising Clerk	0	0.00	1	1.00	0	30,933
2730	Senior Clerk	Q	0.00	2	2.00	0	51,990
2700	Intermediate Clerk Typist	0	0.00	6	6.00	0	137,094
3030	Data Entry Operator	0	0.00	1	1.00	0	20,282
9999	Extra Help	0	0.00	0	0.50	0	9,274
	Sub-Total	0	0.00	13	13.50	\$0	\$363,901
4127 4126	Chief, Comm. Epidem. Control	0	0.00	1	1.00	\$0	\$120,139
4126	Chief, State Communic. Disease Radiologist	0	0.00 0.00	1	1.00 0.33	0	117,249
4128	Chief, TB Control & Border Hith	•	0.00	1	1.00	0	33,534 98,350
4193	Physician	0 .	0.00	3	2.50	ő	210,907
4186	Senior Physician, STD Control	Ŏ	0.00	1	1.00	Ö	76,360
4571	Public Health Nurse Manager	ŏ	0.00	ż	2.00	ő	121,626
4570	Public Health Nurse IV	ŏ	0.00	3	3.00	ŏ	162,962
4517	Certified Nurse Practitioner	ŏ	0.00	3	3.00	ŏ	
	Admin. Assistant III	ŏ					162.224
23UZ			0.00		1.00	0	162,224 50,664
	Public Health Nurse III	0	0.00 0.00	1 5	1.00 3.83	0	50,664
4567	Public Health Nurse III Supv. Comm. Hlth. Prom. Spec.	0 0		1		-	
4567 4844		-	0.00	1 5	3.83	Ō	50,664 190,739
4567 4844 4565	Supv. Comm. Hlth. Prom. Spec.	Õ	0.00 0.00	1 5 1	3.83 1.00	0	50,664 190,739 48,384
4567 4844 4565 5794 4510	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II	0 0 0	0.00 0.00 0.00	1 5 1 2	3.83 1.00 2.00	0 0	50,664 190,739 48,384 94,182
4567 4844 4565 5794 4510	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest.	0 0 0	0.00 0.00 0.00 0.00	1 5 1 2 2	3.83 1.00 2.00 2.00 1.00 6.00	0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487
4567 4844 4565 5794 4510 4538 5261	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V	0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00	1 5 1 2 2 1 6	3.83 1.00 2.00 2.00 1.00 6.00 1.00	0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,863 45,113 262,487 41,345
4567 4844 4565 5794 4510 4538 5261 4822	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II	0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00	1 5 1 2 2 1 6 1 2	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00	0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643
4567 4844 4565 5794 4510 4538 5261 4822 5735	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest.	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50	0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50	0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6 1	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00	0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370 2745	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk	0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6 1 1	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00	0 0 0 0 0 0 0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370 2745	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician	0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6 1 1 1	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370 2745 4260 2757	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician Administrative Secretary II	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6 1 1 1	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00 1.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771 55,319
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370 2745 4260 2757 2730	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician Administrative Secretary II Senior Clerk	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 2 6 1 1 1 1 2 3	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00 1.00	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,664 190,739 48,384 94,182 93,863 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771 55,319 79,974
4567 4844 4565 5779 4510 4538 5261 4822 5735 4816 4370 2745 2745 2757 2730 4911	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician Administrative Secretary II Senior Clerk Social Services Aide II	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 1 1 1 1 2 3	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00 1.00 2.00 3.00 4.00	000000000000000000000000000000000000000	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771 55,319 79,974 87,868
4567 4844 4565 5794 4510 4538 5261 4822 5735 4816 4370 2745 2757 2730 4911	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician Administrative Secretary II Senior Clerk Social Services Aide II Intermediate Clerk Typist	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 1 1 1 2 3 4 11	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00 1.00 2.00 3.00 4.00 9.00		50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771 55,319 79,974 87,868 196,335
2302 4567 4844 4565 5779 4510 4538 5261 4822 5735 4816 4370 2745 2757 27730 4911 2700 2493 9999	Supv. Comm. Hith. Prom. Spec. Public Health Nurse II Supv. Communic. Disease Invest. Clinic Services Coordinator Staff Nurse II Social Worker V Comm. Health Prom. Spec. II Communic. Disease Invest. Comm. Health Prom. Spec. II Radiologic Technician Supervising Clerk Pharmacy Technician Administrative Secretary II Senior Clerk Social Services Aide II	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 5 1 2 2 1 6 1 1 1 1 1 2 3	3.83 1.00 2.00 2.00 1.00 6.00 1.00 2.00 5.50 1.00 1.00 1.00 2.00 3.00 4.00	000000000000000000000000000000000000000	50,664 190,739 48,384 94,182 93,866 45,113 262,487 41,345 82,643 206,203 35,290 31,767 30,933 28,771 55,319 79,974 87,868

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
PUBLIC	HEALTH LAB						
4315	Chief, PH Lab	0	0.00	1	1.00	\$0	\$72,302
4300	Assist. Chief, PH Lab	0	0.00	0	0.00	0	0
4322	Supv. Clinical Lab Tech.	0	0.00	0	0.00	0	0
4348	Supv. PH Microbiologist	0	0.00	3	3.00	0	140,609
2303	Admin. Assistant II	0	0.00	1	1.00	0	45,598
4321	Sr. Clinical Lab Tech.	0	0.00	0	0.00	0	0
4353	Sr. PH Microbiologist	0	0.00	7	7.00	0	301,952
4346	PH Microbiologist	0	0.00	12	10.50	0	429,620
4317	Clinical Lab Technologist	0	0.00	1	1.00	0	39,529
4351	Sr. Laboratory Assistant	0	0.00	3	3.00	0	87,741
2730	Senior Clerk	0	0.00	1	1.00	0	26,658
4330	Laboratory Assistant	0	0.00	4	4.00	0	92,862
2700	Intermediate Clerk Typist	0	0.00	3	3.00	0	62,843
9999	Extra Help/Rounding Adjustment	0	0.00	0	0.26	0	19,323
	Sub-Total	O	0.00	36	34.76	\$0	\$1,319,037
	Total	0	0.00	217	221.25	\$0	\$9,190,781
Salary Adjustments:						0	\$98,664
Premium/Overtime Pay:						0	61,800
Employee Benefits:						0	2,577,572
Salary Savings:						0	(339,039)
VTO Res	ductions:					0	0
	Total Adjustments					\$0_	\$2,398,997
Program Totals		0	0.00	217	221.25	\$0	\$11,589,778

PROGRAM: SELF SUFFICIENCY SERVICES DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 26001
NANAGER: J. SHEPARD

ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-75

AUTHORITY: Sections 10800 et seq, 10950, 11000 et seq, 11250 et seq, 11320 et seq, 11400 et seq, 11500, and 15200.4, CA Welfare and Institutions Code; Division 22, State Department of Social Services Confidentiality, Fraud, Civil Rights, and State Hearings Manual; SB 35 and SB 1078 (Chapter 69 and 1252, Statutes of 1993); and Board of Supervisors action on December 16, 1986 (59).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$74,853,392	100.0
Services & Supplies	0	0	0	0	47,181,641	100.0
Other Charges	0	0	0	0	343,011,961	100.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$465,046,994	100.0
PROGRAM REVENUE	0	0	0	0	(448,029,024)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$17,017,970	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	2,004.00	100.0

The Health & Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

To assist and direct individuals and families toward financial independence.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget comparisons for the activities contained in the Self Sufficiency Services Program are reflected in the Social Services and Veterans Services program budgets.

1997-98 ACHIEVEMENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Self Sufficiency Services Program are reflected in the Social Services and Veterans Services program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- To have 40% of recipients employed with earned income.
 - a. To engage 28,000 participants in Welfare to Work activities per year.
- 2. To maintain an accuracy rate of 94% in the maintenance of assistance caseloads.
 - Authorize 114,130 cases to receive payments monthly.
- 3. To recover \$8 million of overpaid dollars through recoupment or collection.
 - a. Compute 7,500 overpayments annually.

- 4. To maintain participation of 75% of employable CalWORKs recipients in 32 hours per week of approved work activities by June 30, 1999.
 - a. To enroll 28,000 recipients in Welfare to Work.
- 5. 90% of applicants issued CalWORKs diversion payments will not reapply for assistance for at least 9 months.
 - a. To conduct 3,312 work first interviews monthly.
- To provide child care to 80% of all families engaged in Welfare to Work activities or for respite care for children at risk of abuse.
 - a. Process 6,094 families for child care services each month.
- 7. Support the County's action in 65% of State Hearing issues.
 - a. Process 13,692 client generated hearings.
- 8. Maintain case Quality Control's review accuracy rate of 97% based on the number of audit findings upheld.
 - a. Conduct 175 full field and desk audits monthly.
- 9. Obtain a monetary or medical (USDVA, DOD, or CDVA) benefit for 327,000 veterans.
 - Process 17,000 applications for Veterans benefits which generates State revenue to the County of San Diego General Fund.

1998-99 SUBPROGRAM ACTIVITIES

Services provided by the Self Sufficiency Program are both County operated and contracted. With the exclusion of assistance payments, the FY 1998-99 Budget includes \$87.5 million (71.7%) County operated and \$34.5 million (28.3%) contracted services.

Decreased a net 197.50 SY as follows:

- A decrease of 68.00 SY [55.00 SY Eligibility Technicians (ET), 11.75 SY Eligibility Supervisors (ES), and 1.25 SY Intermediate Clerk Typists (ICT)] to fund an increase in Children's Services Bureau, approved by the Board on Dec. 16. 1997 (19) in the "Opportunity to Enhance Family Intervention Services" Board Letter.
- A decrease of 9.00 SY [1.00 SY Intermediate Account Clerk (IAC), 1.00 SY ICT, 1.00 SY Eligibility Technician, 5.00 SY Social Worker III (SWIII), and 1.00 SY Social Work Supervisor (SWS)] due to the termination of the Job Training Contract approved by the Board in the Welfare Reform and CalWORKs Board Letter on Dec. 16, 1997 (18).
- O A decrease of 1.00 SY ET and the addition of 1.00 SY SWIII as approved on June 24, 1997 (46) in the "Revenue Contract with Sweetwater Union High School District" Board letter.
- A transfer out of 1.00 SY SWIII to Children's Services Bureau to staff the Targeted Truancy Program approved by the Board on December 2, 1997 (2).
- O A transfer out of 1.00 SY Administrative Secretary III to the Children's Services Bureau and the addition of 1.00 SY Administrative Secretary II from the Adult Social Services Program.
- O A transfer in of 1.00 SY Assistant Deputy Director and 1.00 SY Administrative Secretary II from Health Services to staff the Child Care Program.
- o A transfer of 1.00 SY Program Assistant from Quality Control and Appeals to Personnel.
- O The deletion of 118.50 SY to meet the Agency staff reduction goals.

1.00	SY	Deputy Director
1.00	SY	Admin Sec II
1.00	SY	Social Services Administrator III
5.00	SY	Social Services Administrator II
2.00	SY	Social Services Administrator I
1.00	SY	Admin Sec I
4.00	SY	Social Work Supervisors
15.00	SY	Social Worker III
2.00	SY	Senior Clerks
26.75	SY	Intermediate Clerk Typists
13.25	SY	Eligibility Supervisors
43.50	SY	Eligibility Technicians
1.50	SY	Department Clerks
1.50	SY	Social Services Aide II

O A transfer of 2.00 SY (Deputy Director and Administrative Secretary III) to the Agency Executive Office.

The specific activities of this program are summarized as follows:

ASSISTANCE PAYMENTS

- 1. CalWORKs Assistance Payments [0.00 SY; E = \$251,517,713; R = \$245,225,057] is:
 - Mandated Activity/Mandated Service Level.
 - O Provides cash assistance to families in which children are deprived of parental support as defined by law.
 - Assistance will be provided to over 44,700 San Diego County families each month, a decrease of 23% from the 1997-98 budget.
 - Reduced aid payments by \$96 million (\$2,401,692 County cost) due to declining caseloads and grant reductions which have been implemented as part of Welfare Reform.
- 2. Foster Care (FC) Assistance Payments [0.00 SY; E = \$53,210,479; R = \$46,088,276]
 - Mandated Activity/Mandated Service Level.
 - The Agency provides for over 5,238 FC and 3,465 Aid to Adoptions children each month who are unable to remain in their own homes. 803 of these cases are budgeted in the Heartbeat program in the Child and Family Services program of the Agency.
 - Total Agency Foster Care expenditures increased by \$9.5 million due to court order rulings and increases in payment rates for Foster Homes, Group Homes and Special Care Rates. The Heartbeat program share of the assistance payments (\$25,457,461) is budgeted in the Child and Family Services program of the Agency.
- General Relief Assistance Payments [0.00 SY; E = \$4,109,605; R = \$2,225,000]
 - Mandated Activity/Discretionary Service Level.
 - Provides cash assistance to approximately 1,775 individuals each month.
 - Decreased assistance payments by \$3,191,753 due to declining caseloads.
 - O 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.
- Food Stamps Assistance Payments [0.00 SY; E = \$0; R = \$0]
 - 0 Mandated Activity/Mandated Service Level.
 - o Provides Food Stamp benefits to an average of 51,500 San Diego Co. families and individuals each month.
 - With the change from Food Stamp cash out to Electronic Benefit Transfer (EBT) the State directly reimburses the Food Stamp aid payment costs, resulting in a budget decrease of \$155,186,880.
- 5. <u>CalWORKs Administration</u> [1,001.50 SY; E = \$76,577,273; R = \$75,670,656]

Incorporated into CalWORKs is the administration of Temporary Assistance for Needy Families (TANF) and the Welfare to Work Employment program.

- Mandated Activity/Mandated Service Level.
- Responsible for providing cash assistance to families in which children are deprived of parental support as defined by law.
- Responsible for providing assistance to over 44,700 families each month, a decrease of 23% from the FY 1997-98 budget.
- Responsible for providing comprehensive employment and education service programs.
- The Job Training Program was terminated and incorporated into the CalWORKs program. The Job Training contract was terminated deleting \$105,594.

- CalWORKs contracts were increased by \$12,812,215 for a total of \$17,167,745 to contract out 2/3 of the Welfare to Work case management function.
- CalWORKS Welfare to Work participant benefits decreased by \$944,421 for a total of \$8,020,007. Child care costs were removed and itemized in the Child Care Program and participant benefits were increased for transportation and ancillary expenses.
- 0 Contracts and participant benefits make up 68% of the Welfare to Work program budget.

6. Child Care Programs [40.50 SY; E = \$31,850,796; R = \$31,750,892]

Child care programs consolidated within this program include: Child Care Stage 1, Child Care Stage 2, Child Care Federal Block Grant, Child Development Program, Child Care Expansion and Child Care Planning Council funds.

- Mandated Activity/Mandated Service Level: includes Child Care Stage 1 and 2.
- Mandated Activity/Discretionary Service Level: includes Child Care Federal Block Grant, Child Development Program, Child Care Expansion and Child Care Planning Council funds.
- 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.
- Added 1.00 SY Child Care Deputy Director to direct the County child care programs.
- Received the transfer of \$150,221 in Child Care Planning Council funds from Health Services.
- Participant benefits are budgeted as follows:

Child Care Stage 1	\$18,612,650
Child Care Stage 2	1,704,375
Federal Block Grant	1,947,980
Child Development Program	650,220
Child Care Expansion	3,043,452

Ohild Care Contracts total \$4,341,373. Contracts and child care payments make up 95% of the Child Care Program budget.

7. Medi-Cal Administration [622.00 SY; E = \$25,163,703; R = \$27,458,633]

- Mandated Activity/Mandated Service Level.
- Responsible for determining eligibility for Medi-Cal coverage for over 75,000 individuals as mandated.
- An increase in Medi-Cal cases is anticipated due to Welfare Reform changes. Medi-Cal regulations provide for the continuation of Medi-Cal benefits for an extended time for recipients who terminate their CalWORKs benefits due to employment.
- Added 23.00 SY for the anticipated caseload increase due to the State Department of Health Services' outreach program to enroll uninsured children on Medi-Cal.

8. Food Stamp Administration [155.25 SY; E = \$11,656,469; R = \$10,656,964]

- Mandated Activity/Mandated Service Level.
- Responsible for providing Food Stamp benefits to over 51,000 eligible individuals and families each month.
- Converted to Electronic Benefit Transfer (EBT) form of delivery. The contract for EBT is \$1,126,753 for FY 1998-99.

- 9. Foster Care (FC) Administration [57.75 SY; E = \$2,340,109; R = \$2,216,772]
 - Mandated Activity/Mandated Service Level.
 - Responsible for providing foster homes for institutional care for children who must be removed from their homes for protective reasons, for children placed by the Probation Department, or for children determined by Mental Health Services to require specialized placements for Seriously Emotionally Disturbed children. Aid payments are also provided to assist families adopting children with special needs.
 - Responsible for supporting over 8.700 children who are unable to remain in their own homes each month.
- 10. <u>Cal Learn Program</u> [2.00 SY; E = \$2,087,737; R = \$2,087,737]
 - Mandated Activity/Mandated Service Level.
 - Responsible for encouraging and assisting teen parents on TANF to complete high school. The program uses financial incentives and penalties to encourage teens to use existing educational services.
 - O The Cal Learn contract was reduced by \$804,073 to \$1,610,600 due to fewer teens participating in the program.
 - Cal Learn participant benefits were decreased to \$162,480 with the transfer of \$212,520 in child care benefits to Child Care Stage 1.
- 11. General Relief Administration [40.00 SY; E = \$2,036,863; R = \$156,563]
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing cash assistance to 1,775 eligible individuals who do not qualify for financial assistance under other Federal or State programs.
 - Decreased the SS1 advocacy contract by \$60,000 to \$190,000 due to declining caseloads.
 - Decreased the GR grant diversion contract from \$43,200 to \$5,000 due to fewer participants.
- 12. Appeals [26.00 SY; E = \$1,516,486; R = \$1,464,112]
 - Mandated Activity/Mandated Service Level.
 - Section staff represent the County at client initiated State hearings regarding denial or discontinuance of assistance or the collection of an overpayment.
- 13. Food Stamp Employment and Training (FSET) [22.00 SY; E = \$1,287,126; R = \$1,375,196]
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing able bodied Food Stamp recipients without dependents an opportunity to participate in a work activity to extend their eligibility for Food Stamp benefits. Recipients are given the motivation and skills to help them transition from public assistance into unsubsidized employment. For participants served by this program, Food Stamp benefits are limited to 3 months in a 36 month period unless participating in an approved work activity.
 - Decreased FSET participant benefits from \$36,648 to \$18,000 due to fewer participants.
 - Established an agreement with Alcohol and Drug Services to provide an alcohol and drug program for able bodied Food Stamp recipients funded by \$211,968 in eligible FSET revenue.
- 14. Quality Control [26.00 SY; E = \$1,089,399; R = \$1,051,779]
 - Mandated Activity/Discretionary Service Level.
 - Responsibility for reviewing the eligibility of a random sample of welfare clients to determine the accuracy of the Agency's eligibility determination process.

- 15. <u>Veterans Service Office</u> [8.00 SY; E = \$415,203; R = \$259,000]
 - O Discretionary Activity/Discretionary Service Level.
 - Serving a veteran population of approximately 330,000 persons.
 - Earning revenue based on staffing level and performance, ascertained in an annual audit by the State of California Department of Veterans Affairs. Not all services provided to Veterans are eligible for State reimbursement.
- 16. <u>Self Sufficiency Administration</u> [3.00 SY; E = \$188,033; R = \$342,387]
 - Mandated Activity/Mandated Service Level.
 - Responsibility for the administration of the Self Sufficiency Program.
 - Transferred out 2.00 SY (Deputy Director and Administrative Secretary 111) to the Agency Executive Office.

GENERAL FUND SUPPORT COSTS:

Sub-Total

Sub-Total

GR Administration

GR Aid Payment GR Grant Diversion

Program revenue by source				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
CalWORKS Administrative Reimbursement	\$0	\$0	\$62,380,249	\$62,380,249
(State and Federal - Eligibility and employment) Foster Care Administrative Reimbursement (State and Federal including Emergency Assistance)	0	0	1,997,783	1,997,78
Refugee Administrative Reimbursement	0	0	372,699	372,69
Food Stamp Administrative Reimbursement (State and Federal)	Ŏ	Ö	17,914,680	17,914,68
State Grants Other	0	0	1,375,261	1,375,26
ledi-Cal Administrative Reimbursement (100% of Cost)	0	0	25,147,593	25,147,59
Hospital Council Contract	0	0	414,110	414,11
Child Care Programs	0	0	31,586,298	31,586,29
Employees Child Care	0	0	3,000	3,00
Food Stamp Employment & Training	0	0	1,287,126	1,287,12
Cal-Learn CalWORKs Aid Payment Reimbursement	0	0	1,925,257	1,925,25
(State and Federal)	0	0	244,835,834	244,835,83
Refugee Aid Payment Reimbursement	0	0	389,223	389,22
oster Care Aid Payment Reimbursement	^	•	20 0/5 074	20.0/5.07
State and Federal including Emergency Assistance)	0 0	0	20,045,971 16,513,630	20,045,97
vid to Adoptions Aid Payment Reimb. (State and Federal) Revenue and Recovery Collections GR liens, SSI Reimbursement, Court Ordered Placements)	0	0	2,240,000	16,513,63 2,240,00
State Aid for Veterans	0	0	259,000	259,00
Revenue Allocated to A-87	0	0	7,824,166	7,824,16
Health Trust Fund	0	0	60,369	60,36
Social Services Realignment Funds	0	0	11,456,775	11,456,77
Sub-Total	\$0	\$0	\$448,029,024	\$448,029,02
otal	\$0	\$0	\$448,029,024	\$448,029,02
			•	
SENERAL FUND CONTRIBUTION DETAIL				Change Fro
General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
REVENUE MATCH:				
Calworks Administrative cost match	\$0	\$0	\$6,836,325	\$6,836,32
oster Care Administrative cost match	Õ	ő	340,416	340,41
ood Stamp Administrative match	ŏ	Ŏ	1,796,493	1,796,49
al-Learn match	Ŏ	Ō	31,679	31,67
hild Care Programs match	Ö	Ō	99,904	99,90
ood Stamp Employment & Training match	0	0	182,889	182,88
eterans Administration match	0	0	156,203	156,20
	^	0	6,292,656	6,292,65
CalWORKs Aid Payment match	0	U		0,2,2,00
alWORKs Aid Payment match oster Care Aid Payment match Natch met with Social Services Realignment	0	o	16,635,480 (11,456,377)	16,635,48 (11,456,37

\$0

\$0

0

0

\$0

\$0

\$0

0

0

\$0

\$20,915,668

\$2,036,863

1,884,605 5,000

\$3,926,468

\$20,915,668

\$2,036,863

1,884,605 5,000

\$3,926,468

County Costs offset with A-87	\$0	\$0	\$(7,824,166)	\$(7,824,166)
Sub-Total	\$0	\$0	\$(7,824,166)	\$(7,824,166)
Total	\$0	\$0	\$17,017,970	\$17,017,970

EXPLANATION/CONNENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

Required County Match is met by a combination of County General Fund and Social Services Realignment Funds. The contribution in the Child Care Programs is a Maintenance of Effort requirement in the Department of Education (DOE) Child Development Program.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: CASELOAD MAINTENANCE					
OUTCOME (Planned Result)					
Cases closed monthly Payment accuracy rate	0 0	0	0	0 0	14,500 94.0%
EFFECTIVENESS (Input/Outcome)					
Cases closed monthly per staff *Dollars paid accurately per staff year	0	0	0 0	0 0	13.97 \$314,950
OUTPUT (Service or Product)					
Average cases provided public assistance monthly	0	0	0	0	114,130
EFFICIENCY (Input/Output)					
Cases provided assistance monthly per staff Annual administrative salary cost per case	0	0 0	0 0	0	96 \$357.52

COMMENTS

The number of case closings each month decreases as the total caseload declines. For average cases provided public assistance monthly, food stamp cases were counted even though participant benefits are provided by the state budget.

ACTIVITY B: OVERPAYMENT COMPUTATION

OUTCOME (Planned Result)					
Overpaid dollars recovered through recoupment or collection	0	0	0	0	\$8,000,000
EFFECTIVENESS (Input/Outcome)					
Cost per dollar recovered	0	0	0	0	\$0.24
OUTPUT (Service or Product)					
Overpayments computed for collection/ recoupment/referral for prosecution	0	0	0	0	7,500
EFFICIENCY (Input/Output)					
Overpayments computed per staff year Cost per overpayment computed	0	0 0	0 0	0 0	131.6 \$254.13

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: WELFARE TO WORK					
OUTCOME (Planned Result)					
To have 40% of recipients employed with earned income	0	0	0	0	17,253
EFFECTIVENESS (Input/Outcome)					
Total cost per recipient ¹	0	0	0	0	\$1,692
OUTPUT (Service or Product)					
Number of participants engaged in WTW activities (per year)	0	0	0	0	28,000
EFFICIENCY (Input/Output)					
Cost per participant for benefits (ancillary and transportation) for participants in WTW activities	0	0	0	0	\$286

Does not include participant benefits.

COMMENTS

San Diego County has entered into Welfare to Work contracts to provide employment services to 2/3 of the County's regions. Data from the contract operated regions will not be available until the first quarter of this fiscal year. The adopted budget was modified to reflect the new CalWORKs performance measures and the addition of data from the contracted regions as more clients enter the CalWORKs program. The measures listed in this adopted budget are for the County operated Welfare to Work regions only. In FY 1998-99, 15 Social Workers were reduced. Outcome and output numbers decrease as caseloads decrease.

ACTIVITY D: CHILD CARE (STAGE 1, 2, AND 3)

OUTCOME (Planned Result)

To have 80% of all families provided with child care to support their employment, job-seeking, education, or training, or provided respite care for children at 4,875 0 0 0 risk of abuse (month) ۵ EFFECTIVENESS (Input/Outcome) 0 0 n n \$458 Average child care payment per family OUTPUT (Service or Product) Families processed for child care 6,094 0 n n n services per month EFFICIENCY (Input/Output) Cost per family processed for child care ² 0 0 \$438

Number based on cases processed monthly.

Many cases are processed for multiple months. Child care payments and administrative cost.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY E: APPEALS					
OUTCOME (Planned Result)					
Percent of hearings upheld in Appeals	0	0	0	0	65.0%
Hearings Appeals hearings upheld	0	0	0	0	5,505
EFFECTIVENESS (Input/Outcome)					
Hearings upheld per Appeals Officer	0	0	0	0	324
OUTPUT (Service or Product)					
Client initiated hearings	0	0	0	0	8,469
EFFICIENCY (Input/Output)					
Hearings per Appeals Officer Cost per appeals issue	0 0	0	0 0	0 0	498 \$133

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
ADMINI	STRATION						,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
2294	Deputy Director, Social Service		0.00	0	0.00	\$0	\$0 447 300
2367 2758	Principal Administrative Analyst Administrative Secretary III	t 0	0.00 0.00	2 0	2.00 0.00	0	116,200 0
2757	Administrative Secretary II	ŏ	0.00	ĭ	1.00	ŏ	26,906
	Sub-Total	0	0.00	3	3.00	\$0	\$143,106
		•	0.00	•	3,00	•	0.43,.00
CALWORI	KS ELIGIBILITY						
0360	Asst. Dep. Dir., Social Services	s 0	0.00	2	2.00	\$0	\$153,606
5289	Social Services Administrator I		0.00	5	5.00	0	283,580
5288	Social Services Administrator I		0.00	6	6.00	0	303,390
5287	Social Services Administrator [0	0.00	1	1.00	0	48,958
5244	Program Specialist	0	0.00	1	1.00	0	46,635
2412 5248	Analyst II	0	0.00 0.00	7	1.00 7.00	0	45,599 296,520
5222	Program Assistant Eligibility Supervisor	Ö	0.00	69	67.50	Ö	2,237,423
5221	Eligibility Technician	Ŏ	0.00	478	476.00	ŏ	12,506,424
2745	Supervising Clerk	ŏ	0.00	5	5.00	ŏ	154,015
2730	Senior Clerk	ŏ	0.00	12	12.00	ŏ	315,108
2757	Administrative Secretary II	ŏ	0.00	1	1.00	Ō	26,906
3009	Word Processing Operator	ŏ	0.00	ż	2.00	Ö	52,882
2756	Administrative Secretary I	0	0.00	5	5.00	0	121,220
2650	Stock Clerk	0	0.00	4	4.00	0	85,276
2700	Intermediate Clerk Typist	0	0.00	143	142.25	0	3,245,007
2709	Departmental Clerk	0	0.00	1	1.00	0	18,662
4911	Social Services Aide II	0	0.00	3	3.00	0	65,901
	Sub-Total	0	0.00	746	741.75	\$0	\$20,007,112
WELFAR	TO WORK						
0360	Asst. Dep. Dir., Social Services	s 0	0.00	1	1.00	\$0	\$76,803
2413	Analyst III	Ö	0.00	1	1.00	0	51,433
5288	Social Services Administrator I	1 0	0.00	5	5.00	0	252,825
5244	Program Specialist	0	0.00	1	1.00	0	46,635
5270	Social Work Supervisor	0	0.00	16	16.00	0	679,456
5260	Social Worker III	0	0.00	149	149.00	0	5,181,922
2757	Administrative Secretary II	0	0.00	1	1.00	0	26,906
2730	Senior Clerk	0	0.00	.8	8.00	0	210,072
2700	Intermediate Clerk Typist	0	0.00	43	43.00	0	980,916
2493 9999	Intermediate Account Clerk Extra Help/Rounding Adjustment	0	0.00 0.00	11 24	11.00 23.75	Ö	247,775 816,102
	Sub-Total	0	0.00	260	259.75	\$0	\$8,570,845
FOSTER	CARE						
5288	Social Services Administrator I	0 1	0.00	1	1.00	\$0	\$50,565
5248	Program Assistant	. 0	0.00	i	0.50	ŏ	21,180
5222	Eligibility Supervisor	ŏ	0.00	6	5.50	Õ	182,309
5221	Eligibility Technician	Ö	0.00	40	38.25	0	1,004,981
2730	Senior Clerk	0	0.00	1	1.00	0	26,259
2700	Intermediate Clerk Typist	0	0.00	12	11.50	0	262,338
	Sub-Total	0	0.00	61	57.75	\$0	\$1,547,632

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
FOOD S	TAMP ASSISTANCE		<u>-</u>				
1000 3	TAMP ASSISTANCE						
0360	Asst. Dep. Dir., Social Service		0.00	1	1.00	\$0	\$76,803
5289	Social Services Administrator I		0.00	2	2.00	0	113,432
5288 5287	Social Services Administrator I Social Services Administrator I		0.00 0.00	2 1	2.00 1.00	0 0	101,130 48,958
5244	Program Specialist	0	0.00	i	1.00	0	46,635
5248	Program Assistant	ŏ	0.00	i	1.00	ŏ	42,360
5222	Eligibility Supervisor	Ō	0.00	15	13.75	Ó	455,771
5221	Eligibility Technician	0	0.00	98	96.75	0	2,542,010
2745	Supervising Clerk	0	0.00	1	1.00	0	30,803
2730 2757	Senior Clerk	0	0.00 0.00	3 1	3.00 1.00	0	78,777 24,004
2756	Administrative Secretary II Administrative Secretary I	0	0.00	1	1.00	0	26,906 24,244
2650	Stock Clerk	Ď	0.00	i	1.00	Ö	21,319
2700	Intermediate Clerk Typist	Ŏ	0.00	30	28.75	ŏ	655,845
4911	Social Services Aide II	, Ŏ	0.00	1	1.00	ō	21,967
	Sub-Total	0	0.00	159	155.25	. \$0	\$4,286,960
CENEDA	001100						
GENERAL	L RELIEF						
5288	Social Services Administrator I	0 1	0.00	1	1.00	\$0	\$50,565
5248	Program Assistant	0	0.00	1	1.00	0	42,360
5222	Eligibility Supervisor	0	0.00	4	3.50	0	116,015
5221	Eligibility Technician	0	0.00	28	26.50	0	696,261
2730	Senior Clerk	0	0.00	1	1.00	0	26,259
2700	Intermediate Clerk Typist	0	0.00	8	7.00	0	159,684
	Sub-Total	0	0.00	43	40.00	\$0	\$1,091,144
MEDI-CA	AL ADMINISTRATION						
0360	Asst. Dep. Dir., Social Service	s 0	0.00	1	1.00	\$0	\$76,803
5289	Social Services Administrator I	11 0	0.00	5	5.00	0	283,580
5288	Social Services Administrator I		0.00	4	4.00	0	202,260
5244	Program Specialist	0	0.00	1	1.00	0	46,635
2412	Analyst II	0	0.00	1	1.00	0	45,599
5248 5222	Program Assistant	0	0.00 0.00	6 58	6.00 56.50	0	254,160 1,872,806
5221	Eligibility Supervisor Eligibility Technician	0	0.00	404	401.50	0	10,549,011
2745	Supervising Clerk	Ö	0.00	4	4.00	ő	123,212
2730	Senior Clerk	ŏ	0.00	11	11.00	ŏ	288,849
2757	Administrative Secretary 11	Ö	0.00	1	1.00	Ô	26,906
3009	Word Processing Operator	0	0.00	1	1.00	0	26,441
2756	Administrative Secretary I	0	0.00	4	4.00	0	96,976
2650 .	Stock Clerk	0	0.00	4	4.00	0	85,276
2700 4911	Intermediate Clerk Typist Social Services Aide II	0	0.00 0.00	121 2	119.00 2.00	0 0	2,714,628 43,934
	Sub-Total	0	0.00	628	622.00	\$0	\$16,737,076
FOOD ST	TAMP EMPLOYMENT AND TRAINING						
E270	Social Work Supervises	0	0.00	2	2.00	\$0	\$84,932
5270 5260	Social Work Supervisor Social Worker III	0	0.00	16	16.00	30 0	556,448
2700	Intermediate Clerk Typist	0	0.00	5	4.00	Ö	91,248
50		0	0.00	23	22.00	\$0	\$732,628
	Sub-Total	U	0.00	63	22.00	∌ U	2132,020

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
CHILD (CARE PROGRAMS						
0360 5288 2413 5244 5270 5260 5222 5221 2757 2730 2493	Asst. Dep. Dir., Social Service Social Services Administrator Analyst III Program Specialist Social Work Supervisor Social Worker III Eligibility Supervisor Eligibility Technician Administrative Secretary II Senior Clerk Intermediate Account Clerk	es 0 II 0 0 0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	1 1 2 2 5 2 18 1 1	1.00 1.00 2.00 1.00 4.50 2.00 18.00 1.00 1.00	\$0 0 0 0 0 0 0	\$76,803 50,565 51,433 93,270 42,466 156,501 66,294 472,932 26,906 26,259 22,525
2700	Intermediate Clerk Typist	0	0.00	7	7.00	0	159,684
	Sub-Total	0	0.00	42	40.50	\$0	\$1,245,638
CAL-LE	ARN PROGRAM						
5260 249 3	Social Worker III Intermediate Account Clerk	0 0	0.00 0.00	1 1	1.00 1.00	\$0 0	\$34,778 22,525
	Sub-Total	0	0.00	2	2.00	\$0	\$57,303
QUALITY	CONTROL						
5288 5233 5225 2730 2730 2493	Social Services Admin II Eligibility Control Supervisor Eligibility Control Worker Senior Clerk Intermediate Clerk Typist Intermediate Account Clerk	0 0 0	0.00 0.00 0.00 0.00 0.00 0.00	0 2 19 1 3 1	0.50 2.00 19.00 0.50 3.00 1.00	\$0 0 0 0 0	\$25,717 69,940 523,431 13,474 67,800 23,047
	Sub-Total	0	0.00	26	26.00	\$0	\$723,409
APPEALS	<u> </u>						
5288 5287 5248 2730 2756 2700	Social Services Admin II Social Services Admin I Program Assistant Senior Clerk Admin Secretary I Intermediate Clerk Typist Sub-Total	0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00	1 2 18 0 1 5	0.50 2.00 17.00 0.50 1.00 5.00	\$0 0 0 0 0 0	\$25,717 90,252 739,993 13,474 24,578 113,000 \$1,007,014
VETERAN	NS SERVICES						
0351 2342 2353 2757 2745	Veteran Service Officer Senior Veteran Services Rep. Veteran Service Representative Administrative Secretary II Supervising Clerk Sub-Total	0 0 0 0	0.00 0.00 0.00 0.00	1 1 4 1 1	1.00 1.00 4.00 1.00 1.00	\$0 0 0 0 0	\$59,484 41,965 143,026 26,658 23,047 \$294,180
	Total	0	0.00	2,028	2,004.00	\$0	\$56,444,047

Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Salary Adjustments:					0	\$(85,180)
Bilingual Pay:					0	329,203
Premium/Overtime Pay:					0	154,807
Employee Benefits:					0	19,267,052
Salary Savings:					0	(1,256,537)
Total Adjustments					\$0	\$18,409,345
Program Totals	0	0.00	2,028	2,004.00	\$0	\$74,853,392

PROGRAM: ADMINISTRATIVE SUPPORT

DEPARTMENT: HEALTH & HUMAN SERVICES

PROGRAM #: 92102 MANAGER: DR. R. ROSS ORGANIZATION #: 7000

REFERENCE: 1998-99 Proposed Budget - Pg. 23-88

AUTHORITY: Section 10800 et seq, CA Welfare and Institutions Code; Section 703, County Charter; Sections 230-233.5, Article XV and Sections 250-256, Article XVI, County Administrative Code; and Board of Supervisors action on September 30, 1997 (2).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$17,488,175	100.0
Services & Supplies	. 0	0	0	0	17,112,460	100.0
Other Charges	0	0	0	0	149,574	100.0
Fixed Assets	0	0	0	0	262,315	100.0
Reimbursements	0	0	0	0	(14,185)	(100.0)
Operating Transfers	0	0	0	0	11,836	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$35,010,175	100.0
PROGRAM REVENUE	0	0	0	0	(29,653,575)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$5,356,600	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	372.90	100.0

The Health and Human Services Agency's transformation from 1997-98 to 1998-99 has resulted in the establishment of new programs in this Program Budget. This is one of those new programs. The information reflected in this program cannot be compared with the historical information found in the earlier budgets for the various departments that make up the Agency. Further information concerning the relationship between the old and new programs can be obtained by contacting the Health and Human Services Agency Finance Director.

PROGRAM MISSION

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

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Fiscal Year (FY) 1997-98 Actuals and the FY 1997-98 Adopted Budget comparisons for the activities contained in the Administrative Support program are reflected in the Area Agency on Aging, Health Services, Public Administrator and Social Services program budgets.

1997-98 ACHIEVEMENT OF OBJECTIVES

The FY 1997-98 Achievement of Objectives for the activities contained in the Administrative Support program are reflected in the Health Services, Social Services and Health and Human Services Agency Executive Office program budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Complete reimbursement claim submittal by the deadline 100% of the time.
 - a. Complete and mail 176 Assistance Claims and 4 Administrative annual claims for reimbursement.
- 2. Prepare 1,080 statements of public assistance paid to clients for District Attorney's use in child support

activities.

- Receive 1,200 requests for statements from the District Attorney.
- 3. Train 100% of all newly hired Eligibility Technician and Social Worker staff to meet entry level competency.
 - a. Train 170 new staff monthly.
- 4. Complete 90% of Information Services service requests within requestor established time frames.
 - a. Receive 1,503 service requests.

1998-99 SURPROGRAM ACTIVITIES

The Fiscal Year 1998-99 Administrative Support program budget reflects the merging of Department of Health Services and Department of Social Services Administrative Support functions which resulted in a net reduction of 42.50 overhead staff. The remaining 372.90 SY are assigned as detailed below.

- 1. Agency Executive Office [30.00 SY; E = \$1,268,596; R = \$432,837] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing overall Agency direction and general management, liaison with the Board of Supervisors, Advisory Boards, and the various State and Federal health and social service agencies.
- 2. <u>Financial Services</u> [206.40 SY; E = \$15,417,431; R = \$15,143,881] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing Agency-wide budget, fiscal, revenue development, office support services, procurement, pharmaceutical services, and facilities management activities.
- 3. Human Resources [66.50 SY; E = \$5,174,016; R = \$5,422,879] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for Agency-wide personnel and payroll services, internal security activities, training coordination, and providing in-house training for Eligibility Technician and Social Worker staff.
- Information Services [58.25 SY; E = \$12,224,130; R = \$7,583,974] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - Responsible for developing, coordinating and implementing Agency automation activities, and telephone and voice mail systems.
 - o Includes \$5,954,000 for improved agency automation (\$4,954,000 carryover of FY 1997-98 automation funds with \$1 million augmentation.
- 5. Policy, Strategy & Program Development [11.75 SY; E = \$926,002; R = \$1,070,004] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - Responsible for formulating the Agency's strategic business direction, systems and organization development, internal and public communications, legislation and governmental relations, oversight on special projects, and evaluating the Agency's pilot programs.

PROGRAM REVENUE BY SOURCE	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
Health Trust Fund (Realignment)	\$0	\$0	\$5,555	\$5,555
Social Services Trust Fund (Realignment)	0	0	862,502	862,502
Adoptions Services	0	0	279,413	279,413
Food Stamp Program Administration	0	0	1,720,386	1,720,386
CalWORKs Administration	0	0	3,507,534	3,507,534
Foster Care Administration	0	0	184,467	184,467
Medi-Cal Administration	0	0	2,012,611	2,012,611
Child Care Administration	0	0	114,003	114,003
Child Welfare Services	0	0	3,093,776	3,093,776
Foster Home Licensing and Administration	0	0	157,829	157,829
Family Preservation Services	0	0	143,505	143,505
Cal-Learn	0	0	18,331	18,331
Hospital Council Contract	0	0	38,104	38,104
DSS Automation Trust Funds	0	0	1,000,000	1,000,000
HEALTH REVENUE DEDUCT FROM DIRECT PROGRAMS	•	•	/F/ 077	/5/ 077
Public Health Nursing	0	0	454,937	454,937
Office of Health Promotion	0	0	150,392	150,392
Alcohol & Drug Services	0	0	220,672	220,672
lental Health Services	0	0	3,092,496	3,092,496
Correctional Health-Youth	0	0	289,505	289,505
llcohol & Drug Services-Youth	0	0	147,114	147,114
dgemoor Hospital	0	0	532,326	532,326
Office of AIDS Coordination	0	0	62,350	62,350
/ital Records	0	0	32,898	32,898
Public Health Laboratory	0	0	97,442	97,442
Emergency Medical Services	0	0	99,635	99,635
Community Disease Control	0	0	411,386	411,386
NIDS & Epidemiology	0	0	142,246	142,246
County Medical Services	0	0	413,892	413,892
California Childrens Services	0	0	234,988	234,988
Children's Health Services	0	0	211,176	211,176
HEALTH CHARGES GENERATED BY ADMINISTRATIVE SUPPORT	•	•	7 9/3 779	7 9/2 779
Medi-Cal Pharmaceuticals	0	0	3,842,778	3,842,778
Private Pay Pharmaceuticals	0	-	10,815	10,815
Medi-Cal Administrative Claiming	0	0	169,251	169,251
lisc Revenue	0	0	87,746	87,746
ther federal Revenue	U	U	30,825	30,825
EALTH REVENUE ALLOCATED DIRECT TO SUPPORT FUNCTIONS	•	^	205 570	205 574
obacco Tax, CHIP Unallocated Account	0	0	205,530	205,530
obacco Tax, CHIP Hospital Account	0	0	22,065	22,065
lealth Realignment	0	0	2,640,198	2,640,198
Mental Health Realignment	0	0	1,128,250	1,128,250
Childrens System of Care (AB3015)	0	0	120,000	120,000
iental Health Managed Care	0	0	235,065	235,065
tevenue Aliocated to A-87	0	0	1,429,581	1,429,581
iub-Total	\$0	\$0	\$29,653,575	\$29,653,575
rotal	\$0	\$0	\$29,653,575	\$29,653,575

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Food Stamp Program Administration	\$0	\$0	\$122,063	\$122,063
CalWORKs Administration	0	0	209,548	209,548
Foster Care Administration	0	0	20,640	20,640
Child Care Administration	0	0	2,408	2,408
Child Welfare Services	0	0	352,794	352,794
Foster Home Licensing and Administration	0	0	1,279	1,279
Family Preservation Services	. 0	0	7,718	7,718
Cal-Learn	0	0	2,992	2,992
General Fund Support	0	0	704,739	704,739
FY 97/98 Fund Balance	0	0	5,362,000	5,362,000
Meet with A-87 Revenue	Ō	0	(1,429,581)	(1,429,581)
Sub-Total	\$0	\$0	\$5,356,600	\$5,356,600
Total	\$0	\$0	\$5,356,600	\$5,356,600

EXPLANATION/CONNENT ON PROGRAM REVENUES:

FY 97/98 Fund Balance includes rebudgeting of \$4,954,000 in Automation Funds that will be used to assist in the Agency reorganization; \$250,000 for an Employee Recognition Program; \$100,000 for the Edgemoor Tiger Team which is studying the Edgemoor options; and \$58,000 for the Agency Security Improvement Plan.

General Fund support costs applicable in several other Agency programs have been consolidated in the Administrative Support program for simplicity.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: FINANCIAL - CLAIMS					
OUTCOME (Planned Result)					
Complete and mail State Assistance and Administrative Claims by the deadline	0	0	0	0	100%
EFFECTIVENESS (Input/Outcome)					
Staff year per Assistance Claim Staff year per Administrative Claim	0	0 0	0 0	0 0	.01 .63
OUTPUT (Service or Product)					
Assistance Claims completed annually Administrative Claims completed annually	0	0 0	0 0	0 0	176 4
EFFICIENCY (Input/Output)					
Average cost per claim completed	0	0	0	0	\$1,106
ACTIVITY B: FINANCIAL - STATEMENTS					
OUTCOME (Planned Result)					
Prepare statements of public assistance paid to the client for District Attorney's use in child support activities	0	0	0	0	1,080
EFFECTIVENESS (Input/Outcome)					
Statements prepared per staff year	0	0	0	0	540
OUTPUT (Service or Product)					
Requests processed annually	0	0	0	0	1,200
EFFICIENCY (Input/Output)					
Average cost per statement processed	0	0	0	0	\$50
ACTIVITY C: HUMAN RESOURCES - TRAINING					
OUTCOME (Planned Result)					
As a result of initial training, 100% of the ETs and SWs hired will meet entry level competency:	0	0	0	0	100%
ETs trained SWs trained	0 0	0	0 0	0	90 80
EFFECTIVENESS (Input/Outcome)					
Instructor cost per staff trained: Eligibility Technician Social Worker	0	0	0	0 0	\$494 \$676
OUTPUT (Service or Product)					
Eligibility Technician annual training hours Social Worker annual training hours	0	0	0 0	0 0	20,880 13,440

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFICIENCY (Input/Output)					
Instructor cost per training hour: Eligibility Technician Social Worker	0	0 0	0 0	0 0	\$2.13 \$4.02
ACTIVITY D: INFORMATION SERVICES					
OUTCOME (Planned Result)					
Complete service requests within established timeframes	0 0	0 0	0 0	0 0	90% 1,353
EFFECTIVENESS (Input/Outcome)					
Service requests per staff year	0	0	0	0	108
OUTPUT (Service or Product)					
Service requests received	0	0	0	0	1,503
EFFICIENCY (Input/Output)					
Average cost per service request received	0	0	0	0	\$370

COMMENTS

Average costs are salary and benefit costs only.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
							
	EXECUTIVE OFFICE	0	0.00	•	4 00	•0	#144 DE
2105	Director, Health & Human Servic		0.00	1	1.00 1.00	\$ 0 0	\$166,059 120,416
2244	Community Initiatives Director	0	0.00	•	1.00	Ů	
2240	Chief Operations Officer, HHSA	0	0.00	1		0	97,365
0969	Group Finance Director	0	0.00	1	1.00	0	95,004
0963	Group Human Resources Director	0	0.00	1	1.00 1.00	Ů	94,794 75,378
2227 2242	Prgm Plng & Development Admin	0	0.00	7	7.00	Ö	448,44
2242 0923	Deputy Director, HHSA	0	0.00 0.00	2	2.00	ŏ	116,74
2243	Health Services Project Coord.		0.00	í	1.00	Ö	59,96
0348	Info. Technology Director, HHSA	. 0	0.00	3	3.00	ŏ	168,38
2759	CAO Staff Officer	Ö	0.00	i	1.00	ů	36,919
2758	Administrative Secretary IV	0	0.00	8	8.00	ŏ	234,80
2757	Administrative Secretary III	Ö	0.00	ĭ	1.00	ŏ	22,79
2729	Administrative Secretary II	0	0.00	i	1.00	ŏ	21,40
CI CY	Office Support Secretary	U	0.00	-	1.00	•	-
	Sub-Total			30	30.00		\$1,758,47
	IAL SERVICES	_					470 0//
4245	Chief Pharmacist	0	0.00	1	1.00	\$0	\$79,060
0304	Asst. Dep. Dir., Health Svcs.	0	0.00	1	1.00	0	75,61
4250	Pharmacist	0	0.00	5	5.00	0	334,45
1990	Health Services Revenue Dev. Mg		0.00	1	1.00	0	64,70
3860	HHSA Financial Officer	0	0.00	1	1.00	0	64,28
3861	KKSA Budget Manager	O	0.00	1	1.00	0	64,28
1125	Chief, Primary Care Services	0	0.00	1	1.00	0	62,52
3804	Facilities Planning Manager	0	0.00	1	1.00	0	59,49
2367	Principal Administrative Analys		0.00	2	2.00	0	110,67
8863	Procurement Manager	0	0.00	1	1.00	0	51,93
2302	Administrative Assistant III	0	0.00	1	1.00	0	51,43
2505	Senior Accountant	0	0.00	7	7.00	O	349,65
2622	Procurement Contracting Officer		0.00	1	1.00	0	49,10
2413	Analyst III	0	0.00	7	7.00	0	342,36
2412	Analyst II	0	0.00	1	1.00	0	46,63
5911	Facilities Analyst	0	0.00	. 1	1.00	0	40,30
2425	Associate Accountant	0	0.00	14	14.00	0	558,46
2303	Administrative Assistant II	0	0.00	1	1.00	0	39,32
2411	Analyst I	0	0.00	1	1.00	0	36,32
2610	Buyer II	0	0.00	2	2.00	Ō	70,79
3882	Pharmaceutical Analyst	0	0.00	1	1.00	0	34,87
2613	Purchasing & Supply Supv., HHSA		0.00	1	1.00	0	34,85
5884	Building Maintenance Engineer	0	0.00	2	2.00	0	69,68
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	33,13
4260	Pharmacy Technician	0	0.00	7	7.00	0	221,52
2405	Assistant Accountant	0	0.00	1	1.00	Ō	30,98
2745	Supervising Clerk	0	0.00	2	2.00	Ō	61,86
2500	Junior Accountant	0	0.00	2	2.00	Ō	59,37
2403	Accounting Technician	0	0.00	9	9.00	0	266,37
2761	Group Secretary	0	0.00	1	1.00	0	29,37
3008	Senior Word Processor Operator	0	0.00	1	1.00	Ō	28,52
3073	Senior Offset Equipment Operato		0.00	2	2.00	Ō	56,95
2757	Administrative Secretary II	0	0.00	1	1.00	Ō	28,39
3862	Operations Support Secretary	0	0.00	1	1.00	0	27,65
5074	Senior Mail Clerk Driver	0	0.00	1	1.00	0	26,79
2510	Senior Account Clerk	0	0.00	16	16.00	0	426,51
2306	Administrative Trainee	0	0.00	1	1.00	0	26,60
2662	Pharmacy Storekeeper	Ö	0.00	1	1.00	0	26,45
2730	Senior Clerk	Ď	0.00	4	4.00	0	103,79
3050	Offset Equipment Operator	Ŏ	0.00	3	3.00	0	77,42
2611	Purchasing Clerk	ŏ	0.00	2	2.00	0	50,40
2658	Storekeeper II	ŏ	0.00	1	1.00	Ó	25,04
3051	Reprographics Technician	ŏ	0.00	2	2.00	Ŏ	49,15
2664	Pharmacy Stock Clerk	ŏ	0.00	3	3.00	Ō	73,28
.~~	Cashier	ŏ	0.00	ž	2.00	Ō	48,36

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
7541	Construction & Services Worker	•	0.00	2	2.00	0	46,616
3039	Mail Clerk Driver	0	0.00	2	2.00	0	46,172
3009	Word Processor Operator	0	0.00	.2	2.00	0	49,488
2493	Intermediate Account Clerk	0 0	0.00	43 34	43.00 34.00	0 0	967,247 742 505
2700 2650	Intermediate Clerk Typist Stock Clerk	0	0.00 0.00	34 1	1.00	0	762,505 22,063
9999	Extra Help	Ö	0.00	4	3.40	ŏ	77,146
	Sub-Total			207	206.40		\$6,440,102
HUMAN I	RESOURCES						
8821	HHSA Personnel Manager	0	0.00	1	1.00	\$0	\$84,181
8808	HHSA Training Manager	0	0.00	1	1.00	0	56,934
5288	Social Services Administrator I		0.00	.1	1.00	0	51,433
2328	Departmental Personnel Officer		0.00	11	11.00	0	521,912
5259	Protective Services Supervisor	0	0.00	2	2.00	0	97,772
2363	Personnel Research Psychologist		0.00	1	1.00	0	46,844
2365	Staff Development Specialist	0	0.00	2	2.00	0	93,270
4834	Mental Health Staff Dev. Coord.	0	0.00	1	1.00	0	46,146
5248 5254	Program Assistant Protective Services Worker III	Ů	0.00 0.00	5 1	5.00 1.00	0	214,227 37,536
5234 5234	Social Services Trainer	Ď	0.00	4	4.00	0	142,852
2745	Supervising Clerk	Ô	0.00	1	1.00	Ö	30,933
2320	Personnel Aide	ŏ	0.00	ż	4.00	ŏ	123,128
2330	Departmental Personnel Officer	•	0.00	ì	1.00	Ŏ	30,782
2306	Administrative Trainee	. 0	0.00	i	1.00	Ŏ	28,601
2757	Administrative Secretary II	Ŏ	0.00	i	1.00	Ŏ	28,394
2511	Senior Payroll Clerk	Ŏ	0.00	9	9.00	0	250,948
2730	Senior Clerk	Ö	0.00	2	2.00	Ö	53,316
5221	Eligibility Technician	Ö	0.00	ī	1.00	0	26,658
3009	Word Processor Operator	0	0.00	1	1.00	0	26,441
2494	Payroll Clerk	0	0.00	7	7.00	0	168,325
8859	Training Aid	0	0.00	1	1.00	0	23,217
2700	Intermediate Clerk Typist	0	0.00	7	7.00	0	160,900
9999	Extra Help	0	0.00	1	0.50	0	12,303
	Sub-Total			67	66.50		\$2,357,053
INFORMA 8820	TION SERVICES HHSA Information Svcs. Manager	0	0.00	1	1.00	\$0	\$72,653
2499	Principal Systems Analyst	ŏ	0.00	ż	2.00	ő	126,664
2488	Assistant Mgr., EDP Operations	ŏ	0.00	ī	1.00	ŏ	60,995
2525	Senior Systems Analyst	ŏ	0.00	5	5.00	ŏ	295,422
2427	Associate Systems Analyst	ŏ	0.00	14	14.00	Ŏ	757,055
2461	Departmental Systems Engineer I		0.00	4	4.00	Ŏ	209,171
2452	Departmental LAN Analyst II	0	0.00	1	1.00	0	48,267
2303	Administrative Assistant II	0	0.00	1	1.00	0	46,635
2426	Assistant Systems Analyst	0	0.00	1	1.00	0	32,870
2545	Application Systems Engineer II	0	0.00	2	2.00	0	84,981
3120	Dept. Computer Specialist III	0	0.00	2	2.00	0	93,270
2451	Departmental LAN Analyst I	0	0.00	4	4.00	0	183,985
8864	Security Coordinator	0	0.00	1	1.00	0	38,228
3119	Dept. Computer Specialist 11	0	0.00	8	8.00	0	306,316
2832	Data Comm. Network Tech. III	0	0.00	1	1.00	0	35,341
2833	Data Comm. Network Tech. II	0	0.00	5	5.00	0	146,935
3118	Dept. Computer Specialist I	0	0.00	3	3.00	0	87,019
3020	Computer Operator	0	0.00	1	1.00	0	28,350
2757 9999	Administrative Secretary II Extra Help	0	0.00 0.00	1 1	1.00 0.25	0	27,635 6,930
****	Sub-Total	•		59	58.25	-	\$2,688,722

PROGRAM: ADMINISTRATIVE SUPPORT

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
POLICY.	STRATEGY & PROGRAM DEVELOPMENT						
0989	Manager, Collaboration Services	0	0.00	1	1.00	\$0	\$69,939
0360	Asst. Dep. Dir., Social Services	s 0	0.00	1	1.00	0	63,873
2367	Principal Administrative Analys	t 0	0.00	1	1.00	0	58,100
2410	Legislative Analyst	0	0.00	1	1.00	0	51,433
2413	Analyst III	0	0.00	3	3.00	0	143,170
2758	Administrative Secretary III	0	0.00	1	1.00	0	34,293
2757	Administrative Secretary II	0	0.00	2	2.00	0	56,788
9999	Extra Help	0	0.00	2	1.75	0	36,631
	Sub-Total			12	11.75		\$514,227
	Total			375	372.90		\$13,758,578
Salary	Adjustments:					0	\$68,539
Premium	√Overtime Pay:					0	69,560
Employe	ee Benefits:					0	3,759,441
Salary	Savings:					0	(167,943)
	Total Adjustments					0	\$3,729,597
Program	a Totals			375	372.90	\$0	\$17,488,175

PROGRAM: ADULT SERVICES DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27004 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,015,773	\$7,537,844	\$5,138,596	\$5,489,896	\$0	(100.0)
Services & Supplies	897,002	891,128	979,943	535,687	0	(100.0)
Contracts	53,804,239	56,870,303	65,896,412	63,312,054	0	(100.0)
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$62,717,014	\$65,299,275	\$72,014,951	\$69,337,637	\$0	(100.0)
PROGRAM REVENUE	(62,167,317)	(65,091,317)	(70,626,124)	(67,826,319)	0	(100.0)
NET GENERAL FUND COST	\$549,697	\$207,958	\$1,388,827	\$1,511,318	\$0	(100.0)
STAFF YEARS	191.00	175.75	120.50	136.00	0.00	(100.0)

PROGRAM: CHILDRENS SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27001 MANAGER: Y. CAMPBELL ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-2

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 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$43,180,594 .	\$43,236,999	\$49,283,929	\$47,425,753	\$0	(100.0)
Services & Supplies	4,888,898	5,170,569	9,226,101	4,985,171	0	(100.0)
Contracts	2,889,843	3,744,540	4,153,788	4,277,316	0	(100.0)
Support & Care	1,275,467	1,330,396	1,128,309	1,747,274	0	(100.0)
Fixed Assets	1,259,294	0	0	0	0	0.0
Reimbursements	0	0	(26,186)	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$53,494,096	\$53,482,504	\$63,765,941	\$58,435,514	\$0	(100.0)
PROGRAM REVENUE	(53,431,522)	(53,355,235)	(61,695,586)	(57,035,100)	0	(100.0)
NET GENERAL FUND COST	\$62,574	\$127,269	\$2,070,355	\$1,400,414	\$0	(100.0)
STAFF YEARS	1,041.00	1,019.75	1,134.50	1,093.00	0.00	(100.0)

PROGRAM: COMMUNITY ACTION PARTNERSHIP

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27017

MANAGER: G. TATE

ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-3

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$988,861	\$1,044,101	\$1,713,977	\$1,724,548	\$0	(100.0)
Services & Supplies	41,013	85,265	527,945	80,238	0	(100.0)
Contracts	6,571,284	7,619,350	8,180,801	7,639,160	0	(100.0)
Fixed Assets	4,564	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,605,722	\$8,748,716	\$10,422,723	\$9,443,946	\$0	(100.0)
PROGRAM REVENUE	(4,982,123)	(6,353,648)	(7,943,407)	(7,040,573)	0	(100.0)
NET GENERAL FUND COST	\$2,623,599	\$2,395,068	\$2,479,316	\$2,403,373	\$0	(100.0)
STAFF YEARS	20.00	21.25	35.75	39.00	0.00	(100.0)

PROGRAM: ELIGIBILITY REVIEW

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 21004 MANAGER: O. SMITH ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-4

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,135,273	\$1,971,660	\$2,052,947	\$2,245,902	\$0	(100.0)
Services & Supplies	239,514	234,507	390,351	247,299	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,374,787	\$2,206,167	\$2,443,298	\$2,493,201	\$0	(100.0)
PROGRAM REVENUE	(2,027,097)	(1,883,642)	(2,084,459)	(2,134,430)	0	(100.0)
NET GENERAL FUND COST	\$347,690	\$322,525	\$358,839	\$358,771	\$0	(100.0)
STAFF YEARS	51.00	46.25	48.00	53.00	0.00	(100.0)

PROGRAM: FAMILY RESOURCE BUREAU DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24002 MANAGER: J. ZINSER ORGANIZATION #: 3900 REFERENCE: 1998-99 Proposed Budget - Pg. 24-5

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, Statues of 1993).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$73,185,882	\$72,497,853	\$70,865,319	\$75,988,291	\$0	(100.0)
Services & Supplies	9,951,560	10,290,432	14,839,426	11,406,555	0	(100.0)
Contracts	13,092,259	13,825,447	11,240,686	16,109,484	0	(100.0)
Other Charges	11,611,625	11,273,057	19,085,765	17,009,537	0	(100.0)
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$107,841,326	\$107,886,789	\$116,031,196	\$120,513,867	\$0	(100.0)
PROGRAM REVENUE	(97,428,337)	(98,176,266)	(105,804,926)	(110,142,081)	0	(100.0)
NET GENERAL FUND COST	\$10,412,989	\$9,710,523	\$10,226,270	\$10,371,786	\$0	(100.0)
STAFF YEARS	2,119.00	2,029.00	1,824.75	2,129.00	0.00	(100.0)

PROGRAM: ASSISTANCE PAYMENTS

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-6

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Support & Care	\$682,222,929	\$601,265,583	\$472,060,930	\$579,698,409	\$0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$682,222,929	\$601,265,583	\$472,060,930	\$579,698,409	\$0	(100.0)
PROGRAM REVENUE	(652,025,821)	(575,339,135)	(451,224,375)	(556,178,356)	0	(100.0)
NET GENERAL FUND COST	\$30,197,108	\$25,926,448	\$20,836,555	\$23,520,053	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: WANAGEMENT SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 92101 MANAGER: O. SMITH ORGANIZATION #: 3900

REFERENCE: 1998-99 Proposed Budget - Pg. 24-7

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,740,220	\$10,957,462	\$10,877,537	\$ 11,582,842	\$0	(100.0)
Services & Supplies	1,272,711	1,344,931	1,937,522	4,094,527	0	(100.0)
Contracts	0	0	0	332,500	0	(100.0)
Fixed Assets	64,333	843,745	197,695	100,000	0	(100.0)
CERS Reserve	` 0	0	0	0	0	0.0
TOTAL DIRECT COST	\$12,077,264	\$13,146,138	\$13,012,754	\$16,109,869	\$0	(100.0)
PROGRAM REVENUE	(10,979,013)	(12,008,489)	(11,865,620)	(14,923,179)	0	(100.0)
NET GENERAL FUND COST	\$1,098,251	\$1,137,649	\$1,147,134	\$1,186,690	\$0	(100.0)
STAFF YEARS	271.00	265.25	238.25	277.25	0.00	(100.0)

PROGRAM: ALCOHOL AND DRUG SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42311 MANAGER: Al Medina ORGANIZATION #: 6000

REFERENCE: 1998-99 Proposed Budget - Pg. 24-8

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,226,490	\$2,223,364	\$2,262,063	\$2,332,739	\$0	(100.0)
Services & Supplies	15,463,779	15,300,122	20,564,593	17,980,213	0	(100.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	5,441	2,744	16,203	28,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	(0)	(0)	(413,166)	(285,660)	0	(100.0)
Operating Transfers	195	2,211	0	5,919	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$17,695,905	\$17,528,441	\$22,429,693	\$20,061,211	\$0	(100.0)
PROGRAM REVENUE	(18,431,815)	(17,480,477)	(19,322,827)	(18,866,394)	0	(100.0)
NET GENERAL FUND COST	\$(735,910)	\$47,964	\$3,106,866	\$1,194,817	\$0	(100.0)
STAFF YEARS	41.11	40.13	41.82	43.00	0.00	(100.0)

PROGRAM: COMMUNITY HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41026

MANAGER: Yolanda Partida

ORGANIZATION #: 6000

REFERENCE: 1998-99 Proposed Budget - Pg. 24-9

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$43,651,547	\$43,780,261	\$ 44,696,558	\$48,225,729	\$0	(100.0)
Services & Supplies	77,863,333	74,557,531	79,615,712	84,879,112	0	(100.0)
Other Charges	4,957,1 <i>7</i> 5	4,400,015	5,386,934	4,671,918	0	(100.0)
Fixed Assets	427,617	164,018	146,493	167,100	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	27,000	0	(100.0)
Reimbursements	(3,410,466)	(1,012,610)	(276,204)	(266,349)	0	(100.0)
Operating Transfers	7,496	22,688	0	59,184	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$123,496,702	\$121,911,903	\$129,569,493	\$137,763,694	\$0	(100.0)
PROGRAM REVENUE	(112,467,193)	(111,924,793)	(121,933,474)	(130,371,044)	0	(100.0)
NET GENERAL FUND COST	\$11,029,509	\$9,987,110	\$7,636,019	\$7,392,650	\$0	(100.0)
STAFF YEARS	955.01	957.19	988.12	1,112.01	0.00	(100.0)

PROGRAM: MENTAL HEALTH SERVICES DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42001

ORGANIZATION #: 6000 MANAGER: Joan Friedenberg REFERENCE: 1998-99 Proposed Budget - Pg. 24-10

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$29,009,482	\$29,662,239	\$32,061,046	\$34,784,902	\$0	(100.0)
Services & Supplies	53,547,154	55,277,256	63,297,724	62,576,203	0	(100.0)
Other Charges	3,641,766	2,425,898	1,505,367	3,480,218	0	(100.0)
Fixed Assets	136,471	20,237	28,934	45,017	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	22,000	0	(100.0)
Reimbursements	(1,886,923)	(0)	(962,798)	(515,286)	0	(100.0)
Operating Transfers	2,513	21,263	0	21,701	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$84,450,463	\$87,406,893	\$95,930,273	\$100,414,755	\$0	(100.0)
PROGRAM REVENUE	(79,444,126)	(85,009,814)	(94,104,557)	(98,303,651)	0	(100.0)
NET GENERAL FUND COST	\$5,006,337	\$2,397,079	\$1,825,716	\$2,111,104	\$0	(100.0)
STAFF YEARS	545.38	551.67	619.04	683.16	0.00	(100.0)

PROGRAM: ADMINISTRATIVE SUPPORT

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92199

MANAGER: Robert K. Ross, M.D.

ORGANIZATION #: 6000

REFERENCE: 1998-99 Proposed Budget - Pg. 24-11

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,914,237	\$7,508,637	\$8,258,562	\$8,847,294	\$0	(100.0)
Services & Supplies	1,274,286	3,235,240	7,416,572	5,960,817	0	(100.0)
Other Charges	60,963	640	7,638	6,100	0	(100.0)
Fixed Assets	84,556	338,140	43,917	113,100	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Reimbursements	0	0	0	(14,185)	0	(100.0)
Operating Transfers	1,007	0	0	11,836	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,335,049	\$11,082,657	\$15,726,689	\$14,924,962	\$0	(100.0)
PROGRAM REVENUE	(7,282,931)	(11,082,657)	(16,946,628)	(14,924,962)	0	(100.0)
MET GENERAL FUND COST	\$52,118	\$0	\$(1,219,939)	\$0	\$0	0.0
STAFF YEARS	160.32	154.06	160.63	178.17	0.00	(100.0)

PROGRAM: Area Agency on Aging

DEPARTMENT: AREA AGENCY ON AGING

PROGRAM #: 27014 MANAGER: L. SHEEHAM

ORGANIZATION #: 3700

REFERENCE: 1998-99 Proposed Budget - Pg. 24-12

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,386,630	\$4,978,562	\$5,662,283	\$5,770,886	\$0	(100.0)
Services & Supplies	7,200,204	7,549,289	8,053,930	9,382,499	0	(100.0)
Other Charges	0	5,685	2,900	0	0	0.0
Fixed Assets	46,885	11,145	0	7,000	0	(100.0)
Reimbursements	(553,875)	(921,034)	(1,813,848)	(1,767,476)	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$11,079,844	\$11,623,647	\$11,905,265	\$13,392,909	\$0	(100.0)
PROGRAM REVENUE	(10,465,465)	(10,707,292)	(11,288,223)	(12,948,261)	0	(100.0)
NET GENERAL FUND COST	\$614,379	\$916,355	\$617,042	\$444,648	\$0	(100.0)
STAFF YEARS	103.00	103.00	118.17	118.17	0.00	(100.0)

PROGRAM: FIDUCIARY SERVICES

DEPARTMENT: PUBLIC ADMINISTRATOR

PROGRAM #: 19004 MANAGER: L. SHEEHAN ORGANIZATION #: 2050

REFERENCE: 1998-99 Proposed Budget - Pg. 24-13

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; Governmental 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.

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	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,009,521	\$1,977,460	\$1,866,517	\$2,099,358	\$0	(100.0)
Services & Supplies	105,526	214,500	264,486	203,980	0	(100.0)
Other Charges	85,017	107,171	99,813	100,000	0	(100.0)
Fixed Assets	0	0	8,407	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,200,064	\$2,299,131	\$2,239,223	\$2,403,338	\$0	(100.0)
PROGRAM REVENUE	(1,493,220)	(1,571,940)	(1,854,925)	(1,470,332)	0	(100.0)
NET GENERAL FUND COST	\$706,844	\$727,191	\$384,298	\$933,006	\$0	(100.0)
STAFF YEARS	48.45	46.26	43.59	50.00	0.00	(100.0)

PROGRAM: EXECUTIVE OFFICE DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 00670

MANAGER: Robert K. Ross, M.D.

ORGANIZATION #: 0671

REFERENCE: 1998-99 Proposed Budget - Pg. 24-14

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$132,345	\$297,824	\$204,305	\$0	(100.0)
Services & Supplies	0	126	43,628	50,121	0	(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
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$132,471	\$341,452	\$254,426	\$0	(100.0)
PROGRAM REVENUE	0	0	(1,056,647)	0	0	0.0
NET GENERAL FUND COST	\$0	\$132,471	\$(715,195)	\$254,426	\$0	(100.0)
STAFF YEARS	0.00	1.19	3.37	3.00	0.00	(100.0)

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. Those programs take the place of the previous programs. Summary financial information is reflected on this page, however the details of objectives, revenues, performance measures and staff have been omitted due to the lack of comparison with the Proposed 1998-99 Budget. That information is available under separate cover by request to the Health and Human Services Agency Finance Director.

PROGRAM: CONMISSION ON CHILDREN, YOUTH & FAMILIES

DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 80102

MANAGER: Aurora Zepeda

ORGANIZATION #: 0670

REFERENCE: 1998-99 Proposed Budget - Pg. 24-15

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$36,496	\$100,272	\$0	(100.0)
Services & Supplies	0	0	2,326,704	2,332,608	0	(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
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$2,363,200	\$2,432,880	\$0	(100.0)
PROGRAM REVENUE	00	0	(2,379,597)	(2,326,740)	0	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$(16,397)	\$106,140	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.85	2.00	0.00	(100.0)

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. Those programs take the place of the previous programs. Summary financial information is reflected on this page, however the details of objectives, revenues, performance measures and staff have been omitted due to the lack of comparison with the Proposed 1998-99 Budget. That information is available under separate cover by request to the Health and Human Services Agency Finance Director.

Prior to FY 1997-98, the Commission on Children, Youth and Families was under the Chief Administrative Office.

PROGRAM: VETERANS SERVICE OFFICE DEPARTMENT: HEALTH AND HUMAN SERVICES AGENCY

PROGRAM #: 80103

ORGANIZATION #: 0670 MANAGER: James F. Stodola REFERENCE: 1998-99 Proposed Budget - Pg. 24-16

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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	X Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$362,276	\$374,744	\$0	(100.0)
Services & Supplies	0	0	56,389	50,608	0	(100.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	17,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$418,665	\$442,352	\$0	(100.0)
PROGRAM REVENUE	0	0	(222,426)	(259,000)	0	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$196,239	\$183,352	\$0	(100.0)
STAFF YEARS	0.00	0.00	7.71	8.00	0.00	(100.0)

The Health and Human Services Agency's transformation from FY 1997-98 to FY 1998-99 has resulted in the establishment of new programs in this Program Budget. Those programs take the place of the previous programs. Summary financial information is reflected on this page, however the details of objectives, revenues, performance measures and staff have been omitted due to the lack of comparison with the Proposed 1998-99 Budget. That information is available under separate cover by request to the Health and Human Services Agency Finance Director.

Prior to FY 1997-98, the Veterans Service Office was under the Chief Administrative Office.

LAND USE AND ENVIRONMENT GROUP (*)

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Executive Office		\$405,162	\$496,442	\$513,149	\$772,638	\$259,489	50.6
S.D. Geographical Info Source (SanGIS, formerly RUIS)		401,007	395,125	445,756	387,756	(58,000)	(13.0)
Trade & Business Development		120,044	293,584	570,847	594,001	23,154	4.1
TOTAL DIRECT COST		\$926,213	\$1,185,151	\$1,529,752	\$1,754,395	\$224,643	-14.7
TOTAL PROGRAM REVENUE		(42,457)	(2,984)	(0)	(0)	(0)	
NET GENERAL FUND COST		\$883,756	\$1,182,167	\$1,529,752	\$1,754,395	\$224,643	-14.7
STAFF YEARS		5.00	9.00	9.00	13.25	4.25	47.2

MISSION

To unify the County's efforts in environmental preservation, quality of life, economic development, education and recreation.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

To provide overall direction and support for the following activities within the Land Use and Environment Group:

- 1. Implement Customer Service Satisfaction Service Center.
- 2. Develop customer service academy for training of line staff and managers.
- 3. Complete re-engineering of the Department of Environmental Health.
- 4. Complete managed competition activities in the Department of Public Works.
- 5. Complete implementation of the Project Manager form of organizations in the Department of Public Works.
- 6. Complete "Build It Here Now" plan.
- 7. Develop East Otay Mesa/Border Infrastructure and Economic Development Study.
- 8. Implement Department of Parks and Recreation's business plan.
- 9. Improve training opportunities by 10%.
- 10. Continue update of the General Plan.
- 11. Continue Multiple Species Conservation Program (MSCP).
- (*) The Land Use and Environment Group was created during FY 1996-97.

LAND USE AND ENVIRONMENT GROUP

EXECUTIVE OFFICE							
Board Leadership: Support to Boa	rd of						
Supervisors							
	SY						
Deputy Chief Admin. Officer	1.00						
Group Finance Director	1.00						
Group Human Resources Dir	1.00						
CAO Staff Officers	3.00						
Analyst III	1.00						
Admin Secretary IV	1.00						
Total	8.00						

SAN DIEGO GEOGRAPHIC
INFORMATION SOURCE (SanGIS)

SY -0-

To provide a regional geographic data warehouse for the San Diego Region

Total

TRADE AND BUSINESS DEVELOPMENT

To assist with retention, expansion or attraction of businesses in San Diego County

	SY
CAO Project Manager	1.00
CAO Staff Officers	3.00
Public Information Specialist	0.25
Admin Secretary II	1.00
Total	5.25

PROGRAM: Executive Office

DEPARTMENT: LAND USE AND ENVIRONMENT GROUP

PROGRAM #: 00650

MANAGER: Robert R. Copper

ORGANIZATION #: 0650

REFERENCE: 1998-99 Proposed Budget - Pg. 25-3

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits		\$402,430	\$462,758	\$407,075	\$693,491	70.4
Services & Supplies		2,732	33,684	106,074	62,597	(41.0)
CERS Reserve		0	0	0	16,550	
TOTAL DIRECT COST		\$405,162	\$496,442	\$513,149	\$772,638	50.6
PROGRAM REVENUE		(0)	(0)	(0)	(0)	
NET GENERAL FUND COST		\$405,162	\$496,442	\$513,149	\$772,638	50.6
STAFF YEARS		5.00	5.00	5.00	8.00	60.0

PROGRAM MISSION

To unify the County's efforts in environmental preservation, quality of life, economic development, education and recreation.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Savings in Services and Supplies were used to cover increased Salary and Benefit costs.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

PROGRAM: Executive Office

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0348	CAO Staff Officer	3	3.00	3	3,00	\$166,789	\$172,344
0963	Group Human Resources Director	Ō	0.00	1	1.00	0	80,305
0969	Group Finance Director	Ō	0.00	1	1.00	0	80,305
2104	Deputy Chief Admin. Officer	1	1.00	1	1.00	104,898	131,766
2413	Analyst III	0	0.00	1	1.00	0	40,304
2759	Admin Secretary IV	1	1.00	1	1.00	35,160	36,919
	Total	5	5.00	8	8.00	\$306,847	\$541,943
Salary	Adjustments:					8,961	8,960
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					91,552	142,873
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					(285)	(285)
	Total Adjustments					\$100,228	\$151,548
Program	n Totals	5	5.00	8	8.00	\$407,075	\$693,491

PROGRAM: San Diego Geographic Information Source (SanGIS)

DEPARTMENT: LAND USE AND ENVIRONMENT GROUP

PROGRAM #: 00002

MANAGER: Louis Canepa

ORGANIZATION #: 0650

REFERENCE: 1998-99 Proposed Budget - Pg. 25-5

AUTHORITY: On July 1 1997 (9) the Board of Supervisors authorized the CAO to enter into a Joint Powers Agreement between the County and the City of San Diego creating SanGIS to replace the RUIS agreement between the County, the City of San Diego and the Sans Diego Data Processing Corporation.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits		\$0	\$0	\$0	\$0	
Services & Supplies	•	401,007	. 395,125	445,756	387,756	(13.0)
Other Charges		0	0	0	0	
Fixed Assets		0	0	0	0	
CERS Reserve		0	0	0	0	
TOTAL DIRECT COST	\$0	\$401,007	\$395,125	\$445,756	\$387,756	(13.0)
PROGRAM REVENUE		(37,079)	0	(0)	0	
NET GENERAL FUND COST	\$0	\$363,928	\$395,125	\$445,756	\$387,756	(13.0)
STAFF YEARS		0.00	0.00	0.00	0.00	

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

No significant variance from budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Development and implementation of Spatial Database Engine (SDE) was completed.
- 2. The SanGIS web page was placed on the Internet in July of 1998 including a map gallary and an interactive mapping function.
- 3. The migration of the SanGIS base map from Map Library to Arc Storm spatial data management system was completed.
- The SanGIS JPA between the County and the City of San Diego was approved by the Board of Supervisons and implemented in July of 1997.
- 5. The development of a GIS business locator application is pending the completion of the zoning layer by DPLU.
- 6. Execution of data sharing agreements are pending the assignment of the San Diego Gas & Electric Corporation database license agreement to SanGIS.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Maintain a SanGIS Internet web site which includes online interactive mapping and provides increased public access
 to SanGIS data.
- Provide for the maintenance and enhancements to the Spatial Database Engine (SDE) technology, which serves as the SanGIS data warehouse.

- 3. Implement a Data on Demand Project which will provide self-serve data download to Internet clients.
- 4. Complete a clean up of the SanGIS parcel database and maintain parcels to an accuracy of at least 98%.
- 5. Pursue a strategic data sharing partnership with the San Diego Supercomputer Center.
- 6. Develop pilot GIS applications that facilitate the utilization of GIS technology in County department operations.
- Enter into data sharing agreements that will reduce the expense of maintenance of SanGIS data and computing assets.

PROGRAM: Trade & Business Development DEPARTMENT: LAND USE AND ENVIRONMENT GROUP

PROGRAM #: 80103

ORGANIZATION #: 0650 MANAGER: Cindy Gompper-Graves REFERENCE: 1998-99 Proposed Budget - Pg. 25-6

AUTHORITY: Board action on May 17, 1994 (14) established the Office of Trade and Business Development.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits		\$103,583	\$204,614	\$268,005	\$323,774	20.8
Services & Supplies		16,461	88,970	177,842	145,227	(18.3)
Other Charges		0	0	125,000	125,000	0.0
CERS Reserve		0	0	0	0	
TOTAL DIRECT COST		\$120,044	\$293,584	\$570,847	\$594,001	4.1
PROGRAM REVENUE		(5,378)	(2,984)	(0)	(0)	
NET GENERAL FUND COST		\$114,666	\$290,600	\$570,847	\$594,001	4.1
STAFF YEARS		2.00	4.00	4.00	5.25	31.3

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Savings in Salaries and Benefits and Services and Supplies were primarily the result of delays in hiring new positions. Savings in Other Charges of \$125,000 were the result of a delay in implementing a loan program for small businesses. The \$125,000 for this program was rebudgeted in the 1998-99 budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Secured 13 letters of commitment from businesses for relocation into San Diego County or expansion of existing businesses.
- Assisted 200 existing/start-up businesses. 2.
- 3. Assisted 22 potential applicants through the Early Assistance Program.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES ...

- Secure 9 letters of commitment from businesses for relocation into San Diego County or expansion of existing business.
- Assist 175 existing or start-up businesses. 2.
- Assist 12 potential applicants through the Early Assistance Program. 3.
- Create 2 marketing opportunities.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$55,376	\$58,143
0348	CAO Staff Officer	ž	2.00	3	3.00	107,986	155,505
2337	Public Information Specialist	Ō	0.00	1	.25	. 0	8,535
2757	Administrative Secretary II	1	1.00	1	1.00	22,158	26,875
	Total	4	4.00	6	5.25	\$185,520	\$249,058
Salary	Adjustments:					23,126	0
Premiu	n/Overtime Pay:					0	0
Employ	ee Benefits:					61,883	74,848
Salary	Savings:					(2,392)	(0)
VTO Re	ductions:					(132)	(132)
	Total Adjustments					\$82,485	\$74,716
Progra	n Totals	4	4.00	6	5.25	\$268,005	\$323,774

AGRICULTURE/WEIGHTS & MEASURES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	* Change
Agriculture/Weights & Measures	\$5,905,112	\$5,988,837	\$6,561,579	\$6,098,201	\$6,558,283	\$460,082	7.5
Fish & Wildlife Fund	\$0	\$2,302	\$41,725	\$39,436	\$39,500	\$64	0.2
TOTAL DIRECT COST	\$5,905,112	\$5,991,139	\$6,603,304	\$6,137,637	\$6,597,783	\$460,146	7.5
TOTAL PROGRAM REVENUE	(3,925,728)	(5,216,713)	(4,785,912)	(4,226,954)	(4,704,665)	(477,711)	11.3
NET GENERAL FUND COST	\$1,979,384	\$774,426	\$1,817,392	\$1,910,683	\$1,893,118	\$(17,565)	(0.9)
STAFF YEARS	114.54	114.26	111.65	113.08	114.08	1.00	0.9

MISSION

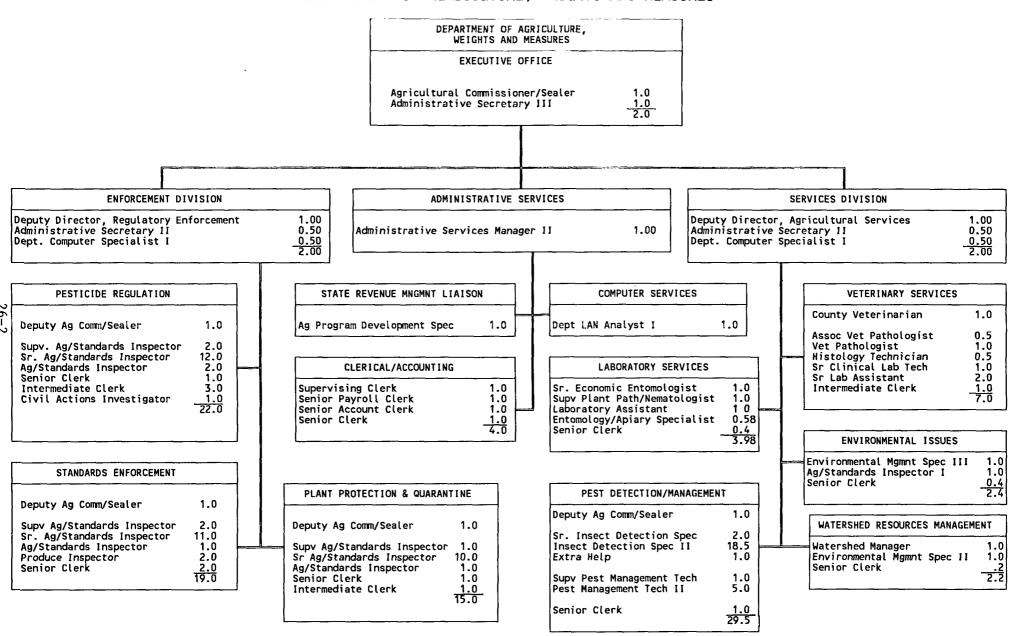
The mission of the Department of Agriculture, Weights and Measures is to serve, inform and protect the public and industry of San Diego County with pride and a spirit of cooperation by

- Enhancing and promote the preservation of agriculture and the environment while maintaining the health and safety of all citizens.
- Assure equity in the marketplace through education and the enforcement of laws and regulations.

1998-99 KEY DEPARTMENTAL OUTCOME 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 165,000 profiles of shipments of packages at points of entry.
- Conduct 260,000 pest detection trap servicings.
- Perform plant pathology/entomology/nematology inspections on 8,000 admissions.
- 4. Perform veterinarian laboratory testing on 2,800 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 3,575 inspections of pesticide applications.
- 3. Conduct 150 pesticide investigations.
- 4. Issue 500 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 720,000 cartons of locally grown eggs and fruits and vegetables at the production/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



PROGRAM: Agriculture/Weights & Measures DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

PROGRAM #: 32001

ORGANIZATION #: 4850 MANAGER: Kathleen A. Thuner REFERENCE: 1998-99 Proposed Budget - Pg. 26-3

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 county-wide 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,199,834	\$5,378,586	\$5,452,113	\$5,443,842	\$5,611,248	3.1
Services & Supplies	612,274	567,794	784,102	599,309	734,521	22.6
Other Charges	31,557	26,067	26,069	55,050	55,050	0.0
Fixed Assets	61,447	16,390	299,295	0	24,000	100.0
Operating Transfers	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	133,464	100.0
TOTAL DIRECT COST	\$5,905,112	\$5,988,837	\$6,561,579	\$6,098,201	\$6,558,283	7.5
PROGRAM REVENUE	(3,925,728)	(5,214,411)	(4,744,187)	(4,187,518)	(4,665,165)	11.4
NET GENERAL FUND COST	\$1,979,384	\$774,426	\$1,817,392	\$1,910,683	\$1,893,118	(0.9)
STAFF YEARS	114.54	114.26	111.34	113.08	114.08	0.9

PROGRAM MISSION

See departmental mission statement on the department summary sheet.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual net county costs are lower than budgeted due to an increase in the registration of devices used for commercial weighing and measuring, unanticipated Unclaimed Gas Tax revenue and fines from the successful adjudication of cases. Estimated actual staff years were lower than budgeted due in part to positions held vacant to offset retirement pay offs and the reevaluation of each vacant position for redirection to direct service/elimination/cost benefit.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Received only 2 reports of new infestations of exotic pests through early detection, quick delimitation, timely and accurate identification and by profiling 121,460 packages at points of entry, servicing 254,322 pest detection traps, analyzing 9,449 plant pathology/nematology/entomology samples, performing 3,097 veterinary necropsies and inspecting 8,025 nursery production acres.
- The Pesticide Regulation Program achieved a 100% rating on the State's annual Effectiveness Evaluations of County Pesticide Regulatory Programs by successfully completing all contractual obligations, conducting 67 evaluations of sites prior to pesticide application, inspecting 3,347 pesticide applications, investigating 55 pesticide related reports and issuing 909 permits for the use of restricted materials.

- 3. Achieved a 88% industry compliance with applicable state and federal standards by inspecting 787,542 cartons of eggs and fruits and vegetables at the production/wholesale level and provided consumer compliance protection through the assurance of weight and measure product compliance by inspecting 33,959 devices.
- 4. Achieved a 96.9% Customer Satisfaction rating by mailing 2,230 random satisfaction surveys to regulated industry, hosting the 6th annual meeting with industry to encourage customer feedback and holding quarterly Agricultural Commissioner's pesticide meetings.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on department summary sheet.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration/Technical/Clerical/Indirect Support [9.00 SY; E = \$565,131; R = \$233,472]
 - Mandated/Discretionary Service Level.
 - Coordination of functions with citizens. industry, special interest groups and governmental agencies.
 - Legislative tracking and analysis.
 - Collection and compilation of crop statistics for the county.
 - Payroll, purchasing, accounting activities, and automation/data processing interface.
 - Department-wide management, budgeting, fiscal, personnel and clerical support.
 - Agricultural Services and Enforcement Functions support.
 - Added 1.00 SY Senior Payroll Clerk
 - Deleted 1.00 SY Accounting Technician
 - Deleted 1.00 SY Intermediate Clerk Typist
- 2. <u>Enforcement Functions</u> [58.00 SY; E = \$3,550,930; R = \$2,586,972]
 - Mandated/Mandated Service Level.
 - Plant Protection and Quarantine activities to provide a first line of defense against the introduction of new pests that may be detrimental to San Diego County's agricultural industry.
 - Pesticide Regulation including Worker Health and Safety programs.
 - Deleted 1.00 SY Word Processor Operator
 - Added 1.00 SY Intermediate Clerk Typist
 - Seed, nursery, and apiary inspections.
 - Standardization and Quality Control Enforcing fruit, nut, honey, egg and vegetable standards.
 - Weights and Measures Device inspection and consumer protection programs.
 - Added 1.00 SY Senior Agricultural/Standards Inspector to assist in the scanner registration program.
- Agricultural Services [47.08 SY; E = \$2,442,222; R = \$1,844,721]
 - Mandated/Discretionary Service Level.
 - Pest detection/eradication/control (including structural pest control) activities.
 - Deleted 1.00 SY Pest Management Specialist II
 - o Plant Pathology/Nematology/Entomology Laboratory providing plant diagnostic services to the local agricultural industry and the general public.
 - o Environmental Services Program providing non-regulatory and educational functions.
 - Added 1.00 SY Environmental Management Specialist II
 - Watershed Resources Management program enforcing the Watershed Management Policy of restoring fire to its natural place in the ecosystem.
 - Hazardous Materials Inventories at agricultural sites.
 - The County Veterinarian provides the only Veterinary necropsy facility in the county to check domestic animals and wildlife for rabies and other pathogens affecting animals and those transmissible to man.

PROGRAM REVENUE BY SOURCE				
	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Certified Producers Device Testing (Reinspections)	7,025 10,690	3,500 10,000	3,500 10,000	0
Device Testing (Reinspections) Device Registration	311,046	316,310	561,286	244,976
Farmers Market	720	400	400	0
Fines & Forfeitures/Other	67,028 36,300	0 40,000	0 40,000	0 0
Hazardous Materials Inventory Multiple Species Conservation Grant	30,000	30,000	10,000	(20,000)
Organic Foods Law	9,845	8,000	8,000	0
Pest Control Registration	15,454	11,350	11,350	20, 000
Shipping Permit Structural Fumigations	165,262 24,735	136,000 0	156,000 53,000	20,000 53,000
Structural Pest Control Exams	8,330	2,500	2,500	0
Sub-Meter Inspections	256,917	130,000	210,671	80,671
Veterinarian Service Fees Vertebrate Bait Sales	49,706 34,196	53,600 55,000	53,600 55,000	0
Miscellaneous	12,340	000,000	000,00	0
Rebudget	0	Ö	24,000	24,000
Sub-Total	\$1,039,594	\$796,660	\$1,199,307	\$402,647
	, .	•		·
OTHER:	74 PAP	40.000	40.000	•
Airport Enterprise Grazing Land Fund Offset	31,505 0	12,000 18,000	12,000 0	0 (18,000)
Recovered Expenditures (Rebudgeted)	25,017	0	75,000	75,000
Road Fund (Plant Pests)	229,793	236,642	236,642	0
Special Districts	15,905	3,300	3,300	0
Watershed Management	48,760	47,950	47,950	0
Sub-Total	350,980	317,892	374,892	57,000
LOCAL ASSISTANCE:	2 525	2 500	3 500	0
Device Repairman Petroleum Products Inspections	2,525 36,747	2,500 31,752	2,500 31,752	0 0
Seed Agreement	3,802	2,500	2,500	ŏ
State Nursery Contract	\$65,977	\$62,634	\$62,634	\$0
State Egg Quality Control Contract	54,615 107,536	47,115 107,534	56,530	9,415 0
State Pesticide Use Enforcement State Pest Detection Contract	107,536 936,242	107,536 936,250	107,536 936,250	0
State Pesticide Use Reporting	65,000	65,000	0	(65,000)
State Pesticide Application Reporting	17,609	20,000	20,000	0
Weighmaster Petroleum Inspections	4,347	3,843	3,843	0
Sub-Total	1,294,400	1,279,130	1,223,545	(55,585)
SUBVENTION:				
Pesticide Dealers Tax	1,525	1,825	1,825	0
Pesticide Enforcement Mil Subvention	399,245	364,033	429,033	65,000
Salary Subvention Unclaimed Gas Tax Subvention	6,600 \$1,651,843	6,600 \$1,421,378	6,600 \$1,429,963	0 \$8,585
Sub-Total	\$2,059,213	\$1,793,836	\$1,867,421	\$73,585
Total	4,744,187	4,187,518	4,665,165	477,647

GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
GENERAL FUND SUPPORT COSTS:	1,817,392	1,910,683	1,893,118	(17,565)
Sub-Total	1,817,392	1,910,683	1,893,118	(17,565)
Total	1,817,392	1,910,683	1,893,118	(17,565)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Increased Device Registrations are predicted due to the probable passage of legislation authorizing the registration of point of sale stations(scanners). Implementation of this annual registration will commence on January 1, 1999.

Increased inspection of devices that ensure accuracy (sub-meters) such as utility meters not owned and operated by Public Utility Companies. The increase is largely due to the installation of water meters resulting from drought conditions and some increase in the use of other types of submeters i.e., electric and vapor meters.

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.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: AGRICULTURAL PROTECTION					
OUTCOME (Planned Result)					
*Receive reports of zero new infestations of exotic pests.	1	1	2	0	0
EFFECTIVENESS (Input/Outcome)					
** Program cost for zero new infestations of exotic pests.	\$1,476,923	\$1,506,346	\$1,600,060	\$1,475,000	\$1,622,050
OUTPUT (Service or Product)					
Packages Inspected at Points of Entry	985,252	850,000	121,460	850,000	165,000♦
(Shipments Profiled) Pest Detection Trap Servicings	241,535	233,107	254,322	260,000	260,000
Agricultural Laboratory Samples Analyzed***	7,984	7,219	9,449	6,500	8,000
Veterinary Laboratory Necropsies****	3,028	2,775	3,097	3,500	2,800
Nursery Acreage Inspected	6,382	6,417	8,025	5,500	5,500
EFFICIENCY (Input/Output)					
Cost Per Package Inspected	\$.26	\$.26+	\$ 2.34	\$.30♦	\$ 1.75
Cost Per Trap Serviced	\$ 3.02	\$ 3.16	\$ 3.06	\$ 3.00	\$ 3.00
Cost Per Agric. Lab Sampled Analyzed	\$22.07	\$23.61	\$18.25	\$22.00	\$ 22.00
Cost Per Veterinary Lab Necropsy	\$77.11	\$91.14	\$90.88	\$75.00	\$110.00
Cost Per Nursery Acre Inspected	\$12.79	\$13.90	\$10.45	\$12.00	\$ 12.60

^{*} Oriental Fruit Fly - July 1997; Chrysanthemum White Rust - March 1998. Infestations, not denoted, which have ongoing eradication efforts in place are: 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), nemotology 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.

[♦] California Department of Food and Agriculture changed the reporting from "units" to "Shipments Profiled" effective July 1996. e.g. 500 became 1. Effective January 1, 1999, reporting will be changed to "High Risk Shipments Inspected."

PERFORMANCE MEASURES					-
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B: PESTICIDE REGULATION					
OUTCOME (Planned Result)					
Achieve a 100% rating on the State's annual Effectiveness Evaluations of County Pesticide Regulatory Programs.	100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
* Program costs to achieve 100% rating.	\$575,585	\$507,922	\$457,687	\$475,000	\$593,250
OUTPUT (Service or Product)					
Pre-Site Evaluation	149	165	67	175	175
Pesticide Inspections	3,428	3561	3,347	2,000	3575
Pesticide Investigations	147	120	55	200	150
Restricted Materials Permits Issued	535	506	909	500	850
EFFICIENCY (Input/Output)					
Cost Per Pre-Site Evaluation	\$ 54.85	\$65.88	\$74.66	\$41.00	\$40.00
Cost Per Pesticide Inspection	\$101.89	\$97.26	\$93.83	\$100.00	\$100.00
Cost Per Pesticide Investigation**	\$941.62	\$683.87	\$1100.00	\$800.00	\$1,000.00
Cost Per Permit Issuance	\$149.00	\$135.65	\$85.95	\$175.00	\$95.00

^{*} 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. Also, senior, more experienced inspectors are performing investigations and more inspections resulting in prosecutions.

PROGRAM: Agriculture/Weights & Measures

PERFORMANCE MEASURES					
	1995·96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: CONSUMER PROTECTION					
OUTCOME (Planned Result)					
95% Industry Compliance	95%	92.5%	88%	95%	95%
EFFECTIVENESS (Input/Outcome)					
* Program costs to achieve current industry compliance level.	\$607,467	\$686,442	\$649,065	\$475,000	\$630,000
OUTPUT (Service/Product)					
Cartons Inspected	**28,929,064	**36,075,000	**787,542	**400,000	**720,000
Devices Inspected	31,255	30,150	33,959	29,500	29,500
EFFICIENCY (Input/Output)					
Cost Per Carton Inspected	\$.01	\$0.007	\$.22	\$.09	\$.25
Cost Per Device Inspected	\$10.18	\$14.42	\$14.08	\$14.00	\$14.00
ACTIVITY D: CUSTOMER SATISFACTION					
OUTCOME (Planned Result)					
Achieve 100% Customer Satisfaction rating as measured by annual surveys.	91.8	95.6%	96.9	100%	100%
EFFECTIVENESS (Input/Outcome)					
* Program costs to meet the highest possible satisfaction rating.	\$5,905,112	\$5,988,837	\$6,561,579	\$6,098,201	\$6,501,356
OUTPUT (Service/Product)					
Random Satisfaction Survey Mailings	2,158	1,988	2,230	2,000	2,000
Number of Satisfaction Surveys Analyzed	180	202	182	200	200
Host Annual Industry Feedback Meeting	1	1	1	1	1
Agricultural Commissioner's Quarterly Pesticide Meeting (Code Requirement)	4	4	4	4	4
<u>EFFICIENCY (Input/Output)</u> Cost per Capita	\$2.22	\$1.97	\$2.41	\$2.17	\$2.06

 $[\]star$ 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 and fruits and vegetables inspected at the production/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	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Posítíons	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	84,042	88,242
2120 2236	County Veterinarian Dep. Dir, Agricultural Services	1 : 1	1.00 1.00	1 1	1.00 1.00	60,470 61,741	61,608 64,827
2237	Dep Dir Regulatory Enfomnt	1	1.00	i	1.00	61,741	64,827
2369	Admin. Services Manager II	i	1.00	j	1.00	58,094	60,995
2403	Accounting Technician	1	1.00	0	0.00	23,827	0
2451	Departmental Lan Analyst I	1	1.00	1	1.00	37,456	45,005
2510	Senior Account Clerk	1 0	1.00	1	1.00	25,401	26,658
2511 2700	Senior Payroll Clerk Intermediate Clerk	5	0.00 5.00	1 5	1.00 5.00	0 106,240	27,908 105,788
2730	Senior Clerk	7	7.00	7	7.00	177,807	178,327
2745	Supervising Clerk	1	1.00	i	1.00	29,073	30,933
2757	Administrative Secretary II	1	1.00	1	1.00	25,587	26,658
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	29,614
3009	Word Processor Operator	1 0	1.00	0	0.00	21,936	0
3118 3514	Dept. Computer Specialist I Environmental Mngmnt Spec III	1	0.00 1.00	1 1	1.00 1.00	0 48,991	26,603 51,433
3515	Environmental Mngmnt Spec II	Ö	0.00	i	1.00	0	37,525
3940	Ag Civil Actions Investigator	1	1.00	1	1.00	51,294	53,865
4210	Assoc Veterinary Pathologist	1	0.50	1	0.50	28,695	27,332
4230	Veterinary Pathologist	1	1.00	1	1.00	50,236	59,567
4318 4321	Histology Technician Sr. Clinical Lab Tech	1	0.50 1.00	1 1	0.50 1.00	16,913 42,756	17,764
4330	Laboratory Assistant	1	1.00	i	1.00	23.613	44,897 24,800
4351	Senior Lab Assistant	3	2.00	3	2.00	54,372	51,771
5377	Produce Inspector	2	2.00	2	2.00	56,755	59,057
5392	Agric. Standards Inspector	5	5.00	5	5.00	191,290	193,001
5393	Senior Agric. Standards Inspec	32	32.00	33	33.00	1,323,364	1,426,831
5394 5396	Supv Agric. Standards Inspect	5 1	5.00	5 1	5.00	241,760	256,209
5396 5397	Entomology/Apiary Specialist Senior Insect Detection Spec.	2	0.58 2.00	2	0.58 2.00	14,275 59,481	15,838 63,925
5399	Insect Detection Specialist II	30	18.50	30	18.50	413,061	439,511
5402	Pest Management Tech II	6	6.00	5	5.00	173,228	155,649
5404	Supv Pest Management Tech	1	1.00	1	1.00	38,332	42,267
5409	Agric. Program Dev. Specialist	1	1.00	1	1.00	52,541	55,155
5410 5426	Deputy Agric. Comm. & Sealer	4 1	4.00	4 1	4.00	212,040	236,596
5450	Senior Economic Entomologist Supv Plant Path/Nematologist	1	1.00 1.00	1	1.00 1.00	56,712 51,765	59,544 54,347
5453	Watershed Manager	i	1.00	i	1.00	44.943	47,201
9999	Extra Help	58	1.00	58	1.00	67,745	67,745
	Total	184	113.08	185	114.08	\$4,120,226	\$4,379,823
Salary	Adjustments:					36,794	22,924
Premium	n/Overtime Pay:					4,000	4,000
Employe	e Benefits:					1,415,749	1,328,206.
Salary	Savings:					(111,700)	(102,478)
VTO Red	luctions:					(21,227)	(21,227)
	Total Adjustments					\$1,323,616	\$1,231,425
Program	Totals	184	113.08	185	114.08	\$5,443,842	\$5,611,248

PROGRAM: Fish and Wildlife DEPARTMENT: AGRICULTURE, WEIGHTS & MEASURES

PROGRAM #: 75802

DEPARTMENT: Agriculture, Weights and Measures

ORGANIZATION #: 4800

REFERENCE: 1998-99 Proposed Budget - Pg. 26-11

AUTHORITY: County Administrative Code Section 286 and Fish and Game Code Section 13100 et. seq.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$113	\$45	0	\$4,000	\$4,000	0.0
Other Charges	\$6,644	\$2,257	\$41,725	\$35,436	\$35,500	0.2
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,757	\$2,302	\$41,725	\$39,436	\$39,500	0.2
Fine & Miscellaneous Revenue Fund Balance	(25,410) 18,653	(21,689) 19,387	(25,725) (16,000)	(16,250) (23,186)	(16,250) (23,250)	0.0 0.3
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

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.

1997-98 ACTUAL TO 1997-98 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. Expenditures were close to budgeted and increased from prior year due to more grant funds being requested and therefore granted. Grant funds were awarded in fiscal year 1997/98 for Scientific Freshwater Instruments (San Diego Trout), Regional Ocean Enhancement (San Diego Oceans Foundation), Wild Turkey Management(Department of Fish and Game - DFG) and Rehabilitation of Water Wells (DFG) among others.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Although the Commission did not formally adopt objectives for Fiscal Year 1998-99, the following outcome and output objectives are based on other actions taken by the Commission during the past fiscal year.

- 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.
- 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.

ENVIRONMENTAL HEALTH

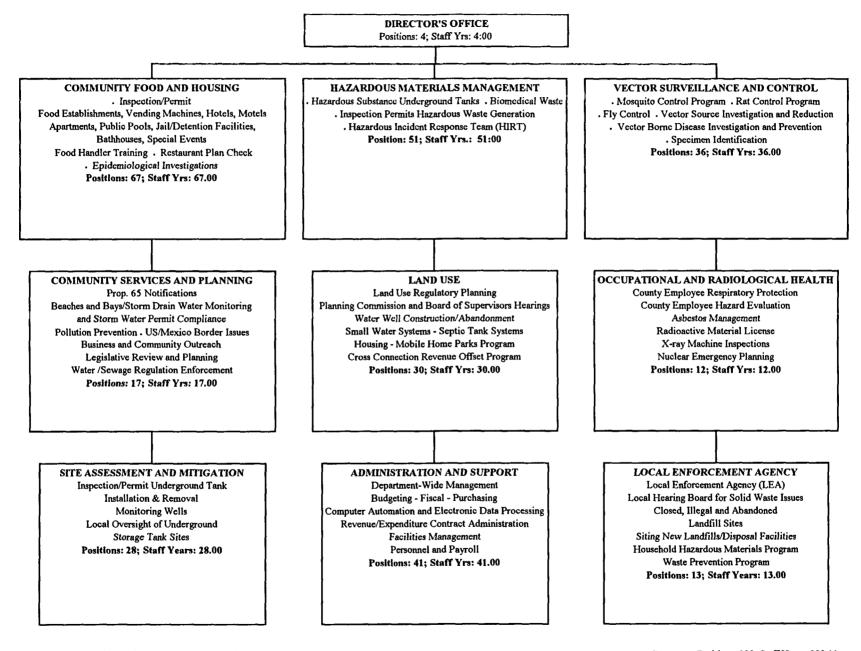
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Environmental Health	\$19,744,613	\$21,143,852	\$23,128,743	\$24,485,345	\$19,662,179	\$(4,823,166)	(19.7)
TOTAL DIRECT COST	\$19,744,613	\$21,143,852	\$23,128,743	\$24,485,345	\$19,662,179	\$(4,823,166)	(19.7)
TOTAL PROGRAM REVENUE	(22,100,334)	(23,335,963)	(25,325,109)	(24,484,764)	(19,908,258)	4,576,506	(18.7)
NET GENERAL FUND COST	\$(2,355,721)	\$(2,192,111)	\$(2,196,366)	\$581	\$(246,079)	(246,660)	(42,454)
STAFF YEARS	357.26	355.54	342.11	394.83	305.00	(89.83)	(22.8)

MISSION

Protect and promote environmental health for our community.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 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 50,950 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, 11,000 Public Pool Inspections, 6,000 Hazardous Materials Inspections, 1,050 Medical Waste Inspections, and 1,100 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 3,100 Land Use Projects requiring permit.
- 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.
- 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.
- Protect unincorporated areas of the County from unsafe construction practices and materials by completing 100% of all required building inspections.
 - a. The Building Division has been transferred to the Department of Planning and Land Use and is no longer budgeted in the Department of Environmental Health.



*6.00 Staff Years/76 Positions of Extra Help are budgeted in DEH, but not reflected in the organization chart above. (OrgPlus Filename: 6200orga.hb9 9/14/98 Permanent Positions: 299; Staff Years: 299.00 Extra Help Positions: 76; Staff Years: 6.00 Total Positions: 375; Total Staff Years: 305.00 PROGRAM: Environmental Health DEPARTMENT: ENVIRONMENTAL HEALTH

PROGRAM #: 41029 MANAGER: Gary Erbeck ORGANIZATION #: 6200

REFERENCE: 1998-99 Proposed Budget - Pg. 27-3

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$17,472,447	\$18,464,005	\$18,517,265	\$20,180,965	\$16,316,028	(19.2)
Services & Supplies	2,087,013	2,539,209	4,503,569	3,755,380	2,725,332	(27.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	223,944	177,475	113,493	155,600	114,550	(26.4)
Vehicle/Comm. Equip.	0	0	0	393,400	0	(100.0)
Reimbursements	(38,791)	(36,837)	(5,584)	(0)	(0)	0.0
Reserve Designation	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	506,269	100.0
TOTAL DIRECT COST	\$19,744,613	\$21,143,852	\$23,128,743	\$24,485,345	\$19,662,179	(19.7)
PROGRAM REVENUE	(22,100,334)	(23,335,963)	(25,325,109)	(24,484,764)	(19,908,258)	(18.7)
NET GENERAL FUND COST	\$(2,355,721)	\$ (2,192,111)	\$(2,196,366)	\$581	\$(246,079)	(23.8)
STAFF YEARS	357.26	355.54	342.11	394.83	305.00	(22.8)

PROGRAM MISSION

Please refer to the Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

FY 1997-98 Actual costs are less than budget due primarily to salary savings associated with unfilled budgeted positions, and associated service and supply savings. The reduction in the FY 1998-99 budget from FY 1997-98 is primarily due to the transfer of the Building Division and Code Enforcement Program from the Department of Environmental Health to the Department of Planning and Land Use.

1997-98 ACHIEVEMENT OF OBJECTIVES

For Activity A, Business Compliance, the number of health regulated business inspections was 92.73% of budgeted. The actual unit cost was 2.23% more than budgeted. For Activity B, Land Use Project Review, the number of land use projects reviewed was 103.30% of budgeted. The actual unit cost was 20.20% more than budgeted. For Activity C, Vector Control, the number of vector control services was 106.37% of budgeted. The actual unit cost was 25.95% less than budgeted. For Activity D, Occupational Health Services, the number of occupational and radiological health services completed was 149.37% of budgeted. The actual unit cost was 2.78% less than budgeted. For Activity E, Building Inspections, the number of building inspections was 124.04% of budgeted. The actual unit cost was 58.33% less than budgeted.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

DEPARTMENT: ENVIRONMENTAL HEALTH

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Community Food and Housing Program [67.0 SY; E = \$4,486,429; R = \$4,435,429] including regulation of food establishments, apartment houses and swimming pools, is:
 - Mandated/Discretionary Service Level.
 - Able to conduct 27,000 Food Handling Establishment Inspections, 11,000 Public Pool Inspections, and 2,500 Multi-Family Housing Inspections and 2,300 Vending and Miscellaneous Food Inspections.
- 2. <u>Hazardous Materials Management Program</u> [51.0 SY; E = \$4,113,570; R = \$3,874,863] 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:
 - Mandated/Discretionary Service Level.
 - Able to conduct 6,000 Hazardous Materials Inspections, 1,050 Medical Waste Inspections and 1,100 Mini-Permit Inspections.
- 3. <u>Land Use Program</u> [30.0 SY; E = \$1,940,104; R = \$1,655,895] including regulation of the construction and operation of septic tank systems, the provision of monitoring and inspection services for small water systems for compliance with state standards for chemical and bacteriological water quality, a water cross connection control and water reclamation program, inspection and oversight of mobile home parks and noise control, is:
 - Mandated/Discretionary Service Level.
 - Able to complete 3,100 Land Use Projects.
- 4. <u>Vector Surveillance & Control Program</u> [36.0 SY; E = \$2,089,689; R = \$2,089,689] including the control of disease-bearing rodents, and mosquito breeding, countywide, is:
 - Mandated/Discretionary Service Level.
 - Able to provide 45,000 Vector Control Services.
- 5. Occupational & Radiological Health Program [12.0 SY; E = \$922,509; R = \$922,509] including radiation shielding plan checks, x-ray producing equipment inspections, radioactive material license holders regulation, workplace hazard evaluations for County employees, laboratory analytical services, and providing occupational health information to the general public, is:
 - Mandated/Discretionary Service Level.
 - o Able to provide 2,614 Occupational Health Services and 886 x-ray/radiation related services.
- 6. Local Enforcement Agency (LEA) [13.0 SY; E = \$1,216,184; R = \$1,216,184] includes the disposal of household hazardous materials, a waste prevention program, and acts as the Local Enforcement Agency (LEA) for all solid waste issues in San Diego County, is:
 - 0 Mandated/Discretionary Service Level.
 - o Able to conduct inspections of 65 solid waste facilities.
 - o Able to properly dispose of 63,867 pounds annually of household hazardous materials.
- 7. <u>Site Assessment and Mitigation</u> [28.0 SY; E = \$1,941,038; R = \$1,941,038] includes the regulation of all underground storage tanks, the monitoring well program and assessment and mitigation services for contaminated sites, is:
 - o Mandated/Discretionary Service Level.
 - O Able to provide oversight of 1,350 contaminated sites (1,200 Local Oversight Program and 150 Voluntary Assistance Program).

PROGRAM: Environmental Health DEPARTMENT: ENVIRONMENTAL HEALTH

8. Community Services and Planning [17.0 SY; E = \$1,215,020; R = \$40,776] including Proposition 65 notifications, beaches and bays and 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:

- Mandated/Discretionary Service Level.
- O Able to provide 800 annual Recreation Water Quality and/or Proposition 65 notifications.
- O Able to implement the storm water program to ensure permit compliance.
- 9. <u>Administration and Support</u> [45.0 SY; E = \$1,737,636; R = \$1,737,636] including Department-wide management, finance, contract administration, fiscal, personnel, purchasing, facility management, computer automation and electronic data processing (EDP), and clerical management and support is:
 - 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.
 - Able to provide financial management of approximately \$20 million in revenues from permits, fees, contracts and subventions and \$20 million in expenditures.

PROGRAM REVENUE BY SOURCE				_
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:				
Bulk Asbestos Analysis Fee	\$5,800	\$6,146	\$3,782	\$(2,364)
Radiation Shielding	5,405	5,597	5,597	0
Pumper Truck Permit Fees	10,990	9,860	9,860	0
Construction Permits-Septic	240,640	216,004	240,424	24,420
Construction Permits-Grading	1,475	17,321	3,208	(14,113)
Construction Permits-Building	3,467,984	2,842,187	0	(2,842,187)
Monitoring Well Fees	455,250	450,065	450,065	0
Biohazard Waste Permit Fees	256,119	278,268	278,268	0
Hazardous Materials Permit Fees	2,699,797	2,796,925	2,641,215	(155,710)
Base Permit Fee	1,297,718	1,237,619	1,237,619	7/ 950
Tank Installation Fees	334,070 140,015	185,504 137,931	220,354 110,000	34,850 (27,931)
Tank Closure Fees Other Misc Permit Fees	12,446	11,358	11,358	(21,931)
Food Handling Establishment Fee	3,021,843	2,883,017	3,043,378	160,361
Food Plan Check Fees	375,675	391,260	391,260	0
Vending Vehicle Permit Fees	229,516	235,548	235,548	ŏ
Housing Permit Fees	416,520	424,445	424,445	Ŏ
Water Permit Fees	90,067	91,957	91,957	ō
Public Pool Permit Fees	816,015	825,095	825,095	Ŏ
Pool Plan Check Fees	75,510	66,716	75,190	8,474
Plan Check & Field Inspection-Land Use	644,088	510,213	491,000	(19,213)
Plan Check and Field Inspection-Building	2,018,078	1,388,225	0	(1,388,225)
Charges in Road Fund-Hazardous waste consultant services		0	4,000	
Charges Air Pollution Control Dist.	5,140	2,500	2,500	0
Charges to Other Funds-Hazardous materials, asbestos,	32,778	5,800	5,800	0
lead inspections/removal, property acquisitions				
Charges to Other Funds-Property acquisition	440	0	0	0
Tijuana River Valley				_
Mobile Home Parks	82,618	82,039	82,039	0
Solid Waste Tonnage Fees	288,223	173,040	969,915	796,875
Solid Waste Facility Permit Fees	346,963	506,700	367,280	(139,420)
Spec Dist/Local Boards-Code Enforcement	217,958	214,000	0	(214,000)
Sub-Total	\$17,617,810	\$15,995,340	\$12,221,157	\$(3,774,183)
CONTRACTS:	212 101	100 157	100 455	•
State-Radiation Control Program	342,601	429,153	429,153	0
State Lead Grant	37,098	0	0	0
State Toxic Substances	98,241	110,799	110,799	0
Housing/Community Development	188,407	770 (/1	7/7 0/0	0 47 739
Unified Disaster Council-H.I.R.T.	343,696 30,703	330,641	343,969	13,328
Office of Disaster Preparedness State - Leaking Underground Tanks	30,493 1,350,787	10,000 1,400,000	10,000 1,470,000	70,000
County/DPW-Household Toxics	120,647	270,370	0	(270,370)
	1,208	2,665	4,100	1,435
City SD Miss Enforce Svcs	10,775	13,628	13,628	0
City SD Mission Bay Water Monitor Gregory Canyon EIR Report	56,963	200,000	200,000	Ŏ
Sweetwater Cross Conn Control	62,000	62,000	62,000	Ö
City (Escondido) Noise Control	480	1,000	1,000	ő
City (Escondido) Industrial Hygiene	953	14,162	3,000	(11,162)
City (Oceanside) Noise	0	1,000	1,000	0
City (Vista)-Noise Control	8,599	9,000	4,100	(4,900)
City (Chula Vista) Industrial Hygiene	4,771	10,000	3,000	(7,000)
City (Del Mar) Noise Control	0	1,000	1,000	0
City (Encinitas) Noise Control	10,000	9,500	6,900	(2,600)
City (La Mesa) Industrial Hygiene	1,620	5,000	2,700	(2,300)
City (Solana Beach) Noise Control	2,613	3,000	1,000	(2,000)
Helix Water District Industrial Hygiene	8,295	2,274	3,800	1,526
San Diego City Industrial Hygiene	28,130	49,033	35,000	(14,033)
City (San Diego) Water Utilities Vector Control	3,143	20,762	20,762	0
Unified Port Dist Rodent Ctr	3,558	34,472	34,472	0
Sub-Total	\$2,715,078	\$2,989,459	\$2,761,383	\$(228,076)

PROGRAM: ENVIRONMENTAL HEALTH

PROGRAM REVENUE BY SOURCE	1007.00			Charas From
	1997-98	1007.00	1000.00	Change From 1997-98
Source of Revenue	Estimated Actual	1997-98 Budget	1998-99 Budget	Budget
Source of Revenue	Actual			- Dauge c
0 0	A15 7//	\$40 F40	4/0 5/0	40
State Small Water Systems	\$45,766 57,766	\$40,568	\$40,568 77,000	\$0 415,000
State Grant CIWMB	53,749	48,000	33,000	(15,000)
State Oil Recycling Grant	125,607	0	254,914	254,914
Oil Opportunity Grant #4 Federal EPA Grant Pollution Prevention	0	0 0	251,776	251,776
rederat EPA Grant Politition Prevention	12,120	U	0	0
Sub-Total	\$237,242	\$88,568	\$580,258	\$491,690
OTHER:				
Fines and Penalties	\$225,523	\$249,274	\$159,173	\$(90,101)
Jury or Witness Fee	2,016	1,692	1,692	0
Returned Check Fee	2,307	4,858	1,200	(3,658)
Sanitation Other Govt-Vector Control Dist.	2,278,595	2,565,000	2,400,000	(165,000)
Misc. Revenue Prior Year	(11,592)	0	0	0
Recovered Expenditures	435,120	374,336	393,000	18,664
Reserve Designation Decrease	. 0	825,842	. 0	(825,842)
Cellular Phone Employee Reimbursement	510	0	Ō	0
Interest on Deposits	4,573	0	Ó	0
Community Health & Safety Plans-Airport Enterprise Fund		Ō	Ō	0
Road Widening Projects (LUD)-Charge in Road Fund	4,618	Ō	ŏ	õ
Work Auth - Excess Cost	(1,048)	ŏ	Ö	Ö
Charge in Parkland Dedic for site assessment report	457	ő	ŏ	ŏ
Operating Transfer from Solid Waste	591,686	ŏ	ŏ	ŏ
Damages for Fraud	2,579	ŏ	ŏ	ő
Aid from Other Government Agency	719	0	0	Ū
Sub-Total	\$3,536,937	\$4,021,002	\$2,955,065	\$(1,065,937)
REALIGNMENT: Health Account-Vehicle License Fees (Req. Match 13.2%)	\$1,218,042	\$1,390,395	\$1,390,395	\$0
Sub-Total	\$1,218,042	\$1,390,395	\$1,390,395	\$0
Total	\$25,325,109	\$24,484,764	\$19,908,258	\$(4,576,506)
County External Overhead Allocation:	\$(2,292,866)	\$(2,292,899)	\$(1,994,239)	\$298,660
Net Direct Program Revenue	\$23,032,243	\$22,191,865	\$17,914,019	\$(4,277,846)
GENERAL FUND CONTRIBUTION DETAIL				
	1007.00	1007.00	1000 00	Change From
General Fund Contribution By Source	1997-98 Actual	1997·98 Budget	1998-99 Budget	1997-98 Budget
REALIGNMENT MATCH (13.2%):	7			
Health Account - Vehicle License Fees	\$183,896	\$183,896	\$183,896	\$0
Sub-Total	\$183,896	\$183,896	\$183,896	\$0
GENERAL FUND SUPPORT:				
Sub-Total	\$(2,380,262) \$(2,380,262)	\$(183,315) \$(183,315)	\$(429,975) \$(429,975)	\$(246,660) \$(246,660)
	. (2,220,227			
Total	\$(2,196,366)	\$581	\$(246,079)	\$(246,660)

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

PROGRAM: ENVIRONMENTAL HEALTH

requirement is 4.4 million dollars. DEH's share of this match requirement is \$183,896. For FY 1998-99 this translates to a match percent of 13.2%.

The cost of County external overheads (A-87) is not shown in this budget, therefore, although the general fund contribution is shown as a negative amount of (\$246,079) here, the actual general fund contribution is the difference between this amount and A-87 revenues of \$1,994,239, or \$1,748,160. This general fund contribution provides the necessary funding for services the Board has authorized including: the County's contribution for membership in the Unified Disaster Council that in turn funds 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 Program; inspection of non-permitted food facilities and contaminated sites; a Lead Poisoning Prevention Program; and a Storm Water Program.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: BUSINESS COMPLIANCE					
% OF RESOURCES: 40%					
OUTCOME (Planned Result)					
Complete inspections of health regulated businesses	100%	100.72%	92.73%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to complete all inspections	\$8,195,719	\$8,279,397	\$8,085,154	\$8,527,779	\$8,685,568
OUTPUT (Service or Product)					
Inspect health regulated businesses (a)	58,900	55,495	50,633	54,600	50,950
EFFICIENCY (Input/Output)					
Average cost per inspection	\$138.93	\$149.19	\$159.68	\$156.19	\$170.47
ACTIVITY B: LAND USE PROJECT REVIEW					
% OF RESOURCES: 4%					
OUTCOME (Planned Result)					
Complete review of land use projects requiring permit	100.00%	87.9 7 %	103.30%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to review all projects submitted (b)	\$889,935	\$573,281	\$849,154	\$683,920	\$887,936
OUTPUT (Service or Product)					
Review land use projects	2,639	2,639	3,099	3,000	3,100
EFFICIENCY (Input/Output)					
Average cost per project processed	\$337.22	\$217.23	\$274.01	\$227.97	\$286.43
ACTIVITY C: VECTOR CONTROL					
% OF RESOURCES: 11%					
OUTCOME (Planned Result)				•	
Complete vector control services	100.00%	84.82%	106.37%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to address all sites/complaints	\$2,237,359	\$2,555,143	\$2,119,647	\$2,690,810	\$2,455,234
OUTPUT (Service or Product)					
Respond to identified vector problems (c)	70,694	51,315	47,866	45,000	45,000
EFFICIENCY (Input/Output)					
Average cost per service unit (c)	\$31.65	\$43.95	\$44.28	\$59.80	\$54.56

PERFORMANCE MEASURES					
****	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY D: OCCUPATIONAL HEALTH SERVICES					
% OF RESOURCES: 5%					
OUTCOME (Planned Result)					
Complete occupational and radiological health services	100.00%	135.44%	149.37%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to complete all occupational health (d) and x-ray/radiation related services	\$652,068	\$677,853	\$988,951	\$680,973	\$1,126,004
OUTPUT (Service or Product)					
Perform evaluations, provide information	3,597	3,386	5,228	3,500	3,500
EFFICIENCY (Input/Output)					
Average cost per service unit (d)	\$181.28	\$200.19	\$189.16	\$194.56	\$321.72
ACTIVITY E: BUILDING INSPECTIONS (e)					
% OF RESOURCES: 0%					
OUTCOME (Planned Result)					
Complete all required building inspections	100%	119.87%	124.04%	100%	0%
EFFECTIVENESS (Input/Outcome)					
Cost to provide all building inspections	\$2,066,075	\$2,382,848	\$1,770,089	\$3,424,687	\$0
OUTPUT (Service or Product)					
Complete building inspections	28,402	32,364	34,731	28,000	0
EFFICIENCY (Input/Output)					
Average cost per inspection	\$72.74	\$73.63	\$50.97	\$122.31	\$0

⁽a) In FY 1998-99 the number of mini-permit inspections was increased from 750 to 1,100. The number of pool inspections was decreased from 15,000 to 11,000 to reflect a reduction in the inspection frequency from four to three times per year.

- (b) The FY 1998-99 budgeted cost is being increased to reflect actual operating costs.
- (c) In FY 1997-98 the method of calculating production units was changed.
- (d) The FY 1997-98 budgeted cost does not include the cost of the Radiation Program.
- (e) The Building Division has been transferred to the Department of Planning and Land Use and is no longer budgeted in the Department of Environmental Health.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0958	CHIEF, ENVIRON HEALTH	10	10.00	6	6.00	608,352	391,576
0971	INFORMATION SYSTEMS MANAGER	1	1.00	0	0.00	61,219	0
2122	DIR, ENVIRON HEALTH	1	1.00	1	1.00	96,092	100,896
2260	ASST DIR, ENVIRON HLTH	1	1.00	1	1.00	72,785	76,710
2302	ADMIN ASST III	3	3.00	1	1.00	142,391	51,433
2303 2304	ADMIN ASST II	4 3	4.00	3	3.00	162,346	139,038
2304	ADMIN ASST I DEPTL PERSONNEL OFFCR III	1	3.00 1.00	2 1	2.00 1.00	96,885 55 334	72,416 58,100
2328	DEPTL PERSONNEL OFFICER II	ó	0.00	1	1.00	55,336 0	40,304
2377	WASTE MANAGEMENT COORDINATOR	Ŏ	0.00	i	1.00	Ŏ	39,336
2403	ACCOUNTING TECH	1	1.00	2	2.00	23,834	50,128
2405	ASST ACCOUNTANT	1	1.00	1	1.00	35,808	37,599
2413	ANALYST III	1	1.00	0	0.00	40,336	0
2425	ASSOC ACCOUNTANT	2	2.00	2	2.00	75,207	82,744
2427	ASSOC SYSTEMS ANALYST	1	1.00	1	1.00	52,714	55,356
2430 2460	CASHIER	4 2	4.00	4	4.00	94,532	89,502 80,433
2461	DEPTL SYSTEMS ENGINEER I DEPTL SYSTEMS ENGINEER II	2	2.00 2.00	2 2	2.00 2.00	81,831 105,428	89,423 110,712
2462	SR DEPTL SYSTEMS ENGINEER	1	1.00	0	0.00	47,797	110,712
2493	INTERMEDIATE ACCT CLK	ż	2.00	2	2.00	43,872	46,221
2494	PAYROLL CLERK	1	1.00	1	1.00	23,096	24,250
2499	PRINCIPAL SYSTEMS ANALYST	0	0.00	1	1.00	0	65,669
2505	SENIOR ACCOUNTANT	1	1.00	1	1.00	47,826	50,227
2510	SENIOR ACCOUNT CLERK	1	1.00	2	2.00	25,401	48,062
2511	SENIOR PAYROLL CLERK	1	1.00	1	1.00	26,576	27,908
2700 2726	INTERMEDIATE CLK TYPST	43 1	42.00	33 0	33.00	897,482	743,048 0
2729	PRINCIPAL CLERK II OFFICE SUP SECRETARY	1	1.00 1.00	1	0.00 1.00	31,258 22,307	24,590
2730	SENIOR CLERK	12	12.00	7	7.00	294,949	184,111
2745	SUPERVISING CLERK	3	3.00	ó	0.00	88,392	0
2756	ADMIN SECRETARY I	3	3.00	Ŏ	0.00	67,814	Ö
2757	ADMIN SECRETARY II	11	11.00	7	7.00	290,599	198,758
2759	ADMIN SECRETARY IV	1	1.00	1	1.00	29,652	36,919
3008	SENIOR WORD PROCESSOR OPERATOR		1.00	0	0.00	27,168	0
3009	WORD PROCESSOR OP	1 1	1.00	1	1.00	25,187	22,842
3119 3120	DEPTL COMPTR SPEC II DEPTL COMPTR SPEC III	1	1.00 1.00	1 1	1.00 1.00	32,373 44,409	39,292 39,321
3161	SUPV INDUSTRIAL HYGIENIST	i	1.00	ί	1.00	58,046	60,951
3588	CODE ENFORCEMENT OFF II	1Ò	10.00	ò	0.00	374,229	00,751
3590	SUPV CODE ENFORCEMENT OFF	2	2.00	Ô	0.00	86,160	0
3615	ASST ENGINEER	1	1.00	1	1.00	46,603	48,934
3650	ASSOC STRUCTURAL ENGNR	6	6.00	0	0.00	314,539	0
3661	BUILDING INSPECTOR II	17	17.00	0	0.00	698,497	0
3664	PLANS EXAMINER	4	4.00	0	0.00	176,207	0
3671 3673	FIRE CODE SPECIALIST II	1	1.00 1.00	0 0	0.00 0.00	38,651 /5.853	0 0
3673 3691	CHIEF ELECTRICAL INSPECTOR SENIOR HYDROGEOLOGIST	1	1.00	1	1.00	45,852 62,000	65,088
3715	SUPV BUILDING INSPECTOR	3	3.00	ò	0.00	140,184	0,000
3735	SENIOR STRUCTURAL ENGINEER	1	1.00	ŏ	0.00	56,131	ŏ
3833	LAND USE TECH III	2	2.00	Ŏ	0.00	71,050	Ŏ
3834	LAND USE TECH SUPERVISOR	2	2.00	0	0.00	74,177	0
3835	LAND USE TECH II	3	3.00	0	0.00	65,722	0
3838	PERMIT PROCESS COORD	1	0.83	0	0.00	37,946	0
3857	INDUSTRIAL HYGST II	5	5.00	5	5.00	263,220	276,365
4701	SENIOR HLTH PHYSICIST	1	1.00	1	1.00	57,785	60,690
4707	ENVIRON HEALTH SPEC II	4 114	4.00 114.00	4	4.00	87,418 5.01/.17/	93,969
4722 4723	ENVIRON HEALTH SPEC II ENVIRON HEALTH SPEC III	41	41.00	116 0	116.00 0.00	5,014,134 1,985,034	5,303,004 0
4724	DEP CHIEF ENVIRON HEALTH	7	7.00	0	0.00	380,730	0
4750	RADIATION MGMT SPEC II	i	1.00	ĭ	1.00	49,075	51,520
4757	RADIATION MGMT SPEC I	2	2.00	2	2.00	89,074	93,526
4761	VECTOR CONTROL TECH II	19	19.00	19	19.00	625,673	642,173
4762	VECTOR CONTROL TECH III	4	4.00	6	6.00	135,638	216,574
4766	VECTOR CONTROL TECH IV	4	4.00	2	2.00	155,637	85,030

PROGRAM: ENVIRONMENTAL HEALTH

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
4767	SR VECTOR ECOLOGIST	2	2.00	3	3.00	108,780	160,089
4769	VECTOR SURV & CONTROL MANAGER	1	1.00	ō	0.00	56,712	0
4816	HEALTH INFORMATION SPECIALIST	11 1	1.00	í	1.00	35,301	37,936
4829	ENVIRONMENTAL HLTH EDUCATOR	1	1.00	1	1.00	49,438	51,915
5480	RECYCLING SPECIALIST II	0	0.00	2	2.00	0	76,368
5481	RECYCLING SPECIALIST I	0	0.00	2	2.00	0	64,328
8807	SUPV ENV HLTH SPECIALIST	0	0.00	19	19.00	0	1,064,612
8808	ENV HLTH CUSTOMER SVCS COORD	0	0.00	2	2.00	0	104,234
8826	SR ENV HEALTH SPECIALIST	0	0.00	18	18.00	0	938,118
8827	SUPV VECTOR ECOLOGIST	0	0.00	1	1.00	0	59,780
8888	DEPUTY CHIEF, CODES ENFOMNT	1	1.00	0	0.00	57,087	. 0
9999	Extra Kelp	100	8.00	76	6.00	350,302	210,273
	Total	488	394.83	375	305.00	\$15,718,286	\$12,801,968
Salary	Adjustments:					\$(10,902)	\$330,377
Premiu	m/Overtime Pay:					100,000	100,000
Employ	ee Benefits:					4,961,870	3,613,087
Salary	Savings:					(504,500)	(457,693)
VTO Red	ductions:					(83,789)	(71,711)
	Total Adjustments					\$4,462,679	\$3,514,060
Drogra	n Totals	488	394.83	375	305.00	\$20,180,965	\$16,316,028

FARM AND HOME ADVISOR

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Farm & Home Advisor	\$244,061	\$236,845	\$280,529	\$280,042	\$291,673	\$11,631	4.2
TOTAL DIRECT COST	\$244,061	\$236,845	\$280,529	\$280,042	\$291,673	\$11,631	4.2
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$244,061	\$236,845	\$280,529	\$280,042	\$291,673	\$11,631	4.2
STAFF YEARS	6.00	6.25	5.60	6.50	6.50	0.00	0.0

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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 Giant Whitefly, turf-landscape irrigation, San Diego Bay quality, c) youth development (4-H and youth at risk) and nutrition and consumer education.
 - In accordance with the agreement between the County of San Diego and the University of California, provide 5.5 staff years to distribute 425,500 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)

**************************************	POS	CV
County Director (University of Cali	1 fornia funded)	1. 00

SUPPORT STAFF #5	050 (COUNTY)
Admin Assistant I	POS I	SY 1.00
Admin Secretary III Admin Secretary II Farm Advisor Field Asst Admin Secretary I Inter Clerk Typist Permanent Employees Temporary Extra Help	1 1 2 1 7 1	0.25 1.00 1.00 2.00 1.00 6.25 0.25
_Total_Employees	8	6.50

UNIVERSITY OF CALIFORNIA							
Direct Funding		Grant/Special	Funding				
POS	<u>SY</u>		<u>POS</u>	<u>SY</u>			
ADVISORS Farm/Environmental 8 Advisors Marine Advisor 1 Home Advisor 1 Youth Advisory 2 ADULT EFNEP Admin Assistant 1 Secretary 1.5 Aides 5 YOUTH EFNEP Staff Assistants 1 Secretary 1 CLERICAL Secretary Small Farms Secretary Marine 1	8.00 1.00 1.00 2.00 1.00 1.50 5.00 1.00 .50 .50	YOUTH AT RISK Site Coordinators Para-professionals Clerical RECLAIM WATER PEST CONTROL NON-POINT WATER POLLUTION SUMMER INTERNS BLIND READER SERVICE AG RESEARCH ASSOC.	37 32 33 12 22 1	30 3 1.10 2.50 .75 2.00 2.00 1.00			
Science 722	20.50	Total	52	42.85			

PROGRAM: Farm and Home Advisor Education Support

DEPARTMENT: FARM AND HOME ADVISOR

PROGRAM #: 45801

MANAGER: Sue S. Manglallan, Acting Director

ORGANIZATION #: 5050

REFERENCE: 1998-99 Proposed Budget - Pg. 28-3

AUTHORITY: This program was developed for the purpose of carrying out Education Code Section 32330 and the Cooperative Agreement between the University of California and the County of San Diego. This calls for the establishment of a Farm/Home Advisor providing agricultural education, family and consumer science, 4-H and youth development, and marine science education to San Diego residents.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$214,487	\$203,583	\$236,535	\$242,295	\$238,823	(1.4)
Services & Supplies	29,574	33,262	43,994	37,747	47,659	26.3
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	5,191	100.0
TOTAL DIRECT COST	\$244,061	\$236,845	\$280,529	\$ 280,042	\$291,673	4.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$244,061	\$236,845	\$280,529	\$280,042	\$291,673	4.2
STAFF YEARS	6.00	6.25	5.6	6.50	6.5	0.0

PROGRAM MISSION

Please refer to Mission Statement on Budget Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures are \$487 greater than the budget amount. This amount is a rollover from previous year expenditures.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 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 4.0 staff years, in accordance with the County/University agreement, 408,000 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; .6 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, and Giant whitefly, turflandscape 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 9,725 youth countywide with cooperation from 1,113 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, teen mentorship programs on tobacco education, science education and nutrition and gardening countywide.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administrative and Support Services [5.5 SY; E = \$204,568; R = \$0] including support personnel is: 1.
 - Discretionary/Discretionary Service Level
 - Able to provide support and maintenance for the University of California Cooperative Extension (UC-CE) 0
 - Utilize 1545 volunteers (1113 in the 4-H program)
- 2. <u>Field Support</u> [1.0 SY; E = \$34,255; R = \$0]
 - 0 Provides technical assistance to Ag industry Support for grant and research projects
 - 0
 - Collects data for implementation of new technology

PROGRAM: Farm & Home Advisor				DEPARTMENT	: FARM ADVISOR
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: General Office Support					
% OF RESOURCES: 85%					
OUTCOME (Planned Result)					
University Extension Services received	\$2,086,790	\$2,086,790	\$2,086,790	\$2,086790	\$2,086,790
EFFECTIVENESS (Input/Outcome)					
Cost per dollar of service received	\$0.10	\$0.09	\$0.12	\$0.12	\$0.10
OUTPUT (Service or Product)					
Clerical and field service support for Cooperative Agreement	5.50	5.25	5.25	5.25	5.50
EFFICIENCY (Input/Output)					
Cost per Staff year	\$37,941	\$37,555	\$37,947	\$37,947	\$37,165
ACTIVITY B: 4-H Program					
% OF RESOURCES: 15%					
OUTCOME (Planned Result)					
Youth in a 4-H Program	8,950	8,994	8,994	8,994	8,994
EFFECTIVENESS (Input/Outcome)					
Cost per youth	\$3.73	\$3.86	\$3.90	\$3.90	\$3.83
QUIPUT (Service or Product)					
Staff years of clerical support	1	1	1	1	1
EFFICIENCY (Input/Output)					
Per output cost	\$30,000	\$34,725	\$35,148	\$35,148	\$34,416

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2700	Intermediate Clerk Typist	0	0.00	4	1.00	0	20,036
2304	Administrative Assistant I	1	0.25	<u>'</u>	1.00	7,983	33,944
2758	Administrative Assistant I	i	1.00	i	0.25	31,860	8,935
2757	Administrative Secretary II	'n	0.00	i	1.00	0	27,862
2756	Administrative Secretary I	ŭ	4.00	ż	2.00	89,926	49,156
7510	Farm Advisor Field Assistant	i	1.00	ī	1.00	24,904	26, 155
9999	Temporary Extra Help	Ö	0.25	1	0.25	2,966	2,966
	Total	7	6.50	8	6.50	\$157,639	\$169,054
Salary	Adjustments:						0
Employe	ee Benefits:					85,575	69,769
Salary	Savings:					(919)	(0)
	Total Adjustments					\$84,656	\$69,769
Program	n Totals	7	6.50	8	6.50	\$242,295	\$238,823

PROGRAM: Contribution To LAFCO DEPARTMENT: LOCAL AGENCY FORMATION COMMISSION ADMINISTRATION

PROGRAM #: 31007

MANAGER: Michael D. Ott

ORGANIZATION #: 0220

REFERENCE: 1998-99 Proposed Budget - Pg. 29-1

AUTHORITY: The Local Agency Formation Commission is established by State law, the Cortese/Knox Local Government Reorganization Act of 1985 (Government Code Section 56000, et seq. – formerly the Knox-Nisbet Act of 1963, Government Code Section 54773, et seq.). 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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Contribution to LAFCO		\$331,163	\$372,940	\$372,940	\$372,940	0.0
CERS Reserve		0	0	0	0	
TOTAL DIRECT COST		\$331,163	\$372,940	\$372,940	\$372,940	0.0
PROGRAM REVENUE		(0)		(0)		
NET GENERAL FUND COST		\$331,163	\$372,940	\$372,940	\$372,940	0.0
STAFF YEARS		0.00	0.00	0.00	0.00	

PROGRAM MISSION

The mission of the Local Agency Formation Commission (LAFCO) is to encourage the orderly development and reorganization of local government agencies.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Same as budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Review changes in boundaries and governmental organization of the County's 18 cities and approximately 200 special districts.
 - a. Complete the review of approximately 40 jurisdictional change proposals.
 - Approve jurisdictional changes that result in logical boundaries and cost-effective patterns of public service provision.
 - c. Implement findings from a LAFCO fire services consolidation survey.
 - d. Conduct a municipal 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.
- Provide assistance to citizens and representatives of local agencies considering changes in local government organization and boundaries.
 - Meet and confer with citizens and local agencies to encourage the logical provision of public services.

PARKS AND RECREATION

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Parks and Recreation	\$6,383,776	\$6,549,823	\$8,381,217	\$8,067,310	\$9,706,531	\$1,639,221	20.3
ParkLand Dedication Fund	1,386,831	2,146,044	1,769,624	5,230,510	5,879,063	648,553	12.4
TOTAL DIRECT COST	\$7,770,607	8,695,867	\$10,150,841	\$13,297,820	15,585,594	\$2,287,774	17.2
TOTAL PROGRAM REVENUE	(4,561,943)	(5,128,254)	(4,911,214)	(8,216,571)	(9,060,827)	(844,256)	10.3
NET COST ALL FUNDS	\$3,208,664	\$3,567,613	\$5,239,627	\$5,081,249	\$6,524,767	\$1,443,518	28.4
STAFF YEARS	118.43	120.25	124.76	128.67	126.67	(2.00)	(1.6)

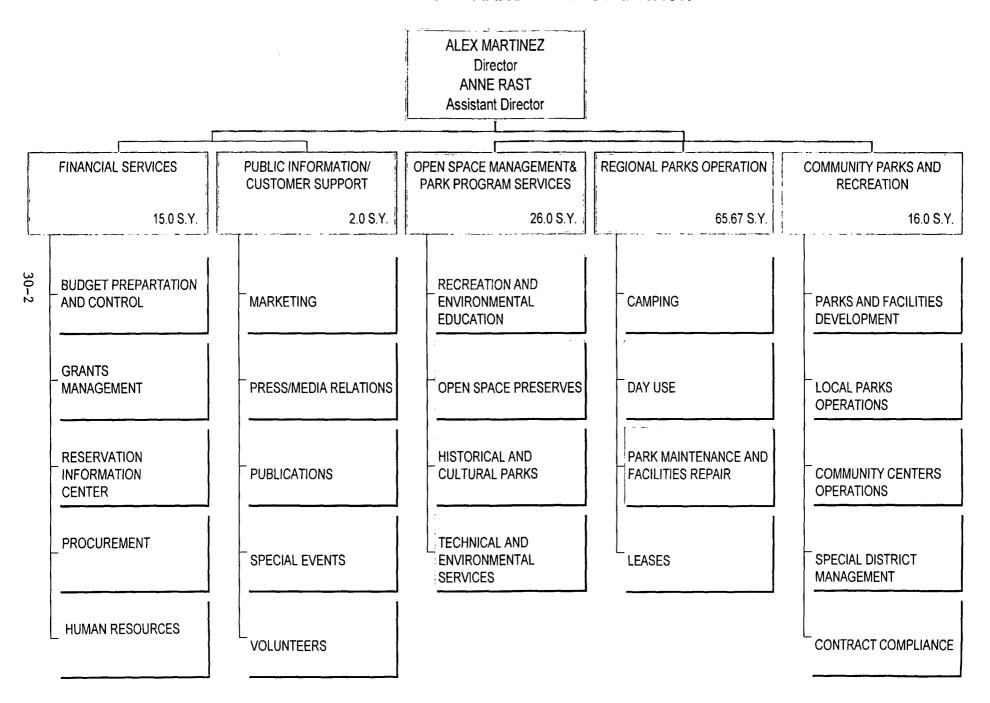
MISSION

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Generate no less than \$1,500,000 in park user fee revenue.
 - Process no less than 15,000 reservations for overnight camping.
 - b. Test and expand automated Reservation system by June, 1999.
 - c. Increase staff at reservation desk by 25% by June, 1999 in order to increase customer satisfaction.
- Increase participation in youth diversion events by 25%.
 - a. Offer 10 special youth diversion events.
 - b. Make 4,000 direct youth interventions.
- Increase non-paid staff years to 80.0 which is 39% of the Department's total work force.
 - a. Recruit one hundred additional volunteers.
- To complete 100% of funded park development projects within budget and on time.
 - a. Complete ten (10) park development projects by June, 1999.b. To complete ten (10) projects on time and within budget.

DEPARTMENT OF PARKS AND RECREATION



PROGRAM: Parks and Recreation DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45308

MANAGER: Alex A. Martinez

ORGANIZATION #: 5100

REFERENCE: 1998-99 Proposed Budget - Pg. 30-3

AUTHORITY: Administrative Code Section 430

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ൂ Change
DIRECT COST Salaries & Benefits	\$5,261,928	\$5,391,067	\$5,773,108	\$5,968,400	\$6,040,715	1.2
Services & Supplies	994,978	1,118,285	2,239,047	1,797,227	2,778,499	54.6
Other Charges	18,238	20,786	140,718	287,183	752,808	162.1
Fixed Assets	108,632	19,684	228,282	8,500	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	6,000	0	(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
CERS Reserve	0	0	0	0	134,509	100.0
TOTAL DIRECT COST	\$6,383,776	\$6,549,822	\$8,381,217	\$8,067,310	\$9,706,531	20.3
PROGRAM REVENUE	(3,175,112)	(2,982,210)	(3,141,590)	(2,986,061)	(3,181,764)	6.6
NET GENERAL FUND COST	\$3,208,664	\$3,567,612	\$5,239,627	\$5,081,249	\$6,524,767	28.4
STAFF YEARS	118.43	120.25	124.76	128.67	126.67	(1.6)

PROGRAM MISSION

(SEE DEPARTMENTAL MISSION)

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Estimated actual Department Salaries and Benefits are less than budgeted due to calculated staff vacancies. Services and Supplies and other charges are higher than budgeted because of prior year funding expended during the current year and funds transferred by Board of Supervisors action to Services and Supplies for the automated reservation system and other costs for payment of Holmwood Canyon to the State Coastal Conservancy.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. The Department achieved its main objectives in Fiscal Year 1997-98 by generating over \$1.4 million in park user fees, taking more than 14,000 reservations for overnight camping, installing the automated reservation system, extending reservation hours to 7:00 p.m. on Thursdays, and implementing acceptance of Visa and Master Card in September, 1997.
- 2. The youth diversion program was successful in achieving all of its goals and expanding its services to youth at risk.
- Park volunteers exceeded 80.0 non-paid staff years which is 39% of the Department's total work force.
- The Department's Community Parks and Recreation division completed ten (10) park development projects on time and within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(SEE DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES)

DEPARTMENT: PARKS AND RECREATION

(SEE DEPARTMENTAL OUTCOME AND OUTPUT OBJECTIVES)

1998-99 SUBPROGRAM ACTIVITIES

The Department of Parks and Recreation is divided into five divisions: Regional Park Operations, Community Parks and Recreation, Open Space Management & Park Program Services, Financial Services, and Public Information/Customer Support. 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 [65.67 SY; E = \$4,807,622; R = \$2,018,641] including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- Park Operations and Maintenance
- O Tree Services
- Security and Risk Control
- O Camp Hosts
- O Business Automation

- O Facility Construction Services
- Major Maintenance
- Volunteers (Park Operations)
- Probation and Court Referrals
- COMMUNITY PARKS AND RECREATION [16.0 SY; E = \$1,835,023; R = \$1,020,064] including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- Facility and Park Development
 Local Park Development (PLDO/CDBG)
- O Special District Management
- Community Center Operations

- O Local Park Planning and Design
- O Local Park Maintenance (GF)
- O Contract Compliance
- O Community Revitalization Areas
- 3. OPEN SPACE MANAGEMENT & PARK PROGRAM SERVICES [26.0 SY; E = \$1,914,715; R = \$143,059] including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- Regional Open Space Planning
- o Technical and Environmental Services
- Volunteers and Interpretive Services
- O Cultural Resource Protection and Historic
- Preservation
 O Youth Diversion Program

- O Land Acquisition
- O Recreation and Environmental Education Programs
- Open Space Preserves and Management
- 0 Trails
- Multiple Species Conservation Program (MSCP)
- 4. FINANCIAL SERVICES [17.0 SY; E = \$953,088; R = \$0] including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- o Executive Staff
- O Budget Preparation and Control
- Personnel and PayrollLegislative Analysis
- O Clerial Support

- Administrative Support
- o Procurement and Warehouse
- o Grants Management
- Employment Development
- Camping Reservations
- 5. PUBLIC INFORMATION/CUSTOMER SUPPORT [2.0 SY; E = \$196,083; R = \$0] including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- AdvertisingPress/Media Relations
- Press/Media RelationsSpecial Events
- County Television Network (CTN)

- Marketing
- o Publications
- Volunteers
- Web Page

PROGRAM REVENUE BY SOURCE				Channe
	1007.00	1007.00	1000 00	Change From
Causas of Danisas	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget	Budget —————	Budget
CHARGES:				
Rents and Concessions	\$376,961	\$317,643	\$344,385	\$26,742
Plan Review Charges	2,197	8,200	8,200	0
Inter-Fund Charges, Capital Outlay Fund	194,905	224,602	224,602	0
Inter-Fund Charges, PLDO Fund	55,588	21,000	21,000	0
Inter-Fund Charges, Special Districts	311,768	199,294	199,294	0
Inter-Fund Charges, Other	0	0	0	Q
User Fees, Park and Camping	1,389,748	1,305,244	1,689,249	384,005
Park Fees, Other Government	. 0	0	0	. 0
Sub-Total	\$2,331,167	\$2,075,983	\$2,486,730	\$410,747
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$647,830	\$633,710	\$506,968	\$(126,742)
Miscellaneous	8,110	0	0	0
Sub-Total	\$655,940	\$633,710	\$506,968	\$(126,742)
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	37,536	129,162	45,007	(84,155)
Grants - Other Services	71,947	86,206	82,059	(4,147)
Sub-Total	\$154,483	\$276,368	\$188,066	\$(88,302)
Total	\$3,141,590	\$2,986,061	\$3,181,764	\$195,703

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.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY Campsite Reservations					
₹ OF RESOURCES: 15%					
OUTCOME (Planned Result)					
% of Customer/User Satisfaction	97%	97%	93%	97%	97%
OUTPUT (Service/Product)					
Number of Camping Reservations Processed	13,188	15,446	14,930	13,188	15,300
INPUT (Resources)					
Reservation Desk Staff Years	2.7	3.0	3.3	3.0	4.0
EFFICIENCY (Output/Input)					
Reservations/Staff Years	4,866	5,149	4,524	4,300	3,825
ACTIVITY Recreation Program - Youth Diversion (New P	rogram)*				
* OF RESOURCES: 03%					
OUTCOME (Planned Result)					
Total Number of Participants	1,500	34,901	46,866	40,000	42,000
OUTPUT (Service/Product)					
Total Number of Event Days	37	177	593	442	500
INPUT (Resources)					
Total Cost of Program	\$44,448	\$104,934	\$160,058	\$141,488	\$146,500
EFFICIENCY (Output/Input)					
Cost per Event Day	\$ 1,201	\$ 593	\$ 270	\$ 320	\$ 293
Cost per Participant	\$ 27	\$ 3.00	\$ 3.42	\$ 3.54	\$ 3.49

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$81,456	\$100,149
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	61,118	68,888
2302 2303	Administrative Asst. III Administrative Asst. II	1	1.00 1.00	1 1	1.00 1.00	48,991 37,422	51,433
2320	Personnel Aide	Ö	0.00	i	1.00	37,422 0	40,282 27,234
2337	Public Info. Specialist	1	1.00	1	1.00	40,278	42,290
2369	Administrative Srvs. Mgr II	1	1.00	1	1.00	58,094	60,995
2452 2510	Dept. LAN Analyst II Senior Account Clerk	1	1.00 0.00	1 1	1.00 1.00	43,363 0	47,016 22,473
2511	Payroll Clerk	1	1.00	ò	0.00	21,784	0
2655	Storekeeper III	1	1.00	1	1.00	30,431	31,941
2660 2700	Storekeeper I Intermediate Clk. Typist	1 5	1.00 5.00	1 3	1.00 3.00	23,853 108,465	25,040 69,141
2745	Supervising Clerk	í	1.00	1	1.00	28,697	30,933
2758	Administrative Secretary III	1	1.00	1	1.00	27,520	34,293
3009 3118	Word Processor Operator Dept. Computer Specialist I	2 1	2.00 1.00	2 1	2.00 1.00	49,989 31,547	49,283 33,124
3528	Chief, Park Development	i	1.00	i	1.00	58,094	60,995
3801	Drafting Tech. II	1	1.00	1	1.00	32,364	33,981
4000	Historian	1	.50	1	.50	16,494	17,452
5920 5950	Electrician Plumber	i	1.00 1.00	1 1	1.00 1.00	33,404 35,996	36,846 38,106
6032	Equip. Operator I	ż	2.00	Ġ	0.00	62,708	0
6035	Equipment Operator	0	0.00	2	2.00	_ 0	65,858
6301 6304	Chief, Park Special Ops.	1 1	1.00	1	1.00	47,798 58,007	60,995
6324	Chief, Park Services & Maint. Park Project Manager	9	1.00 9.00	1 9	1.00 9.00	58,094 390,585	60,995 404,762
6325	Senior Park Project Mgr.	3	3.00	3	3.00	148,148	155,735
6327	District Park Manager	5	5.00	4	4.00	228,085	185,099
6332 6636	Park Ranger Recreational Supervisor	25 1	25.00 1.00	25 2	25.00 2.00	753,432 32,982	792,308 73,531
6337	Recreation Program Manager	i	1.00	1	1.00	45,617	47,906
6342	Senior Park Ranger	11	11.00	11	11.00	364,030	385,957
6343 6345	Supervising Park Ranger Senior Park Maint. Worker	18 1	18.00 1.00	18 1	18.00 1.00	654,288 31,677	695,990 33,261
6346	Coord., Volunteer & Pub. Serv.		1.00	i	1.00	45,617	47,906
6347	Park Maintenance Worker	14	14.00	14	14.00	389,267	399,860
8802 0735	Community Center Director Park Attendant	1 19	1.00 1.59	0 19	0.00 1.59	26,934	30 043
9999	Temporary Workers	0	8.58	0	8.58	28,865 194,105	28,962 200,608
	Total	138	128.67	136	126.67	\$4,371,592	\$4,561,628
Salary	Adjustments:					2,364	7,689
Premium	n/Overtime Pay:					52,818	52,818
Night D	duty Differential:					102,341	102,341
Employe	e Benefits:					1,533,599	1,438,013
Uni form	Allowance:					21,000	21,000
	Savings:					(94,048)	(121,508)
VTO Red	luctions:					(21,266)	(21,266)
	Total Adjustments					\$1,596,808	\$1,479,087
Program	o Totals	138	128.67	136	126.67	\$5,968,400	\$6,040,715

PROGRAM: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500

MANAGER: Alex A. Martinez

ORGANIZATION #: 5400

REFERENCE: 1998-99 Proposed Budget - Pg. 30-8

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Other Charges	\$14,004	\$89,447	\$250,667	\$4,596,800	\$5,372,095	16.9
Operating Transfers	1,372,827	2,056,597	1,518,957	633,710	506,968	(20.0)
CERS Reserve	. 0	0	0	0	0	??
TOTAL DIRECT COST	\$1,386,831	\$2,146,044	\$1,769,624	\$5,230,510	\$5,879,063	12.4
Fees	(754,599)	(745,109)	(707,615)	(440,600)	(662,000)	50.2
Other Revenue	(365,580)	(314,243)	(279717)	(220,000)	(230,000)	4.5
Fund Balance	(266,652)	(1,086,692)	(782,292)	(4,569,910)	(4,987,063)	9.1
TOTAL FUNDING	\$1,386,831	\$2,146,044	\$1,769,624	\$5,230 <u>,</u> 510	\$5,879,063	12.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

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.

1997-98 ACTUAL TO 1997-98 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 1997-98 ORJECTIVES

During Fiscal Year 1997-98 PLDO funds were used to complete several local park development projects including: Sweetwater Lane Park Phase III, Steele Canyon Park, San Dieguito Local Park, and Woodhaven Park.

1997-98 ACHIEVEMENT OF OBJECTIVES

1998-99 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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
PLANNING	5,495,815	4,735,076	5,771,586	6,230,040	12,879,122	6,649,082	106.7
TOTAL DIRECT COST	\$5,495,815	\$4,735,076	\$5,771,586	\$6,230,040	\$12,879,122	\$6,649,082	106.7
FUND BALANCE	(155,000)	(0)	(0)	(0)	(22,688)	(22,688)	??
TOTAL PROGRAM REVENUE	(3,035,515)	(2,330,115)	(2,221,310)	(2,622,600)	(7,385,805)	(4,763,205)	181.6
NET GENERAL FUND COST	\$2,305,300	\$2,404,961	\$3,550,276	\$3,607,440	\$5,470,629	\$1,863,189	51.7
STAFF YEARS	80.2	68.8	74.2	78.30	161.25	82.95	105.9

MISSION

It is the mission of the Department of Planning and Land Use to maintain and protect public health, safety and welfare, and the quality of life for county residents by maintaining a comprehensive plan as required by statute and administration and enforcement of codes and ordinances. Provide professional and technical services to enable the community to make informed decisions on matters pertaining to growth and development.

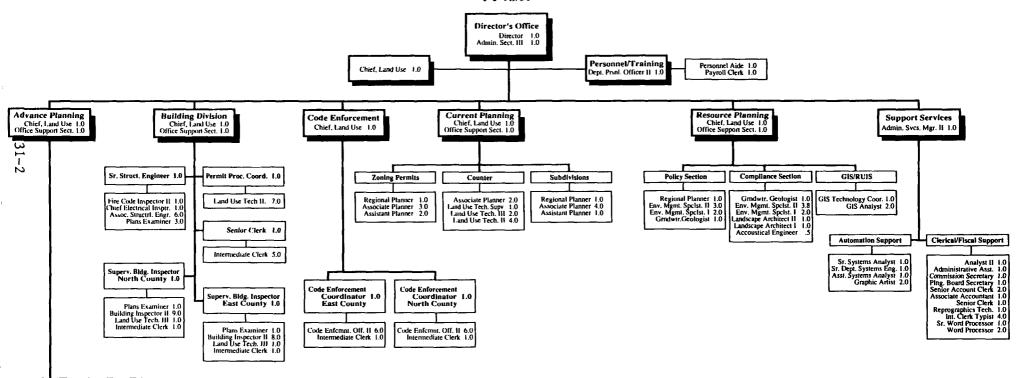
1998-99 DEPARTMENTAL OBJECTIVES

- 1. Implement 1998-99 Financial Objective.
- 2. Expand Customer Service Program.
- Improve training opportunities by 10%.
- 4. Increase community outreach/public information by 10%.

1998-99 DEPARTMENTAL OUTCOMES

- 1. Provide for sufficient savings to meet the "Quality First Program" target.
- 2. Increase grants and other funding sources.
- 3. Prepare a zero-based fee revision based on data collected from the building division cost study.
- 4. Reduce general expenditures through efficiency and cost saving measures.
- Achieve 90% Good or Very Good customer satisfaction rating.
- 6. Increase frequency of surveys.
- 7. Increase the number of counter survey responses by 10%.
- 8. Improve efficiency through improved communications between divisions.
- Provide cross-training for one zoning and one building counter staff.
- 10. Increase attendance at community meetings, community planning group meetings, etc.
- 11. Increase public information presentations.

DEPARTMENT OF PLANNING AND LAND USE FY 98/99



Special Projects

Regional Planner 1.0

Associate Planner 3.0 Assistant Planner 1.0

General Plan & Zoning

Regional Planner 1.0

Analyst II 1.0 Associate Planner 4.0

Assistant Planner 2.0

> Total Staff Years = 161.3

^{* 4.0} Extra help not shown.

PROGRAM: PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05660

MANAGER: Gary L. Pryor

ORGANIZATION #: 5650

REFERENCE: 1998-99 Proposed Budget - Pg. 31-3

AUTHORITY: Government Code, Zoning Ordinance, Subdivision Ordinance, local policies, State and National Environmental Quality Acts, and Health and Safety Code Sections, including but not limited to; 17960, 17922, 17951, and 17952.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,447,499	\$3,837,021	\$4,047,125	\$4,126,399	\$8,385,433	103.2
Services & Supplies	1,024,135	882,875	1,724,461	2,103,641	4,337,993	106.2
Other Charges	3,650	0	0	0	0	0.0
Fixed Assets	20,531	15,180	0	0	0	0.0
CERS Reserve	0	0	0	0	155,696	100.0
TOTAL DIRECT COST	\$5,495,815	\$4,735,076	\$5,771,586	\$6,230,040	\$12,879,122	106.7
FUND BALANCE	(155,000)	(0)	(0)	(0)	(22,688)	(100.0)
PROGRAM REVENUE	(3,035,515)	(2,330,115)	(2,221,310)	(2,622,600)	(7,385,805)	181.6
NET GENERAL FUND COST	\$2,305,300	\$2,404,961	\$3,550,276	\$3,607,440	\$5,470,629	51.6
STAFF YEARS	80.2	68.8	74.2	78.30	161.25	105.9

PROGRAM MISSION

It is the mission of the Department of Planning and Land Use to maintain and protect public health, safety and welfare, and the quality of life for county residents by maintaining a comprehensive plan as required by statute and administration and enforcement of codes and ordinances.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

At the close of FY 97-98, expenditures and revenues were in balance and the FY 97-98 Financial Objective of \$223,078 was exceeded by \$58,078.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Completed and implemented deposit and flat fee revision for permit processing (12/2/97 #4).
- 2. Improved overall customer satisfaction by an average of 7%.
- 3. Exceeded FY 97-98 Financial Objective by 26%.
- 4. Maintained an internal overhead rate of 22%.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Provide for sufficient savings to meet the "Quality First Program" target.
- 2. Increase grants and other funding sources.
- Prepare a zero-based fee revision based on data collected from the building division cost study.
- Reduce general expenditures through efficiency and cost saving measures.
- Achieve 90% Good or Very Good customer satisfaction rating.
- Increase frequency of surveys.
- 7. Increase the number of counter survey responses by 10%.
- Improve efficiency through improved communications between divisions.
- Provide cross-training for one zoning and one building counter staff.
- 10. Increase attendance at community meetings, community planning group meetings, etc.
- 11. Increase public information presentations.

1998-99 SUB-PROGRAM ACTIVITIES

- 1. Planning [89.25 SY; E = \$8,158,273; R = \$2,708,100] is:
 - Mandated/Discretionary Service Level.
 - This program is 33.0% offset by program revenues.
- - O This program is 99% offset by program revenues.

The changes to this program are:

- The transfer of the building and code enforcement functions from the Department of Environmental Health to the Department of Planning and Land Use.
- One-time only additions:
 - Re-budget \$500,000 for General Fund 2020 consultant services.
 - East Otay Mesa Specific Plan, \$250,000 (\$50,000 extra-help and \$200,000 consultant services).
 - Del Rio Road Closure, \$15,000
 - Valley Center EIR expediting and other unfunded work program activities, +1.0 EMS II, \$43,000.
 - Consultant costs related to Lakeside and Fallbrook Revitalization projects, \$76,000. Pending approval of CDBG funding of \$76,000.
 - Use of \$22,688 in Building and Code Enforcement Reserve Designation monies for remodelling of the building customer service counter at the Kearny Mesa facility.
- Addition of +2.0 Land Use Technician III's related to customer service enhancements at the zoning and building public counters, \$86,000. Offset 100% by program revenues.
- Addition of +1.0 GIS Coordinator, \$59,000.
- Adjustments for vehicle maintenance and depreciation, \$51,517.

PROGRAM: PLANNING

PROGRAM REVENUE BY SOURCE				Change From
	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Building Const.Permits	\$0	\$0	\$2,933,065	\$2,933,065
Services to Property Owners	\$1,733,358	\$2,195,100	\$3,640,341	\$1,445,241
Planner Review - Building Counter	\$ 71,527	\$ 90,000	\$0	\$(90,000)
Fees	0	25,000	0	(25,000)
Fines & Forfeitures	0	0	18,409	18,409
Sub-Total	\$1,804,885	\$2,310,100	\$6,591,815	\$4,281,715
TOTAL INTERGOVERNMENTAL REVENUE:				
Aid from other Governmental Agencies	\$285,638	\$242,500	\$379,000	\$136,500
CDBG	\$100,264	\$0	106,000	\$106,000
AVID	\$	\$0	214,000	\$214,000
Road Fund	30,523	10,000	10,000	0
Miscellaneous	0	0	24,990	24,990
Charges in Spec Dist/Other	0	60,000	60,000	0
Sub-Total .	\$416,425	\$312,500	\$793,990	\$481,490
Total Program Revenues	\$2,221,310	\$2,622,600	\$7,385,805	\$4,763,205
FUND BALANCE DESIGNATION	\$0	\$0	\$22,688	\$22,688
Total Revenues	\$2,221,310	\$2,622,600	\$7,408,493	\$4,785,893

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 98-99 Budgeted revenues are based on FY 97-98 estimated actual and include the transfer of building and code enforcement functions from the Department of Environmental Health to the Department of Planning and Land Use.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: PLANNING			·		
% OF RESOURCES: 63%					
OUTCOME (Planned Result)					
FY 97-98 PERFORMANCE MEASURES: 1. # OF PROCESSES ANALYZED (FLOW CHARTS)	0	0	0	23	0
2. % GOOD OR VERY GOOD CUST. SATISFACTION RATIF	NG:				
COURTESY AND FRIENDLINESS TIMELY TELEPHONE RESPONSE OVERALL KNOWLEDGE OF SUBJECT MATTER OVERALL USER FRIENDLINESS (SYS & PROCESSES)	0 0 0 0	97% 80% 92% 91%	97% 93% 95% 98%	90% 90% 90% 90%	90% 90% 90% 90%
3. % MANAGEMENT RESERVE	0	0	5%	5%	5%
4. % INTERNAL OVERHEAD RATE	0	0	22%	24%	22%
5. % CAPITAL EQUIPMENT REPLACED	0	0	80%	20%	0
FY 98-99 REVISED DEPARTMENT PERFORMANCE MEASURES	S:				
1. % GOOD OR VERY GOOD CUST SATISFACTION RATIN	IG 0	0	0	0	90%
2. MEET 1998-99 FINANCIAL OBJECTIVE	0	0	0	0	100%
3. MEET 1998-99 QUALITY FIRST PROGRAM TARGET	0	0	0	0	100%
4. % INTERNAL OVERHEAD RATE	0	0	22%	24%	20%
ACTIVITY B: BUILDING INSPECTIONS					
% OF RESOURCES: 37%					
OUTCOME (Planned Result)					
% OF COMPLETED BUILDING INSPECTIONS	0	119.87%	124.0%	100%	100%
EFFECTIVENESS (Input/Outcome)					
COST OF PROGRAM	С	\$2,382,848	\$1,770,089	\$3,424,687	\$2,357,000
OUTPUT (Service or Product)					
# OF COMPLETED BUILDING INSPECTIONS	0	32,364	34,731	28,000	34,000
EFFICIENCY (Input/Output)					
AVERAGE COST PER INSPECTION	0	\$73.63	\$50.96	\$80.81	\$69.32

PROGRAM: PLANNING

STAFFI	NG SCHEDULE	·					
		1997-98	1997-98	1998-99	1998-99	1997-98	1998-99
Class	Title	Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0968	Chief, Land Use	3	3.00	4	4.00	211,304	221,850
2137	Director	1	1.00	1	1.00	93,293	99,465
2304	Admin Assistant I	0	0.00	1	1.00	0	31,572
2320 2328	Personnel Aide	0 1	0.00	1	1.00	0	25,690 50,074
2369	Dept Personnel Ofcr II Admin Services Mgr II	1	1.00 1.00	1	1.00 1.00	40,335 47,797	50,946 58,100
2412	Analyst II	i	1.00	2	2.00	44,409	73,928
2425	Associate Accountant	Ö	0.00	ī	1.00	0	33,223
2426	Asst Systems Analyst	1	1.00	1	1.00	39,744	43,770
2462	Senior Departmental Sys Engr.	0	0.00	1	1.00	0	49,738
2494	Payroll Clerk	1	1.00	1	1.00	23,096	24,250
2510	Senior Account Clerk	2	2.00	2	2.00	46,814	53,316
2525	Senior Systems Analyst	1	1.00	1	1.00	58,094	60,995
2700 2725	Inter Clerk Typist	6 1	6.00 1.00	13 0	13.00	127,682	258, <i>77</i> 8 0
2729	Principal Clerk Office Support Secretary	Ó	0.00	4	0.00 4.00	33,401 0	85,616
2730	Senior Clerk	ĭ	1.00	2	2.00	25,401	48,062
2740	Records Management Coord	i	1.00	ō	0.00	32,323	0,002
2752	Planning Board Secretary	i	1.00	ĺ	1.00	32,649	34,293
2758	Admin Secretary III	2	2.00	1	1.00	62,764	34,293
2769	Commission Secretary	1	1.00	1	1.00	35,160	36,919
3008	Senior Word Processor	1	1.00	1	1.00	27,168	28,528
3009	Word Processor Operator	2	2.00	2	2.00	50,374	52,882
3051 3504	Reprograhics Technician	1	1.00	1 1	1.00	23,398	24,578
3504 3505	Landscape Architect I	1	1.00 1.00	1	1.00 1.00	41,356 44,222	37,497
3507	Landscape Architect II Assistant Planner	3	3.00	6	6.00	92,597	46,434 200,851
3508	Associate Planner	15	15.00	16	16.00	615,942	700,226
3509	Geographic Info Sys Analyst	2	2.00	2	2.00	84,782	83,885
3514	Environmental Mgt Spec III	2	2.00	Ō	0.00	97,982	0
3515	Environmental Mgt Spec. II	7	6.80	7	6.80	270,262	290,353
3516	Environmental Mgt Spec I	0	0.00	4	4.00	0	130,699
3551	Regional Planner	5	5.00	5	5.00	274,870	288,625
3588	Code Enforcement Ofcr. II	0	0.00	12	12.00	0	403,836
3650	Associate Structural Engr	0	0.00	6	6.00	0	272,382
3661	Building Inspector II	0 0	0.00	17	17.00	0	615,009
3664 3671	Plans Examiner	0	0.00 0.00	5 1	5.00 1.00	0 0	193,265
3673	Fire Code Specialist II Chief Electrical Inspector	0	0.00	ί	1.00	0	38,653 38,653
3690	Groundwater Geologist	ž	2.00	ż	2.00	124,000	130,176
3711	Accoustical Engineer	ī	0.50	1	0.50	26,812	28, 153
3715	Supv. Building Inspector	0	0.00	2	2.00	. 0	79,540
3735	Senior Structural Engineer	0	0.00	1	1.00	0	56,120
3817	Graphic Artist	2	2.00	2	2.00	69,378	72,828
3833	Land Use Tech III	0	0.00	4	4.00	0	124,124
3834	Land Use Tech. Supervisor	2	2.00	1	1.00	73,587	41,918
3835	Land Use Technician II	3 0	3.00	11	11.00	102,777	340,577 38 457
3838 8811	Permit Process Coord. Chief, Land Use	0	0.00 0.00	1 2	1.00 2.00	0 0	38,653 88,486
8812	Code Enforcemnt Coord	ő	0.00	2	2.00	0	112,064
8850	GIS Coordinator	ŏ	0.00	ī	1.00	0	45,387
9008	Plg Cmn & Brd of Plg & Zng Apl		0.00	Ö	0.00	43,300	30,000
9999	Extra-Help	4	4.00	4	4.00	195,512	224,381
C-1	Total	79	78.30	162	161.30	\$3,212,585	\$6,183,567
	Adjustments:					(39,141)	729,015
	n/Overtime Pay:					0	0
•	ee Benefits:					1,010,427	1,597,146
Salary	Savings:					(51,000)	(108,276)
ILP Red	ductions:					(6,472)	(16,019)
	Total Adjustments					\$913,814	\$2,201,866
Program	nTotals	79	78.30	162	161.30	\$4,126,399	\$8,385,433

PUBLIC WORKS

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
COUNTY FAMILY OF FUNDS:							
TRANSPORTATION	\$21,758,880	\$21,312,525	\$20,336,703	\$23,689,541	\$24,770,249	\$1,080,708	4.6
LAND DEVELOPMENT	5,988,102	5,801,510	5,889,915	6,163,576	5,975,124	(188,452)	(3.1)
ENGINEERING SERVICES	29,857,773	26,143,121	27,967,780	52,309,224	45,377,846	(6,931,378)	(13.3)
INACTIVE WASTE MANAGEMEN	iT 0	0	2,217,915	0	6,883,197	6,883,197	100.0
MANAGEMENT SERVICES	9,755,932	9,207,447	9,640,705	12,984,903	11,930,244	(1,054,659)	(8.1)
GENERAL FUND ACTIVITIES	1,334,993	1,180,447	1,458,136	1,664,305	19,070,094	17,405,789	1,045.8
TOTAL DIRECT COST	\$68,695,680	\$63,645,050	\$67,511,154	\$96,811,549	\$114,006,754	\$17,195,205	17.8
TOTAL PROGRAM REVENUE	(68,163,751)	(63,138,704)	(67,975,771)	(96,306,993)	(112,406,107)	(16,099,114)	16.7
NET GENERAL FUND COST	\$531,929	\$506,346	\$(464,617)	\$504,556	\$1,600,647	\$1,096,091	217.2
STAFF YEARS	518.00	482.50	492.50	512.50	488.00	(24.50)	(4.8)
OTHER FUNDS:				-			
ENTERPRISE FUNDS (1)	\$88,512,331	\$213,117,075	\$(13,260,542)	\$71,624,005	\$38,798,059	\$(32,825,946)	(45.8)
SPECIAL DISTRICTS (2)	77,361,967	34,396,355	41,517,077	57,268,363	48,028,228	\$(9,240,135)	(16.1)
TOTAL OTHER COST	\$165,874,298	\$247,513,430	\$28,256,535	\$128,892,368	\$86,826,287	\$(42,066,081)	(32.6)
TOTAL OTHER REVENUE	(170,375,616)	(255,604,833)	(266,440,374)	(128,892,368)	(86,826,287)	42,066,081	(32.6)
TOTAL OTHER STAFF YEARS	225.50	223.00	129.75	217.50	71.00	(146.50)	(67.4)
TOTAL DPW COST	\$234,569,978	\$311,158,480	\$95,767,689	\$225,703,917	\$200,833,041	\$(24,870,876)	(11.0)
TOTAL DPW REVENUE	(238,539,367)	(318,743,537)	(334,416,145)	(225,199,361)	(199,232,394)	(25,966,967)	(11.5)
TOTAL DPW STAFF YEARS	743.50	705.50	622.25	730.00	559.00	(171.00)	(23.4)

⁽¹⁾ Includes Airports, County Transit, Wastewater Management, and Solid Waste. The negative costs for 1997-98 Actual are related to the final dissolution of the Solid Waste Enterprise Fund.

MISSION

To ensure the public's security through the design, construction and maintenance of safe and reliable infrastructure; to remain highly motivated and knowledgeable, to work in partnership with the public and industry, and to be solution-oriented in a safe and fair working environment; to protect and preserve public resources and assets through application of appropriate professional standards and ethical conduct; and to provide responsible and quality service to our customers at a reasonable cost.

⁽²⁾ Includes County Service Districts, Sanitation and Sewer Maintenance Districts, Flood Control District, DPW Equipment ISF, SAFE, and AVA.

DEPARTMENT OF PUBLIC WORKS (Headquarters Location: County Operations Center) FY 1998-99 COUNTY FAMILY OF FUNDS ADOPTED PROGRAM BUDGETS

DEPARTMENT OF PUBLIC WORKS TOTAL 94 Classifications 512 Positions 488.00 SY LAND DEVELOPMENT **ENGINEERING SERVICES** MANAGEMENT SERVICES INACTIVE WASTE MANAGEMENT **TRANSPORTATION** GENERAL FUND ACTIVITIES Field Engineering & Admin Project Management Project Management Department Administration Inactive Waste Site Cartographic Services Environmental Services Division I Field Route Locations A-87 External Support Management & Operations Transit Center Studies Map Processing Information Technology Hillsborough Landfill Operations Design Engineering Transit Center Operations Division II Field Support Services Flood Control Engineering Special Projects/ Maintenance Fund CSA Formations Operations SANGIS Construction Engineering Communications CSA Administration Countywide Field Crews Field Surveys Construction Contracts/ Personnel/Payroll/Training Underground Utility Traffic Engineering & Loss Cartography Materials/Right-of-Way Financial Services District Formations Mitigation Survey Remonumentation (Wastewater Management) Special District Wastewater Management Transit Services Fund Enterprise Fund*) Administration Support Special Aviation Fund (Sanitation & Sewer SAFE/AVA Support San Marcos Landfill (County Service Areas*) (Airport Enterprise Fund*) Maintenance Districts*) Closure Project (SAFE **) (Transit Enterprise Fund*) (Flood Control District*) Final Accounting for Solid (Equipment ISF*) (AVA **) Waste Divestiture 35 Classifications 32 Classifications 29 Classifications 42 Classifications 10 Classifications O Classifications 16 Positions 80 Positions 77.50 SY 79 Positions 71.00 SY 0 Positions 0.00 SY 222 Positions 214.00 SY 115 Positions 110.50 SY 15.00 SY

The Department of Public Works (DPW) County Family of Funds Adopted Program Budget for FY 1998-99 includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, Inactive Waste Site Management Fund, Hillsborough Landfill Maintenance Fund, and Public Works General Fund.

* Seven (7) 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 1998-99. These program budgets are comprised of Airports, Wastewater Management, County Transit, County Service Districts, Flood Control District, Sanitation and Sewer Maintenance Districts, and Equipment Internal Service Fund (ISF). These programs are identified organizationally above and identified with a *. (Note: Prior to divestiture in FY 1997-98, Solid Waste was also included. Retained Solid Waste functions are now shown in Inactive Waste Management and General Fund Activities Programs.)

Staff Years for the Enterprise Funds - Airports and Wastewater Management (Total of 32 Employee Classifications, 75 Positions, and 71.00 SY), are shown in their respective program budgets. Total staffing for DPW's four (4) labor funds (i.e., Road Fund, Inactive Waste Site Management Fund, Airport Enterprise Fund and Wastewater Management Enterprise Fund) are spread through four (4) organizational divisions and include 110 Employee Classifications, 587 Positions and 559.00 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. They are identified organizationally above and identified with a **.

PROGRAM: Transportation

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 10000

MANAGER: Lawrence A. Watt

ORGANIZATION #: 5750, 5950

REFERENCE: 1998-99 Proposed Budget - Pg. 32-3

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Public Utilities Code, Section 21684 (Special Aviation Fund); Vehicle Code, Section 21351 (Local Authority to establish Traffic Signs, Signals, and Markings); Streets and Highways Code, Section 1330 (County Bridges), Section 1450 (Care and Protection of County Highways), Section 1460 (Permits Within County Highways), Section 1622 (Road Fund), Section 2100 (Highway Users Tax Account), Section 5700 (County Engineer); Government Code, Section 27551 (County Surveyor); San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works); and San Diego County Code of Regulatory Ordinances, Title 7 (Highways and Traffic); and Board of Supervisors Policy, Section J (Roads, Streets and Highways).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,881,574	\$10,565,158	\$10,554,202	\$11,374,335	\$10,451,396	(8.1)
Services & Supplies	10,677,823	10,623,933	9,704,228	12,242,206	14,265,853	16.5
Fixed Assets	141,140	115,459	68,391	73,000	53,000	(27.4)
Operating Transfers	58,343	7,975	9,882	0	0	0.0
TOTAL DIRECT COST	\$21,758,880	\$21,312,525	\$20,336,703	\$23,689,541	\$24,770,249	4.6
PROGRAM REVENUE	(21,758,880)	(21,312,525)	(20,336,703)	(23,689,541)	(24,770,249)	4.6
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	228.00	214.75	212.00	228.50	214.00	(6.3)

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; and to provide transit services through operations of bus routes and development of transit centers by planning, writing, awarding, managing, and monitoring contracts.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Total FY 1997-98 actual expenditures were under budget by \$3.3 million. Salary and Benefits were under budget by \$820,133 due to savings from under-filled and vacant positions, and the savings from CERS unfunded costs eliminated in the last four months of the fiscal year. Services and Supplies were under budget by \$2.5 million. \$1 million was not expended in the Special Aviation Fund because the budgeted \$1 million loan from the State for replacement of Thangars at McClellan-Palomar Airport was not received. The balance of \$1.5 million under budget in Services and Supplies was due to savings in road maintenance contract services and equipment usage charges. Fixed Assets were under budget by \$4,609 because prior year encumbrances were spent, and in some cases equipment qualified as minor equipment and not fixed assets. Operating Transfers were over budget by \$9,882 because prior year encumbrances were spent.

1997-98 ACHIEVEMENT OF 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 91% of 1,775 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 568 service requests within 10 work days.
- 3. Achieved the goal to increase public transit ridership by 5% on the San Diego County Transit System, by reaching an actual increase of 10%. Thirty-four transit contracts were also monitored.

DEPARTMENT: PUBLIC WORKS

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Maintain 91% or more of County road miles in fair to very good condition, as a result of routine maintenance.
 - Maintain 1,876 miles of roads in the County Maintained System.
- Increase public transit ridership on the San Diego County Transit System by 4%.
 - Monitor 38 transit contracts for transit services.

1999-98 SUBPROGRAM ACTIVITIES

The activities of this program have been reorganized and are summarized as follows:

- Field Engineering & Administration [15.50 SY; E = \$2,591,283; R = \$2,591,283] including field engineering and overall road administration, coordinated through two Divisional Field Headquarters, four countywide crews, two specialty crews, and eleven Road Stations. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 1.00 staff year.
 - Decreasing \$75,677 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Division I Field Operations</u> [65.00 SY; E = \$7,191,134; R = \$7,191,134] including all routine road maintenance activities and borrow-site operations coordinated through the Division I Headquarters and Road Station crews located in Alpine, Campo, Jamacha, Julian, Lakeside and Spring Valley. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by Program Revenue.

 - Decreasing 2.50 staff years. Increasing \$1,262,874 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Division II Field Operations</u> [63.50 SY; E = \$8,070,900; R = \$8,070,900] including all routine road maintenance activities and borrow-site operations coordinated through the Division II Headquarters, two division specialty crews, and Road Station crews located in Borrego, Fallbrook, Ramona, San Marcos and Valley Center. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by Program Revenue.

 - Decreasing 4.00 staff years. Increasing \$1,110,995 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Countywide Field Crews [33.00 SY; E = \$3,316,298; R = \$3,316,298] including all routine road maintenance activities coordinated through four countywide crews including the Striping Crew, Drainage Crew, Construction and Repair Crew and the Road Structures Crew. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged with respect to staffing.
 - Increasing \$329,712 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Traffic Engineering and Loss Mitigation</u> [32.50 SY; E = \$2,914,953; R = \$2,914,953] 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 \$1,761 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Transit Support</u> [4.50 SY; E = \$435,864; R = \$435,864] including contract administration of transit services in suburban and unincorporated areas; contract support and administration for commuter express; County Employee Transportation Coordinator and coordination of the DPW telecommuting program; and development, operation, and administration of transit centers. This activity is:
 - Mandated/Discretionary Service Level.

 - Offset 100% by program revenue.
 Decreasing 7.00 staff years.
 Decreasing \$370,165 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Special Aviation Fund</u> [0.00 SY; E = \$249,817; R = \$249,817] 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 and Federal Funds and Grants.

 Decreasing \$1,178,792 in total expenditures, primarily due to not seeking a \$1 million loan for McClellan-Palomar that was budgeted in FY 1997-98.

There is no Net General Fund Contribution in this activity.

DEPARTMENT: PUBLIC WORKS

PROGRAM REVENUE BY SOURCE				AL - F
Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES: Sales and Use Tax - TDA TransNet TransNet Exchange	\$20,531 80,240 14,711	\$0 26,095 10,000	\$0 13,461 5,000	\$0 (12,634) (5,000)
Sub-Total	\$115,482	\$36,095	\$18,461	\$(17,634)
USE OF MONEY & PROPERTY: Interest (Special Aviation Fund) Rents & Concessions	\$ 5,135 106,332	\$12,190 100,000	\$0 78,000	\$(12,190) (22,000)
Sub-Total	\$111,467	\$112,190	\$78,000	\$(34,190)
INTERGOVERNMENTAL REVENUES: State Aid For Aviation State Highway Users Tax (2104) State Highway Users Tax (2106) Highway Use Tax-10 Yr. (2105) State Aid Construction - Other Federal Aid - Highway Federal Aid - Hazard Elimination/Safety Federal Aid - Bridges/FHWA Federal Forest Reserve CDBG Aid from Other Governments	\$0 24,301,848 2,062,739 10,334,436 6,833 0 0 44,654 0 1,484	\$1,316,120 24,800,000 2,200,000 11,500,000 0 0 0 50,000 0	\$140,026 24,000,000 2,100,000 11,300,000 5,000 1,215 0 50,000 0	\$(1,176,094) (800,000) (100,000) (200,000) 0 5,000 0 0
Sub-Total	\$36,752,985	\$39,866,120	\$37,596,241	\$(2,269,879)
CHARGES FOR CURRENT SERVICES: Fees/Services to Property Owners Other County Departments & Funds	\$230,368 1,380,808	\$91,990 2,451,975	\$130,109 1,814,181	\$38,119 (637,794)
Sub-Total	\$1,611,176	\$2,543,965	\$1,944,290	\$(599,675)
OTHER REVENUE/FUNDING SOURCES: Miscellaneous Revenue Fund Balance Required (Special Aviation Fund) Allocated Road Fund Revenues	\$71,870 (5,135) (18,321,142)	\$ 9,899 96,299 (18,975,027)	\$16,000 109,791 (14,992,534)	\$6,101 13,492 3,982,493
Sub-Total	\$(18,254,407)	\$(18,868,829)	\$(14,866,743)	\$4,002,086
Total	\$20,336,703	\$23,689,541	\$24,770,249	\$1,080,708

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total FY 1997-98 actual revenue was under budget by \$3,352,838. There were no significant changes in Tax revenues; variances were a result of revenue being earned from work on prior year carryover projects. Intergovernmental Revenues were under realized by \$3.1 million primarily because the budgeted \$1 million State loan was not received and no State grants were received due to saving and accumulating these grants for larger projects. Additionally, Highway Users Tax was under realized by \$1.8 million because gas tax revenue stabilized.

Total FY 1998-99 revenue will increase over FY 1997-98 by \$1,080,708. There will be no significant variances in Tax revenues; variances in tax revenues are a result of revenue earned from work on projects, which will change each year. \$1.1 million of \$2.3 million reduction in Intergovernmental Revenues is due to a lower projection of Gas Tax revenues. Gas Tax revenues have stabilized, therefore no increases are foreseen, and budgeted amounts for FY 1998-99 have been reduced to more realistic levels. The balance of \$1.2 million reduction in Intergovernmental Revenues for next year is a result of the elimination of State-funded airport projects budgeted in the Special Aviation Fund. McClellan-Palomar Airport had anticipated a \$1 million loan in FY 1997-98 but is not anticipating a loan in FY 1998-99. Charges for Current Services are decreasing due to more realistic budgeting and because administrative reductions in Transit Support staffing will reduce revenue earned from the Transit Enterprise Fund. The reduction in Other Revenue/Funding Sources is due to the above-noted reductions in Transportation revenues, and hence there is \$4.1 million less Road Fund revenues to allocate to other divisions within the Road Fund.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0315	Public Works Manager	0	0.00	2	2.00	\$0	\$155,508
2210	Deputy Director, Public Works	1	1.00	1	1.00	73,684	104,190
2303 2412	Administrative Assistant II Analyst II	2	2.00 2.00	1	1.00 1.00	88,818 88,818	46,635 46,635
2424	Public Works Program Coord. I	ō	0.00	i	1.00	00,010	52,156
2700	Intermediate Clerk Typist	ž	2.00	ż	2.00	39,863	41,061
2730	Senior Clerk	3	3.00	3	3.00	76,203	79,974
2756	Administrative Secretary I	1	1.00	0	0.00	21,903	0
3615	Assistant Engineer	5	5.00	6	6.00	235,797	291,045
3635	Civil Engineer	6	6.00	6	6.00	322,481	338,606
3642	Accident Reconstruction Spec.	0	0.00	1	1.00	0	61,991
3654	Assistant Transportation Spec.	1 3	1.00 3.00	0	0.00 2.00	46,044	111 003
3655 3695	Associate Transportation Spec. Junior Engineer	2	2.00	. 2 1	1.00	160,008 70,595	111,992 38,410
3699	Chief, Safety & Loss Mitigation		1.00	i	1.00	69,873	66,737
3700	Principal Civil Engineer	3	3.00	ò	0.00	210,772	0,737
3720	Senior Civil Engineer	3	3.00	3	3.00	190,653	206,831
3740	Senior Transportation Spec.	2	2.00	2	2.00	133,424	133,474
3780	Assistant Surveyor	1	1.00	1	1.00	46,603	48,934
3795	Construction Technician	1	1.00	1	1.00	53,829	56,522
3810	Engineering Aide	1	1.00	1	1.00	23,534	29,311
3812	Engineering Technician III	5	5.00	5	5.00	212,050	222,665
3813	Engineering Technician II	3 2	3.00	3 1	3.00 1.00	109,764	115,230
3814 3881	Engineering Technician I		2.00 1.00	Ó	0.00	59,659 46,603	33,981 0
3930	Land Development Processing Sup Litigation Investigator	ver i	1.00	Ö	0.00	49,682	0
5761	Traffic Safety Investigator	ģ	2.00	1	1.00	99,364	52,156
5970	Sign Painter	ī	1.00	i	1.00	33,788	35,472
5999	Assistant Division Road Super.	ż	2.00	ż	2.00	109,165	114,622
6005	Division Road Superintendent	2	2.00	- 2	2.00	119,098	125,058
6007	Road Maintenance Superintendent	: 1	1.00	Ō	0.00	69,848	0
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	43,469	45,647
6019	Road Crew Supervisor	18	18.00	17	17.00	748,344	755,451
6023	Road Maintenance Worker	16	16.00	14	14.00	368,563	318,682
6026	Road Structures Worker II	4	4.00	4	4.00	148,119	161,765
6027	Road Structures Worker III	1	1.00	1	1.00	39,744	41,720
6028	Road Structures Supervisor	1	1.00	1	1.00	42,693	38,728
6035 6036	Equipment Operator Senior Equipment Operator	96 20	96.00 20.00	96 20	96.00 20.00	3,269,297 743,440	3,403,659
6164	Traffic Signal Technician III	1	1.00	1	1.00	40,561	782,280 42,598
7543	Public Services Worker III	i	1.00	ó	0.00	20,430	42,370
9999	Extra Help	19	9.50	16	8.00	271,176	217,846
	Total	238	228.50	222	214.00	\$8,597,759	\$8,417,572
Salary	Adjustments:					\$81,694	\$(318,921)
Premium	/Overtime Pay:					281,500	226,000
Employ e	ee Benefits:					2,690,217	2,339,656
Salary	Savings:					(232,251)	(212,911)
VTO Rec	juctions:					(44,584)	0
	Total Adjustments					\$2,776,576	\$2,033,824
	Totals	238	228.50	222	214.00	\$11,374,335	\$10,451,396

\$15,982

\$16,427

\$25,104

\$14,717

\$13,288

Cost per transit contract monitored

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000

MANAGER: John L. Snyder

ORGANIZATION #: 5750, 5820

REFERENCE: 1998-99 Proposed Budget - Pg. 32-9

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 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); 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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,994,105	\$4,731,666	\$4,650,405	\$4,866,384	\$4,438,064	(8.8)
Services & Supplies	818,703	811,367	1,175,574	1,113,892	1,411,960	26.8
Fixed Assets	105,189	186,077	44,951	83,300	25,100	(69.9)
Operating Transfers	70,105	72,400	18,985	100,000	100,000	0.0
TOTAL DIRECT COST	\$5,988,102	\$5,801,510	\$5,889,915	\$6,163,576	\$5,975,124	(3.1)
PROGRAM REVENUE	(5,988,102)	(5,801,510)	(5,889,915)	(6,163,576)	(5,975,124)	(3.1)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	96.00	88.25	86.00	90.00	77.50	(13.9)

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; perform all field, design, construction and photogrametric 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Total FY 1997-98 actual expenditures were \$273,661 under budget due to savings in Salaries and Benefits as a result of attrition and reduced Operating Transfers from the Survey Remonumentation Fund.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Achieved the goal to process 100% of Major Subdivision permits within 90 work days, by processing 100% of 129 Major Subdivision permits within 90 work days.
- Achieved the goal to process 100% of Major Subdivision map checks within 20 work days, by processing 100% of 170 Major Subdivision maps within 20 work days.
- Achieved the goal to process 100% of Major Subdivision plan checks within 20 work days, by processing 100% of 261 Major Subdivision plans within 20 work days.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Process 100% of Major Subdivision permits within 90 work days.
 a. Process 120 Major Subdivision permits.
- Process 100% of Major Subdivision map checks within 20 work days.
 a. Process 150 Major Subdivision maps.
- 3. Process 100% of Major Subdivision plan checks within 20 work days.
 - a. Process 250 Major Subdivision plans.

DEPARTMENT: PUBLIC WORKS

1998-99 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 have been reorganized and are summarized as follows:

- <u>Land Development Project Management</u> [10.00 SY; E = \$757,385; R = \$757,385] 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; 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.
 - Unchanged with respect to staffing
 - Increasing \$36,598 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Route Locations [7.00 SY; E = \$520,655; R = \$520,655] including 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; and assuring safe sight distance at both public and private road intersections. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged with respect to staffing.
 - Increasing \$50,200 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Map Processing [6.00 SY; E = \$470,359; R = \$470,359] 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 0.50 staff years.
 Decreasing \$267,366 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Land Development Support Services [13.00 SY; E = \$910,298; R = \$910,298] including engineering plan checks of road and flood control items on TMs, TPMs, curb grades, watercourse and various grading permits to protect public and private property from flood hazards; and performing field reviews to determine necessary street and flood control improvements; and providing staffing for indirect developer activities. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue. Decreasing 4.00 staff years.

 - Decreasing \$127,266 in total expenditures.

There is no Net General Fund Contribution in this activity.

- SANGIS (San Diego Geographic Information Source) [4.00 SY; E = \$427,873; R = \$427,873] including coordination, development and maintenance of the base map modules and land coordinates for the SANGIS landbase (previously known as RUIS - Regional Urban Information System). This activity is:
 - Discretionary/Discretionary Service Level.
 - Offset 100% by program revenue. Unchanged with respect to staffing.

 - Increasing \$224,569 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Field Surveys [17.50 SY; E = \$1,428,225; R = \$1,428,225] 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 3.00 staff years.
 - Increasing \$142,074 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 7. activity is:

 - Mandated/Discretionary Service Level. Offset 100% by program revenue. Decreasing 5.00 staff years. Decreasing \$247,261 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Survey Remonumentation Fund</u> [0.00 SY; E = \$100,000; R = \$100,000] including preserving and maintaining boundary control monumentation in the County. This activity is: 8.
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged in total expenditures.

There is no Net General Fund Contribution in this activity.

DEPARTMENT: PUBLIC WORKS

PROGRAM REVENUE BY SOURCE				
Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES:	_			
Sales and Use Tax - TDA TransNet Sales Tax	\$ 4,778 444,774	\$60,000 145,000	\$89,000 496,000	\$29,000 351,000
TransNet Exchange	36,161	40,000	50,000	10,000
Sub-Total	\$485,713	\$245,000	\$635,000	\$390,000
PERMITS & USE OF MONEY:				
Road Permits	\$46,360	\$23,900	\$53,100	\$29,200
Interest (Road Fund)	443,662	150,000	450,000	300,000
Interest on Developer's Deposits	255,410	175,000	200,000	25,000
Sub-Total	\$745,432	\$348,900	\$703,100	\$354,200
INTERGOVERNMENTAL REVENUE:				
State Construction - Other	\$1,985	\$0	\$705	\$705
Federal Aid - Highways	0	0	15,443	15,443
Federal Aid - Bridges/FHWA Aid from Other Government Agencies	57,208 40,614	16,878 0	164,114 0	147,236 0
CDBG	98,644	20,000	37,500	17,500
Sub-Total	\$198,451	\$36,878	\$217,762	\$180,884
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$1,394,654	\$1,490,500	\$1,529,000	\$38,500
Survey Monument Preservation Fee	125,990	100,000	100,000	0
Other County Departments & Funds	1,174,888	1,527,860	1,491,905	(35,955)
Sub-Total	\$2,695,532	\$3,118,360	\$3,120,905	\$2,545
OTHER REVENUE/FUNDING SOURCES:				
Taxable Sales/Miscellaneous	\$19,751	\$3,000	\$5,250	\$2,250
Operating Transfers (SRF)	18,986	100,000	100,000	0
Fund Balance Required (SRF) Allocated Road Fund Revenues	(107,005) 1,833,055	0 2,311,438	0 1,193,107	(1,118,331)
Sub-Total	\$1,764,787	\$2,414,438	\$1,298,357	\$(1,116,081)
Total	\$5,889,915	\$6,163,576	\$5,975,124	\$(188,452)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total FY 1997-98 actual program revenue was under budget by \$273,661, primarily due to reduced Charges for Services and Operating Transfers from the Survey Remonumentation Fund.

Total FY 1998-99 program revenues will be \$188,452 less than FY 1997-98. Taxes and Intergovernemntal Revenue are increasing due to more road projects budgeted for next year. Permits and Use of Money is increasing primarily to adjust the budget to more closely match actual revenues. Interest Earned on Developer's Trust Deposits is used to offset indirect program costs in lieu of increasing indirect costs to developers. As in the past, the Board of Supervisors has ratified and authorized the use of developer interest revenue for such purposes.

PERFORMANCE MEASURES	4005.07	4007.07	1007.00	4007-00	4000 00
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: PROJECT MANAGEMENT					,
X OF RESOURCES: 12.7%					
OUTCOME (Planned Result)					
% of Major Subdivision permits processed within 90 work days	100%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of Major Subdivision permits within 90 work days	\$231,485	\$184,576	\$140,610	\$241,800	\$132,000
OUTPUT (Service or Product)					
Number of Major Subdivision permits processed	67	56	129	62	120
EFFICIENCY (Output/Input)					
Cost per Major Subdivision permit processed	\$3,455	\$3,296	\$1,090	\$3,900	\$1,100
ACTIVITY B: MAP PROCESSING					
% OF RESOURCES: 7.9%					
OUTCOME (Planned Result)					
% of Major Subdivision map checks processed within 20 work days	100%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of Major Subdivision map checks within 20 work days	\$251,136	\$251,136	\$335,750	\$300,000	\$300,000
OUTPUT (Service or Product)					
Number of Major Subdivision map checks processed	128	128	170	120	150
EFFICIENCY (Output/Input)					
Cost per Major Subdivision map check processed	\$1,962	\$1,962	\$1,975	\$2,500	\$2,000
ACTIVITY C: LAND DEVELOPMENT SUPPORT SERVICES					
X OF RESOURCES: 15.2%					
OUTCOME (Planned Result)					
% of Major Subdivision plan checks processed within 20 work days	100%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of Major Subdivision plan checks within 20 work days	\$126,982	\$87,466	\$139,896	\$129,750	\$134,000
OUTPUT (Service or Product)					
Number of Major Subdivision plan checks processed	173	202	261	173	250

PROGRAM: Land Development				DEPARTMENT: 1	PUBLIC WORKS
PERFORMANCE NEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFICIENCY (Output/Input)					
Cost per Major Subdivision plan check processed	\$734	\$433	\$536	\$750	\$536

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0315	Public Works Manager	o	0.00	2	2.00	\$0	\$155,508
2210	Deputy Director, Public Works	1	1.00	1	1.00	82,432	86,554
2302	Administrative Assistant III	0	0.00	1	1.00	0	46,635
2303 2304	Administrative Assistant II Administrative Assistant I	1 1	1.00 1.00	0 1	0.00 1.00	44,409 37,422	0
2357	Photo Audio-Visual Specialist	i	1.00	i	1.00	42,241	39,292 44,351
2700	Intermediate Clerk Typist	ż	2.00	i	1.00	41,854	23,047
2730	Senior Clerk	1	1.00	i	1.00	25,401	26,658
3009	Word Processor Operator	1	1.00	Ó	0.00	25, 187	0
3518	Cartographer	1	1.00	1	1.00	51,443	54,026
3586	Chief, Mapping Section	1	1.00	1	1.00	56,647	59,484
3615	Assistant Engineer	5 5	5.00	2	2.00	241,734	97,868
3635 3650	Civil Engineer	1	5.00 1.00	5 1	5.00 1.00	269,145	277,477
3655	Associate Structural Engineer Associate Transportation Spec.	3	3.00	3	3.00	53,829 160,008	56,522 167,988
3700	Principal Civil Engineer	1	1.00	ŏ	0.00	73,355	,,,,00
3705	Principal Land Surveyor	1	1.00	Ö	0.00	73,355	Ö
3706	Project Manager, Public Works	Ō	0.00	5	5.00	0	350,375
3720	Senior Civil Engineer	3	3.00	1	1.00	190,653	66,737
3728	Senior Land Surveyor	2 7	2.00	2	2.00	127,102	133,474
3779 3780	Junior Surveyor Assistant Surveyor	9	7.00 9.00	2 13	2.00 13.00	288,343 423,746	88,920 603,506
3785	Land Surveyor	4	4.00	3	3.00	215,316	163,447
3800	Drafting Technician III	4	4.00	4	4.00	140,622	148,413
3801	Drafting Technician II	8	8.00	Ž	7.00	258,912	237,867
3802	Drafting Technician I	1	1.00	1	1.00	27,915	29,311
3805	Cartographic Reproduction Tech.		2.00	2	2.00	64,728	67,962
3810	Engineering Aide	4	4.00	1	1.00	108,433	29,311
3812 3813	Engineering Technician III	2 1	2.00	3	3.00	84,820	118,377
3814	Engineering Technician II Engineering Technician I	6	1.00 6.00	4 1	4.00 1.00	36,588 185,266	119,565 33,981
3817	Graphic Artist	3	3.00	ż	2.00	104,067	72,828
3818	Graphic Supervisor	ŏ	0.00	ī	1.00	0	38,456
3819	Mapping Supervisor	3	3.00	1	1.00	120,659	44,552
5970	Sign Painter	1	1.00	1	1.00	33,788	35,472
9999	Extra Help	8	4.00	5	2.50	101,144	62,577
	Total	94	90.00	80	77.50	\$3,790,564	\$3,580,541
Salary	Adjustments:					\$39,995	\$(16,314)
Premius	n/Overtime Pay:					7,000	20,000
Employ e	ee Benefits:					1,150,457	946,493
Salary	Savings:					(101,685)	(92,656)
VTO Rec	Auctions:					(19,947)	0
	Total Adjustments					\$1,075,820	\$857,523
Program	Totals	94	90.00	80	77.50	\$4,866,384	\$4,438,064

PROGRAM: Engineering Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 30000

MANAGER: Douglas M. Isbell

ORGANIZATION #: 5750

REFERENCE: 1998-99 Proposed Budget - Pg. 32-16

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Government Code, Section 25680 (Streams and Flood Waters), 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); Water Code, Section 8100 (Flood Control in Counties), Section 8325 (Cooperation in the National Flood Insurance Program), Section 8400 (Flood Plain Management Act), Section 12800 (Flood Control Act of 1946); Water - Uncodified Acts, Act 6914a (San Diego County Flood Control District Act); 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), Title 8 (Zoning and Land Use Controls), Section J (Roads, Streets and Highways).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$6,841,101	\$6,442,103	\$6,769,002	\$6,934,598	\$6,779,992	(2.2)
Services & Supplies	19,716,616	15,568,360	18,668,800	34,941,726	32,856,354	(6.0)
Other Charges	3,030,840	4,025,754	2,486,822	10,388,500	5,585,000	(46.2)
Fixed Assets	162,532	106,781	43,156	44,400	156,500	252.5
Cost Applied	(6,925)	0	0	0	0	0.0
Operating Transfers	113,609	123	0	0	0	0.0
TOTAL DIRECT COST	\$29,857,773	\$26,143,121	\$27,967,780	\$52,309,224	\$45,377,846	(13.3)
PROGRAM REVENUE	(29,857,773)	(26,143,121)	(27,967,780)	(52,309,224)	(45,377,846)	(13.3)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	118.50	108.25	112.25	115.00	110.50	(3.9)

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; and provide flood control management, project coordination and administration for the County Flood Control District.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Total FY 1997-98 expenditures were under budget by \$24,341,444. Salary and Benefits were under budget by \$165,596 because of saving from under-filled and vacant positions and from the elimination of CERS costs in the final four months of the fiscal year. Services and Supplies were under budget by \$16,272,926 due to DPW's reevaluation of all capital projects, resulting in projects being deferred to FY 1998-99 or dropped from the department's Capital Improvement Program (CIP). Right-of-Way acquisition costs were under budget by \$7,901,678 primarily because of deferring, rescheduling, or deleting projects, major ones being Valley Center North and South, San Vicente, and Riverside.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Partially achieved the goal to advertise 100% of assigned major road and bridge construction projects, by advertising 25 contracts for bid, 61% of planned projects.
- 2. Achieved the goal to inspect 100% of assigned road and bridge construction projects, by inspecting an average of 27 road and bridge projects per month.
- Achieved the goal to respond to 100% of assigned road project environmental service requests by, servicing 76 assigned road project environment service requests, or 100% of assigned projects.

4. Achieved the goal to provide flood control services to citizens in 100% of the unincorporated area by, monitoring 316 miles of flood plain/alluvial fans and monitoring 25 dry weather testing stations.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Advertise 100% of assigned major road and bridge construction contracts.
 - a. Process 42 major construction contracts for bid.
- Inspect 100% of assigned road and bridge construction projects.
 - a. Inspect an average of 23 road and bridge projects per month.
- 3. Respond to 100% of assigned road project environmental service requests.
 - a. Complete 49 road project environmental service requests.
- 4. Provide flood control services to citizens in 100% of the unincorporated area.
 - a. Monitor 316 miles of floodplains/alluvial fans.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program have been reorganized and are summarized as follows:

- 1. <u>Environmental Services</u> [12.50 SY; E = \$845,505; R = \$845,505] 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 \$36,830 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 2. <u>Design Engineering</u> [33.50 SY; E = \$2,286,632; R = \$2,286,632] 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 insures that participation of minority-owned, womenowned and small businesses either meets or exceeds goals established for Federal projects. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 5.00 staff years.
 - Decreasing \$287,499 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 3. Engineering Services Project Management [7.00 SY; E = \$619,375; R = \$619,375] including project managers to coordinate all facets of Public Works construction projects, from preliminary engineering through final construction, and by providing a single point of contact for consultants and contractors for each project. Other responsibilities include insuring community involvement in the planning of capital and construction projects, maximizing the efficient use of gas tax and other funding sources, and insuring that design, environmental analysis and mitigation, right-of-way acquisition, and utility coordination is performed in a timely manner. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenues.
 - Increasing 7.00 staff years.
 - Increasing \$619,375 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Flood Control Engineering [10.00 SY; E = \$772,617; R = \$772,617] 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.

 - Decreasing 2.00 staff years.
 Decreasing \$86,501 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Construction Engineering [47.50 SY; E = \$3,601,398; R = \$3,601,398] 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 3.50 staff years.
 Increasing \$118,758 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$37,252,319; R = \$37,252,319] including right-of-way acquisition, consultant contracts 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 \$7,258,681 in total project expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE				
Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES:				
Sales and Use Tax-TDA	\$109,898	\$1,147,000	\$ 2,431,000	\$1,284,000
TransNet Sales Tax	7,982,470	15,861,750	13,019,919	(2,841,831)
TransNet Exchange	926 <i>,7</i> 50	5,948,000	2,518,000	(3,430,000)
Sub-Total	\$9,019,118	\$22,956,750	\$17,968,919	\$(4,987,831)
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$0	\$20,400	\$17,000	\$(3,400)
Sub-Total	\$0	\$20,400	\$17,000	\$(3,400)
USE OF MONEY AND PROPERTY				
Rents & Concessions	\$2,000	\$0	\$0	\$0
Sub-Total	\$2,000	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Construction - Other	\$75,772	\$0	\$135,986	\$135,986
State Match for County Highway Construction	454,542	0	0	0
Federal Aid - Highways	. 0	0	1,409,591	1,409,591
Federal Aid - Bridges/FHWA	1,739,068	8,154,104	4,468,528	(3,685,576)
Federal Construction - Hazard Elimination/Safety	0	232,000	239,747	7,747
CDBG	614,389	1,340,898	1,467,174	126,276
Other Governmental Agencies	781,647	300,000	0	(300,000)
Sub-Total	\$3,665,418	\$10,027,002	\$7,721,026	\$(2,305,976)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$ 6,341,430	\$2,454,353	\$3,714,280	\$1,259,927
Other County Departments & Funds	2,899,084	1,812,544	2,113,720	301,176
Sub-Total	\$9,240,514	\$4,266,897	\$5,828,000	\$1,561,103
OTHER REVENUE/FUNDING SOURCES:				
Miscellaneous Reserves	\$137,596	\$0	\$0	\$0
Allocated Road Fund Revenues	5,903,134	15,038,175	13,842,901	(1,195,274)
Sub-Total	\$6,040,730	\$15,038,175	\$13,842,901	\$(1,195,274)
Total	\$27,967,780	\$52,309,224	\$45,377,846	\$(6,931,378)

^{*} No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total FY 1997-98 revenues were under budget by \$24,341,444. Revenue from Taxes, Intergovernmental Revenue, and Allocated Road Fund Revenue decreased by \$13,937,632, \$6,361,584, and \$9,135,401, respectively, due to department reengineering, resulting in the reevaluation, rescheduling, and deferment of projects. Revenue from Charges for Current Services increased by \$4,973,617 primarily because of increased revenue from property owners, Special Districts, and Inactive Waste Site Management/San Marcos Pre-Closure.

Total FY 1998-99 budgeted revenues are \$6,931,378 less than FY 1997-98. A reevaluation of major projects produced cost and project schedule changes, resulting in a decrease in Revenues from Taxes by \$4,987,831 and Intergovernmental Revenues by \$2,305,976. Charges for Current Services increased by \$1,561,103 primarily because some major FY 1997-98 projects were rescheduled to FY 1998-99. Allocated Road Fund Revenues are decreasing by \$1,195,274 because of lower expenditures and refined budgeting of non-reimbursed (i.e. Gas Tax) projects.

PERFORMANCE MEASURES			**************************************	***	
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: DESIGN ENGINEERING/PROJECT MANAGEMENT					
X OF RESOURCES: 6.4%					
OUTCOME (Planned Result)					
% of major road and bridge construction contracts advertised	57%	57%	61%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to advertise 100% of major road and bridge construction contracts	\$261,819	\$290,649	\$311,495	\$279,597	\$284,150
OUTPUT (Service or Product)					
Number of major construction contracts processed	32	32	25	41	42
EFFICIENCY (Output/Input)	•				
Cost per major construction contract processed	\$8,181	\$9,083	\$12,459	\$6,819	\$6,765
ACTIVITY B: CONSTRUCTION ENGINEERING					
X OF RESOURCES: 7.9%					
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	\$2,315,598	\$2,210,348	\$2,221,7540	\$2,303,294	\$2,109,237
OUTPUT (Service or Product)					
Average number of road and bridge construction projects inspected per month	17	21	27	19	23
EFFICIENCY (Output/Input)					
Median cost per road and bridge project constructed	\$1,289,421	\$1,061,769	\$968,414	\$672,037	\$713,578
ACTIVITY C: ENVIRONMENTAL SERVICES					
X OF RESOURCES: 1.9%					
OUTCOME (Planned Result)					
% of assigned road project requests serviced	132%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Direct cost to service 100% of assigned road project requests	\$559,373	\$494,831	\$502,267	\$630,000	\$976,000

PROGRAM: Engineering Services

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
OUTPUT (Service or Product)					
Number of road projects serviced	69	63	76	70	49
EFFICIENCY (Output/Input)					
Cost per road project serviced	\$8,106	\$7,854	\$6,609	\$9,000	\$19,918
ACTIVITY D: FLOOD CONTROL ENGINEERING					
X OF RESOURCES: 1.7%					
OUTCOME (Planned Result)				•	
% of the unincorporated area in which floodplains/alluvial fans are monitored	100%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to provide 100% of the unincorporated area with flood control services	\$148,828	\$215,198	\$162,174	\$258,603	\$277,148
OUTPUT (Service or Product)					
Number of miles of floodplains/alluvial fans monitored	267	267	316	316	316
EFFICIENCY (Output/Input)					
Cost per mile of floodplain/alluvial fan monitored	\$516	\$805	\$513	\$818	\$877

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0315	Public Works Manager	0	0.00	3	3.00	\$0	\$233,262
2210	Deputy Director, Public Works	1	1.00	1	1.00	82,432	86,554
2303	Administrative Assistant II	2	2.00	2	2.00	<i>7</i> 3,971	75,793
2412	Analyst II	2	2.00	1	1.00	81,831	39,292
2413	Analyst III	0	0.00	1	1.00		46,635
2700	Intermediate Clerk Typist	2	2.00	2	2.00	43,872	42,945
2730	Senior Clerk	4	4.00	4	4.00	101,604	106,136
2745 2756	Supervising Clerk	1	1.00	0	0.00 0.00	29,464 21 579	0
2757	Administrative Secretary I Administrative Secretary II	Ź	1.00 2.00	2	2.00	21,538 54,05 <i>6</i>	53,793
3514	Environmental Mgmt. Spec. III	1	1.00	1	1.00	48,991	51,433
3515 3515	Environmental Mgmt. Spec. II	6	6.00	6	6.00	242,145	249,520
3516	Environmental Mgmt. Spec. I	ĭ	1.00	ŏ	0.00	32,242	247,520
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	54,974	48,679
3615	Assistant Engineer	15	15.00	18	18.00	708,595	885,739
3635	Civil Engineer	16	16.00	14	14.00	852,818	791,308
3695	Junior Engineer	4	4.00	1	1.00	142,358	36,555
3697	Associate Meteorologist	.0	0.00	1	1.00	0	42,140
3700	Principal Civil Engineer	5	5.00	0	0.00	366,775	/20 /E0
3706	Project Manager, Public Works	0 11	0.00 11.00	6 9	6.00 9.00	0 689,084	420,450
3720 3735	Senior Civil Engineer Senior Structural Engineer	1	1.00	1	1.00	66,562	600,633 69,897
3750	Public Works Program Coord. II	i	1.00	i	1.00	58,094	65,669
3795	Construction Technician	ż	7.00	8	8.00	368,368	452,176
3801	Drafting Technician II	i	1.00	ĭ	1.00	32,364	33,981
3803	Hydrographic Instrument Tech.	1	1.00	1	1.00	42,410	44,533
3812	Engineering Technician III	12	12.00	12	12.00	497,530	522,177
3813	Engineering Technician II	5	5.00	3	3.00	179,777	113,684
3814	Engineering Technician I	4	4.00	3	3.00	124,381	101,943
5524	Assistant Real Property Agent	1	1.00	1	1.00	32,998	36,393
5585	Supervising Real Property Agent		1.00	1	1.00	58,070	60,976
6003	Right-of-Way/Utility Coordinato		1.00	1 9	1.00	60,523	63,534
9999	Extra Help	10	5.00	<u> </u>	4.50	150,108	131,112
	Total	120	115.00	115	110.50	\$5,297,935	\$5,506,942
Salary	Adjustments:					\$164,350	\$(145,738)
Premius	n/Overtime Pay:					100,000	125,000
Employe	ee Benefits:					1,543,629	1,432,534
Salary	Savings:					(143,814)	(138,746)
VTO Rec	ductions:					(27,502)	0
	Total Adjustments					\$1,636,663	\$1,273,050
Program	n Totals	120	115.00	115	110.50	\$6,934,598	\$6,779,992

PROGRAM: Inactive Waste Management

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 35000

MANAGER: Douglas M. Isbell

ORGANIZATION #: 5710, 5720

REFERENCE: 1998-99 Proposed Budget - Pg. 32-23

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Various state and federal public health and safety regulations governing inactive and closed landfills, which are regularly inspected by the Regional Water Quality Control Board, the Air Pollution Control District, and the Department of Environmental Health acting as the Local Enforcement Agency for the California Integrated Waste Management Board. The functions of the Inactive Waste Site Management Fund were authorized by the Board of Supervisors on 11/4/97 (52,53,54) following the sale of the Solid Waste System as authorized by the Board of Supervisors on 8/12/97(1). The Hillsborough Landfill Maintenance Fund was established following a court settlement authorized by the Board of Supervisors 4/28/92 (15). Other responsibilities are authorized by the San Diego County Charter, Section 706 (Director of Transportation); and San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$334,824	\$0	\$859,112	100.0
Services & Supplies	0	0	1,602,054	0	6,024,085	100.0
Other Charges	0	0	147,827	0	0	0.0
Operating Transfers	0	0	133,210	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$2,217,915	\$0	\$6,883,197	100.0
PROGRAM REVENUE	0	0	(1,936,878)	0	(6,883,197)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$281,037	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	6.00	0.00	15.00	100.0

PROGRAM MISSION

To provide the highest quality and most efficient service to our customers in an environmentally sound and fiscally responsible manner by meeting all state mandates, budget limitations and ensuring prudent spending practices.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

This is a new program that was established mid-yeear on November 4, 1997 to replace the Solid Waste Program following divestiture of the solid waste system on October 31, 1997. Actual expenditures reflect only partial year operations for FY 1997-98. The balance of the operational costs were reflected in the Solid Waste Program budget. That Program included intensive management of 11 sites, whereas the new Program includes intensive management of another 10 sites, along with resolution of transition issues resulting from the divestiture. The additional objectives were established later in the fiscal year, and are not indicative of annualized expenditures.

1997-98 ACHIEVEMENT OF OBJECTIVES.

Achieved goal to monitor and manage all inactive waste sites to assure they meet environmental standards for
public health and safety by monitoring and mitigating 14 inactive sites, and resolving critical El Nino stormrelated problems.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

 To monitor inactive waste sites and related buffer areas for compliance with environmental standards, and intensively maintain and/or mitigate 21 sites.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Inactive Waste Site Management Fund [15.00 SY; E = \$6,723,177; R = \$6,723,177] including inactive site monitoring and maintenance at 26 closed landfills, buffer areas and burn sites retained after the sale of the solid waste system with intensive management of 21 sites. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% from program revenue from the Environmental Trust Fund.

DEPARTMENT: PUBLIC WORKS

Increasing 15.00 staff years.
Increasing \$6,723,177 in total expenditures (Note: Staff years and expenditures were previously budgeted in the Solid Waste Enterprise Fund Program Budget).

There is no Net General Fund Contribution in this activity.

- Hillsborough Landfill Maintenance Fund [0.00 SY; E = \$160,020; R = \$160,020] including closure and ongoing maintenance costs associated with the Hillsborough Landfill as a result of a court settlement. This activity is: 2.
 - Mandated/Discretionary Service Level.

Offset 100% by program revenue.

Increasing \$160,020 in total expenditures (Note: Expenditures were previously budgeted in the Solid Waste Enterprise Fund Program Budget).

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE				-
Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
USES OF MONEY & PROPERTY:				
Interest	\$18,486	\$0	\$60,000	\$60,000
Rents and Concessions	16,438	0	40,039	40,039 60,000
Royalities	25,133	U	60,000	80,000
Sub-Total	\$60,057	\$0	\$160,039	\$160,039
INTERGOVERNMENTAL REVENUES:				
Other State Grants	\$0	\$0	\$150,000	\$150,000
Sub-Total	\$0	\$0	\$150,000	\$150,000
CHARGES FOR CURRENT SERVICES:				
Other County Departments & Funds	\$3,866	\$0	\$0	\$0
Solid Waste Disposal Fee	0	0	50,000	50,000
Sub-Total	\$3,866	\$0	\$50,000	\$50,000
OTHER REVENUE/FUNDING SOURCES:				
Other Miscellaneous	\$37,825	\$0	\$6,278,390	\$6,278,390
Proceeds from the Sale of Solid Waste Assets	2,123,835	0	144,748	144,748
Fund Balance Required	(2,190,218)	0	100.020	100 020
Fund Balance Required (Hillsborough Maint. Fund) Operating Transfer from Solid Waste	1,901,513	0	100,020 0	100,020 0
operating transfer from socia maste	1,701,313	· ·	U	
Sub-Total	\$1,872,955	\$0	\$6,523,158	\$6,523,158
Total	\$1,936,878	\$0	\$6,883,197	\$6,883,197

^{*} No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

This is a new program established to replace the Solid Waste Program relating to closed and inactive landfill and burn sites. The FY 1998-99 Budget reflects the first full-year revenues associated with these retained responsibilities. The primary funding is from the Solid Waste Environmental Trust Fund.

N/A

N/A

N/A

N/A

14

\$138,348

N/A

N/A

21

\$327,771

Number of inactive sites mitigated

EFFICIENCY (Output/Input)
Cost per mitigated site

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0315	Public Works Manager	0	0.00	1	1.00	\$0	\$78,039
2605	Refuse Disposal Fee Collr I	ŏ	0.00	i	1.00	\$0	\$21,665
3635	Civil Engineer	ŏ	0.00	i	1.00	Ö	45,397
3692	Hydrogeologist	Ō	0.00	1	1.00	Ŏ	47,667
3720	Senior Civil Engineer	· O	0.00	1	1.00	Ŏ	56,290
3812	Engineering Technician III	0	0.00	2	2.00	0	75,072
3813	Engineering Technician II	0	0.00	1	1.00	0	32,408
6025	Equipment Operator	0	0.00	3	3.00	0	91,968
6036	Senior Equipment Operator	0	0.00	1	1.00	0	32,987
9999	Extra Help	0	0.00	4	3.00	. 0	164,531
	Total	0	0.00	16	15.00	\$0	\$646,024
Salary	Adjustments:					\$0	\$83,043
Premiu	m/Overtime Pay:					0	25,000
Employe	ee Benefits:					0	119,136
Salary	Savings:					0	(14,091)
	Total Adjustments					\$0	\$213,088
Progra	n Totals	0	0.00	16	15.00	\$0	\$859,112

PROGRAM: Nanagement Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000

MANAGER: Harold Kosakoff

ORGANIZATION #: 5750

REFERENCE: 1998-99 Proposed Budget - Pg. 32-28

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); Section 27551 (County Surveyor); Public Utilities Code, Section 1550 (Public Utility District Act); 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,866,298	\$3,766,405	\$4,026,814	\$4,176,247	\$4,140,629	(0.9)
Services & Supplies	5,528,634	5,329,535	5,491,334	8,676,656	7,600,515	(12.4)
Fixed Assets	359,268	111,507	87,287	132,000	189,100	43.3
Operating Transfers	1,732	0	35,270	0	0	0.0
TOTAL DIRECT COST	\$9,755,932	\$9,207,447	\$9,640,705	\$12,984,903	\$11,930,244	(8.1)
PROGRAM REVENUE	(9,755,932)	(9,207,447)	(9,640,705)	(12,984,903)	(11,930,244)	(8.1)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	75.50	71.25	76.25	79.00	71.00	(10.1)

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; and 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Total FY 1997-98 actual expenditures were \$3,344,198 under budget. Salary and Benefit expenditures were under budget by \$149,433 because of under-filled and vacant positions. Services and Supplies were \$3,185,322 under budget primarily because A-87 expenditures were lower than anticipated and the Valley Center Sewer Project was eliminated. Fixed Asset purchases of \$44,713 were deferred.

1997-98 ACHIEVEMENT OF OBJECTIVES

 Achieved the goal to budget and monitor 100% of Special districts managed by preparing and monitoring 100% of 79 Special District budgets.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Budget and monitor 100% of Special Districts.

a. Prepare 79 County Service Area and zone budgets providing for road and landscape maintenance, fire protection, street lighting and facilities planning.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Department Administration and External Support [6.50 SY; E = \$6,553,944; R = \$6,553,944] including responsibilities for departmental administration and management, and payments from the Road Fund to General Fund Departments included in the A-87 Cost Allocation Plan. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 1.00 staff year.
 - Increasing \$246,135 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) and various General Services ISF's as follows:

A-87 AND ISF EXTERNAL COST ITEMS *	1997-98 Actual	1997-98 Budget	1998-99 Budget
Equipment Usage	\$ 76	\$ 76	\$ 76
Space Costs	48,546	48,546	43,861
A-87 Roll Forward	710,664	713,556	796,320
Auditor & Controller	334,824	533,941	516,288
CAO Executive	35,873	40,760	10,585
Civil Service Commission	11,047	11,051	11,421
County Counsel	267,730	407,867	259,918
DCAO - Land Use	0	0	6,504
DIS Communications	77,312	79,010	75,530
DIS Data Processing	124,293	62,271	96,478
EONO	12,573	14,555	11,778
GS Facilities Services/Maintenance	135,353	521,033	582,063
GS Fleet Service	0	126,471	101,941
GS Real Property	Ó	713, 191	781,895
Human Resources	106,208	101,355	128,892
Purchasing	363,630	168,062	158,062
Telephone Services/Utilities	234,000	621,724	652,641
Fuel (ISF)	0	0	3,000
Liability Insurance Premium (ISF)	2,133,401	2,573,935	2,132,482
Postage & Mail Delivery (ISF)	80,321	48,713	28,009
Records Management (ISF)	32,996	72,482	78,531
Rents & Leases (ISF)	220,261	243,799	288,416
Total	4,929,008	\$7,102,398	\$6,763,691

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. Actuals reflect only those costs not paid directly in other orgs.

There is no Net General Fund Contribution in this activity.

- 2. <u>Information Technology Services</u> [18.00 SY; E = \$2,386,669; R = \$2,386,669] 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 Maintenance Management/Pavement Management System, Permits Processing, Airports Lease Tracking and Budget Preparation Systems; providing department-wide office automation capabilities and training; providing support and training for the users of microcomputers; and performing various interdepartmental and inter-governmental coordination activities. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Increasing 1.00 staff year.
 - Increasing \$380,422 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 3. Special Projects/Communications [6.50 SY; E = \$454,635; R = \$454,635] including coordination of regional Trails System; 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.
 - Increasing \$104,038 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Personnel/Payroll/Training/Support Services [16.50 SY; E = \$1,097,516; R = \$1,097,516] including department-wide personnel, payroll, training, and safety functions. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Decreasing 8.00 staff years.
 - Decreasing \$104,597 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Financial Services [11.50 SY; E = \$694,326; R = \$694,326] 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. Decreasing 1.50 staff years.

 - Decreasing \$48,530 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Special Districts Administration [10.00 SY; E = \$624,149; R = \$624,149] including administration and management of 78 County Service Areas (CSAs), underground utility districts, fire districts and lighting district; responding to citizen's requests for information and assistance in forming special districts or service areas; and providing maintenance and engineering services to the various districts after their formation. In addition, we prepare the benefit fees to be levied on property tax bills for two park districts, two paramedic service districts and 17 regional 800 megahertz radio system districts. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by program revenue.
 - Unchanged with respect to staffing.
 - Decreasing \$1,611,203 in total expenditures.

There is no Net General Fund Contribution in this activity.

- SAFE/AVA Support [2.00 SY; E = \$119,005; R = \$119,005] including staff for the administration and management support to the SAFE and AVA Board of Directors for the maintenance and operations of the Freeway Callbox System and coordination with the cities for the removal of abandoned vehicles. This activity is:
 - Discretionary/Discretionary Service Level. Offset 100% from program revenue.

 - Decreasing 0.50 staff years.
 - Decreasing \$20,924 in total expenditures.

There is no Net General Fund Contribution in this activity.

DEPARTMENT: PUBLIC WORKS

PROGRAM REVENUE BY SOURCE Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES: Transpet	\$1,995	\$0	\$0	\$0
Sub-Total	\$1,995	\$0	\$0	\$0
FINES AND FORFEITURES:				
Vehicle Code Fines	\$12,743	\$11,000	\$11,000	\$0
Sub-Total	\$12,743	\$11,000	\$11,000	\$0
USE OF MONEY & PROPERTY:				
Interest from the Road Fund ISF	\$0	\$0	\$425,000	\$425,000
Rents & Concessions	4,557	0	0	0
Sub-Total	\$4,557	\$0	\$425,000	\$425,000
INTERGOVERNMENTAL REVENUE:				
Other States In Lieu	\$246,137	\$0	\$0	\$0)
Federal Aid - Bridges/FHWA	156	0	· 0	0)
Federal Forest Reserve	67,833	0	0	0)
CDBG	650	0	0	0)
Aid from Other Government Agencies	63,632	0	0	0)
Sub-Total	\$378,408	\$0	\$0	\$0)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$267,307	\$2,138,013	\$470,742	\$(1,667,271)
Other County Departments & Funds	1,417,577	2,264,315	1,704,938	(559,377)
Sub-Total	\$1,684,884	\$4,402,328	\$2,175,680	\$(2,226,648)
OTHER REVENUE/FUNDING SOURCES:				
Other Miscellaneous Revenues	\$195,706	\$0	\$0	\$0
fund Balance Required (Road Fund)	(3,222,541)	6,946,161	9,362,038	2,415,877
Allocated Road Fund Revenues	10,584,953	1,625,414	(43,474)	(1,668,888)
Sub-Total	\$7,558,118	\$8,571,575	\$9,318,564	\$746,989
Total	\$9,640,705	\$12,984,903	\$11,930,244	\$(1,054,659)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total FY 1997-98 actual revenue was \$3,344,198 less than budgeted. Charges for Current Services revenue was \$2,717,444 less than budgeted primarily because of cancellation of Valley Center Sewer Project and elimination of services to the Solid Waste Enterprise Fund. Intergovernmental Revenue increased by \$378,408 because of reimbursements for the Road Fund Detailed Work Program projects.

Total FY 1998-99 budgeted revenues are \$1,054,659 less than in FY 1997-98. Charges for Current Services is lower because of fewer and smaller projects and the elimination of services to the Solid Waste Enterprise Fund. Fund Balance increased because of more road projects in FY 1998-99. Interest from the Road Fund ISF is budgeted for the first time.

PROGRAM: Management Services				DEPARTMENT:	PUBLIC WORKS
PERFORMANCE NEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: SPECIAL DISTRICTS ADMINISTRATION					
% OF RESOURCES: 5.2%					
OUTCOME (Planned Result)					
% of Special Districts budgeted and monitored	99%	100%	100%	100%	100%
EFFECTIVENESS (Outcome/Input)					
Cost to budget and monitor 100% of Special Districts	\$21,681	\$46,227	\$38,175	\$50,000	\$50,000
OUTPUT (Service or Product)					
Number of Special Districts budgets prepared	99	80	79*	80	79
EFFICIENCY (Output/Input)					

\$483

\$625

\$580

Cost per Special District budget prepared \$219 \$578

^{*} A district less than budgeted because one district was dissolved.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2113	Director, Public Works	1	1.00	4	1.00	\$103,044	\$114,712
2211	Assistant Director, Public Work	s İ	1.00	i	1.00	92,370	99,091
2302	Administrative Assistant III	1	1.00	1	1.00	48,991	51,433
2303	Administrative Assistant II	3	3.00	1	1.00	125,365	39,292
2304 2312	Administrative Assistant I Departl Personnel & Trng Admin	1	1.00 1.00	1	1.00 1.00	31,351 50,192	33,944 64,040
2320	Personnel Aide	ż	2.00	ż	2.00	54,027	53,128
2328	Dept. Personnel Officer II	1	1.00	1	1.00	48,991	51,433
2331	Loss Prevention Analyst	1	1.00	0	0.00	41,227	0
2337 2338	Public Information Specialist Departmental Safety Coordinator	2 1	2.00 1.00	1	1.00 1.00	75,529 44,409	39,528 46,635
2364	Senior Personnel Analyst	i	1.00	i	1.00	48,991	51,433
2365	Staff Development Specialist	0	0.00	1	1.00	0	36,547
2367	Principal Admin. Analyst	2	2.00	2	2.00	116,328	107,098
2380 2405	Staff Development Coordinator	0 1	0.00	1 0	1.00	75 909	46,635
2411	Assistant Accountant Analyst I	i	1.00 1.00	ŏ	0.00 0.00	35,808 37,422	0 0
2412	Analyst II	4	4.00	ž	2.00	162,787	86,917
2413	Analyst III	4	4.00	6	6.00	198,416	285,328
2424 2425	Public Works Program Coord. I	3 1	3.00	3	3.00	163,986	179,327
2426	Associate Accountant Assistant Systems Analyst	1	1.00 1.00	1 0	1.00 0.00	39,399 41,815	41,372 0
2427	Associate Systems Analyst	5	5.00	4	4.00	263,570	221,424
2452	Dept. LAN Analyst II	2	2.00	2	2.00	86,726	95,902
2453 2461	Dept. LAN Analyst III	1 2	1.00	1 4	1.00	47,797	57,654 200,757
2471	Departmental Sys Engineer II EDP Systems Manager	1	2.00 1.00	1	4.00 1.00	105,428 68,885	200,753 72,324
2484	Distributed Network Tech I	i	1.00	i	1.00	21,617	23,831
2485	Distributed Network Tech II	1	1.00	1	1.00	29,785	31,288
2510	Senior Account Clerk	1	1.00	1	1.00	21,491	26,658
2511 2525	Senior Payroll Clerk Senior Systems Analyst	2	2.00 2.00	0 2	0.00 2.00	53,152 116,188	0 121,990
2550	Chief, Public Works Rev & Budge		1.00	ī	1.00	60,992	64,040
2658	Storekeeper II	1	1.00	0	0.00	26,305	. 0
2660	Storekeeper I	1 3	1.00	1	1.00	23,853	25,040
2700 2725	Intermediate Clerk Typist Principal Clerk I	3 1	3.00 1.00	2 1	2.00 1.00	62,203 33,401	43,783 35,077
2730	Senior Clerk	i	1.00	i	1.00	25,401	26,658
2757	Administrative Secretary II	3	3.00	2	2.00	81,021	52,894
2758	Administrative Secretary III	2	2.00	2	2.00	65,298	61,730
2759 3009	Administrative Secretary IV	1	1.00	1	1.00	35,160 35,167	36,919
3050	Word Processor Operator Offset Equipment Operator	i	1.00 1.00	0	0.00 0.00	25,187 24,582	0
3555	Chief, Special Districts Admin.	i	1.00	1	1.00	62,546	65,669
3635	Civil Engineer	1	1.00	i	1.00	53,829	56,522
3750	Public Works Program Coord. II	0	0.00	2	2.00	0	102,924
3795 3913	Construction Technician	0 1	0.00	1	1.00	74 500	45,397
3813 5920	Engineering Technician II Electrician	i	1.00 1.00	1	1.00 1.00	36,588 35,614	38,410 37,403
9999	Extra Help	16	8.00	16	8.00	277,804	345,529
	Total	87	79.00	79	71.00	\$3,304,871	\$3,317,712
Salary	Adjustments:					\$(58,085)	\$24,003
Premius	n/Overtime Pay:					53,500	36,500
Employe	ee Benefits:					976,795	842,108
Salary	Savings:					(84,276)	(79,694)
VTO Rec	ductions:				<u> </u>	(16,558)	0
	Total Adjustments					\$871,376	\$822,917
Program	Totals	87	79.00	79	71.00	\$4,176,247	\$4,140,629
			32-33				

PROGRAM: General Fund Activities

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 50000

MANAGER: Harold Kosakoff

ORGANIZATION #: 5850

REFERENCE: 1998-99 Proposed Budget - Pg. 32-34

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); San Diego County Charter, Section 4700 (County Section 4700); San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works); San Diego County Code of Regulatory Ordinances, Title 8 (Zoning and Land Use Regulations), and Board action of November 4, 1997 and December 16, 1997 to retain responsibilities for the San Marcos Landfill closure project.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$1,288,564	\$1,153,630	\$1,458,136	\$1,664,305	\$18,964,094	1,039.5
Other Charges	0	0	0	0	100,000	100.0
Fixed Assets	46,429	26,817	0	0	6,000	100.0
TOTAL DIRECT COST	\$1,334,993	\$1,180,447	\$1,458,136	\$1,664,305	\$19,070,094	1,045.8
PROGRAM REVENUE	(803,064)	(674,101)	(1,922,753)	(1,159,749)	(17,469,447)	1,406.3
NET GENERAL FUND COST	\$1,334,993	\$506,346	\$(464,617)	\$504,556	\$19,070,094	3,679.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

To protect, maintain and enhance the quality of life in San Diego County through administration and formation of special districts and cartography services, by responding to requests from the public and private sector for these services; to protect health and safety through the operation of sewer treatment and water systems at County detention facilities, by providing safe, efficient and cost effective operations pursuant to state laws; 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; and to protect health and safety through efficient and cost effective closure activities associated with the San Marcos Landfill.

1997-98 ACTUAL TO 1997-98 BLDGET COMPARISON

Total FY 1997-98 actual expenditures were under budget by \$206,169, primarily due to not awarding a contract for a transit study, and savings associated with transit center operations, special district formations, and water and wastewater operations at detention facilities. However, an additional \$755,522 remained encumbered at fiscal year-end. These encumbrances were authorized by the Board mid-year when they increased appropriations for the transfer of responsibility for the closure of the San Marcos Landfill and related costs from the Solid Waste Enterprise Fund to the DPW General Fund, following divestiture of the solid waste assets to Allied Waste, Inc.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Achieved the goal to respond to 95% of initial requests for special district formations within five work days. by processing 100% of 103 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 97% of 13,650 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 3. 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 only two treatable constituent permit violations.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Respond to 97% of initial requests for special district formations within five work days.

 - Process 40 requests for formation services.

 Budget and monitor 71 Special Districts and Service Areas after formation.

- Respond to 97% of initial requests for cartography services within one work day. 2.
 - Process 13,000 public requests for mapping and graphics services.
- Operate sewer line systems at detention facilities with a spillage rate of less than two spills per year. Clean and repair 25.416 linear feet of sewer line.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- <u>Transportation Support</u> [0.00 SY; E = \$1,415,346; R = \$935,346] including transit center operations in Escondido, Oceanside and Chula Vista, and future transit center development studies; and replacement of hydrant markers for fire protection districts on County roads; and Board directed improvements for two private roads. This activity ie.
 - Discretionary/Discretionary Service Level.

- Offset 66.1% by program revenue.

 Increasing \$494,345 in total expenditures and increasing \$48,345 in total revenues.

 Unchanged in Road Fund staff equivalents for Transportation support to the DPW General Fund.

There is a Net General Fund Contribution of \$480,000 in this activity, an increase of \$446,000 from the \$34,000 Net General Fund Contribution budgeted in FY 1997-98.

- Land Development Support [0.00 SY; E = \$270,469; R = \$135,2931 including maps, mapping and cartographic services to all County Departments and the public; preparation of parcel map completion notices; payment for A-87 External Cost plan allocations to General Services Internal Service Funds (ISF); and a Board directed General Plan Amendment. This activity is:

- Discretionary/Discretionary Service Level.
 Offset 50.0% by program revenue.
 Increasing \$81,583 in total expenditures and increasing \$454 in total revenues.
- Decreasing 0.25 in Road Fund staff equivalents for Land Development support to the DPW General Fund.

There is a Net General Fund Contribution of \$135,176 in this activity, an increase of \$81,129 from the \$54,047 Net General Fund Contribution budgeted in FY 1997-98.

- Engineering Services Support [0.00 SY; E = \$16,853,045; R = \$16,247,445] including purchase of replacement ALERT Storm/Data gauges and Stormwater Quality monitoring equipment; environmental bank mitigation costs; preliminary engineering, design plans, import of cover material, installation of gas extraction wells, monitoring and testing, and extensive landscaping for the closure process for the San Marcos Landfill; and final accounting costs for divestiture of Solid Waste. This activity is:
 - Mandated/Discretionary Service Level.

Offset 96.4% from program revenue.

- Increasing \$16,853,045 in total expenditures and increasing \$16,247,445 in total revenues.
- Increasing 2.10 in Road Fund staff equivalents for Engineering Services support to the DPW General Fund.

There is a Net General Fund Contribution of \$605,600 in this activity, an increase of \$605,600 from the \$0 Net General Fund Contribution budgeted in FY 1997-98.

- Management Services Support [0.00 SY; E = \$165,586; R = \$116,863] including formation and management of County Service Districts; formation of Underground Utility Districts; response to citizen's requests for information and assistance in forming special districts, service areas and permanent road divisions; and a Board directed study for one private road. This activity is:
 - Discretionary/Mandated Service Level.

Offset 70.6% by program revenue.

- Increasing \$8.817 in total expenditures and increasing \$13.454 total revenues.
- Decreasing 0.08 in Road Fund staff equivalents for Management Services support to the DPW General Fund.

There is a Net General Fund Contribution of \$48,723 in this activity, a decrease of \$4,637 from the \$53,360 Net General Fund Contribution budgeted in FY 1997-98.

- Wastewater Management Support [0.00 SY; E = \$346,148; 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
 - Discretionary/Discretionary Service Level.

- Offset 4.3% by program revenue.

 Decreasing \$32,001 in total expenditures and unchanged in revenues.
- Decreasing 0.21 in Wastewater Management Enterprise Fund staff equivalents for Wastewater Management support to the DPW General Fund.

There is a Net General Fund Contribution of \$331,148 in this activity, a decrease of \$32,001 from the \$363,149 Net General Fund Contribution budgeted in FY 1997-98.

PROGRAM REVENUE BY SOURCE										
Source of Revenue *	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget						
TAXES AND USE OF PROPERTY: Sales & Use Tax - TDA	6/00 844	ee12 001	* 947_017	453.04 /						
Rents & Concessions	\$499,811 56,965	\$812,001 65,000	\$864,017 61,329	\$ 52,016 (3,671)						
Sub-Total	\$ 556 ,7 76	\$877,001	\$925,346	\$48,345						
INTERGOVERNMENTAL REVENUES: Federal - Environmental Protection	\$0	\$0	\$7,500	\$7,500						
Sub-Total	\$0	\$0	\$7,500	\$7,500						
CHARGES FOR CURRENT SERVICES:										
Fees & Services to Property Owners Other County Departments & Funds	\$77,116 172,123	\$48,839 73,199	\$49,293 92,098	\$454 18,899						
Sub-Total	\$249,239	\$122,038	\$141,391	\$19,353						
OTHER REVENUE/FUNDING SOURCES:										
Other Misceilaneous Operating Transfer	\$87,438 0	\$111,000 49,710	\$15,777,000 0	\$15,666,000 (49,710)						
Proceeds from the Sale of Solid Waste Assets	1,029,300	. 0	571,000	\$571,000						
Fund Balance Required	0	0	47,210	47,210						
Sub-Total	\$1,116,738	\$160,710	\$16,395,210	\$16,234,500						
Total	\$1,922,753	\$1,159,749	\$17,469,447	\$16,309,698						

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total FY 1997-98 actual revenue was over budget by \$763,004, primarily due to unanticipated mid-year revenue associated with solid waste costs that were revenue-offset from Proceeds from the Sale of Solid Waste Assets. TDA revenue was under budget due to not awarding a revenue-offset transit center contract and from savings associated with transit center operations.

Total FY 1998-99 revenue is increasing over the FY 1997-98 budget by \$16,309,968, primarily due to revenue from the San Marcos Closure Reserve Fund and from Proceeds from the Sale of Solid Waste Assets. This new revenue is project specific for the closure of the San Marcos Landfill and for final accounting costs associated with the divestiture of solid waste assets.

PERFORMANCE MEASURES				•	
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: MANAGEMENT SERVICES SUPPORT					
% OF RESOURCES: 0.9%					
OUTCOME (Planned Result)					
% of initial requests processed within five work days	100%	100%	100%	95%	97%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of formation requests	\$34,270	\$26,369	\$59,872	\$53,985	\$48,153
OUTPUT (Service or Product)					
Number of formation requests processed	19	39	103	20	40
EFFICIENCY (Output/Input)					
Cost per formation request processed	\$1,804	\$676	\$581	\$2,699	\$1,204
OUTPUT (Service or Product)					
Number of Special Districts budgeted and monitored	73	72	71	71	71
EFFICIENCY/(Output/Input)					
Cost per Special District budgeted and monitored	\$740	\$516	\$461	\$ 524	\$664
ACTIVITY B: LAND DEVELOPMENT SUPPORT					
X OF RESOURCES: 1.4%					
OUTCOME (Planned Result)					
% of public cartography service requests processed within one work day	98%	98%	97%	97%	98%
EFFECTIVENESS (Outcome/Input)					
Cost to process 100% of public requests within one work day	\$112,486	\$140,000	\$95,550	\$140,000	\$98,000
OUTPUT (Service or Product)					
Number of public requests processed	16,112	20,000	13,650	20,000	14,000
EFFICIENCY (Output/Input)					
Cost per public request	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00

\$2.50

\$1.87

\$1.61

\$5.07

\$2.87

EFFICIENCY (Output/Input)

Cost per foot of sewer line cleaned and repaired

COMMUNITY SERVICES GROUP

COMMUNITY SERVICES GROUP

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Executive Office	\$0	\$340,965	\$429,933	\$421,657	\$622,033	\$200,376	47.5
TOTAL DIRECT COST	\$0	\$340,965	\$429,933	\$421,657	\$622,033	\$200,376	47.5
TOTAL PROGRAM REVENUE	(0)	(0)	(38)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$340,965	\$429,895	\$421,657	\$622,033	\$200,376	47.5
STAFF YEARS	0.00	3.90	4.48	4.00	6.00	2.00	50.0

MISSION

The Group's mission is to provide fast, friendly, and quality service in a cost-effective manner for the departments of Animal Control, General Services, Housing and Community Development, County Library, and Registrar of Voters. The Group is dedicated to meeting the needs of citizens and employee customers in the areas of animal care and regulation; housing assistance and community development funding; community libraries; voter registration and the conduct of elections; and general support to all County departments in the areas of real property, facility services, architecture and engineering, fleet vehicles, purchasing and contracting, mail, reprographics, and records management.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Improve library services by seeking a permanent re-allocation of property tax growth to the Library system. These funds would by used to increase operating hours and library services without an increase in taxes.
- 2. Commit to providing the best service in the most cost-effective manner by competing current County provided services against the private sector. The first in the Community Services Group will be the Department of General Services' fleet operation, which includes 3200 County vehicles, that will undergo streamlining in preparation for competing with the private sector. Additionally, evaluate and pursue other areas for re-engineering and managed competition within the Group.
- 3. To ensure all costs are accurately measured and allocated, the Group will develop all General Services' divisions into internal service funds (ISFs) by the end of FY 1998-99.
- 4. Improve group automation in all departments. This will include bringing on-line automation rental housing assistance in Housing and Community Development through a newly developed "Champions" system and developing a new election system to replace the aging current system in Registrar of Voters. Departments will identify ongoing funding for continued automation upgrades.
- 5. Improve Animal Control services by seeking long-term partnerships with contracting cities in order to plan infrastructure, automation and service needs. Improve customer service satisfaction by promoting responsible pet ownership thoughout the region.

PROGRAM: EXECUTIVE OFFICE

DEPARTMENT: COMMUNITY SERVICES GROUP

PROGRAM #: 0610

MANAGER: Helen Robbins-Meyer

ORGANIZATION #: 0610

REFERENCE: 1998-99 Proposed Budget - Pg. 33-2

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, created the Community Services Group.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997•98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$338,553	\$383,142	\$342,069	\$577,169	68.7
Services & Supplies	0	2,412	46,791	79,588	44,864	(43.6)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$340,965	\$429,933	\$421,657	\$622,033	47.5
PROGRAM REVENUE	(0)	(0)	(38)	(0)	(0)	0.0
NET GENERAL FUND COST	\$0	\$340,965	\$429,895	\$421,657	\$622,033	47.5
STAFF YEARS	0.00	3.90	4.48	4.00	6.00	50.0

PROGRAM MISSION

The Community Services Group provides policy and fiscal oversight and direction for five departments. The four departments focusing on citizen's services are Animal Control, Housing and Community Development, the County Library system, and the Registrar of Voters. The fifth department is General Services which provides general support to other County departments in the areas of real property, facility services, architecture and engineering, fleet vehicles, purchasing and contracting, mail, reprographics, and records management. The Group's mission is to provide fast, friendly, and quality service in a cost-effective manner to meet the needs of citizens and employee customers.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The increase in Salaries and Benefits is due to the mid-year addition of a Group Finance Director position and Group Human Resources Director position. These positions increased labor expenditures by approximately \$41,000 for FY 1997-98. The savings in services and supplies are primarily the result of decreased expenditures for office expenses, equipment maintenance, and professional and special services.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Savings and revenue enhancements of \$500,000 were realized and reinvested in automation and customer service improvements. Prudent fiscal management has created a \$4 million management reserve in 1998-99. Reinvestments in 98-99 will be directed toward customer satisfaction, infrastructure improvements, automation and training. All structural balance goals are achieved in the FY 1998-99 budgets for Community Service Group departments.
- 2. The Department of Animal Control implemented a zero-based budget and departmental reorganization resulting in a reduction of 4.5 staff years and redirection of overhead to increase direct services to the public and animals.
- 3. The reduction of overhead costs (7% in FY 1997-98) will continue in FY 1998-99. On-going efforts to streamline processes and enhance automation will continue to decrease costs and maximize direct service to customers.
- 4. Automation improvements have resulted in improved customer service and efficiencies. These improvements include a new Fleet Manangement Information System to track County vehicle maintenance, an Animal Control integrated voice response system called PETLINK that provides information on lost pets and adoptions, Internet stations at all 31 County libraries, and automated access to voter polling locations.
- 5. An expanded capital improvements plan was developed using \$11 million in seed money from the Solid Waste divestiture to fund eight major capital projects. These projects inloude initial funding for a replacement for the downtown courthouse, a North County Juvenile Hall, a new traffic court, renovations to Las Colinas Women's Detention Facility, a new Rancho San Diego Sheriff substation, a new inland animal shelter, a replacement for the central animal shelter and a major refurbishment of the historic County Administration Center.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see objectives listed on the Group Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The Executive Office as displayed above is the only program activity in this budget unit.

PROGRAM: EXECUTIVE OFFICE

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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0348	CAO Staff Officer	2	2.00	2	2.00	\$116,140	116.081
2104	Deputy Chief Admin. Officer	1	1.00	1	1.00	115,195	131,766
2759	Administrative Secretary IV	1	1.00	1	1.00	35,160	34,293
0963	Group Finance Director	0	0.00	1	1.00	. 0	94,735
0969	Group Human Resources Director	0	0.00	1	1.00	0	94,735
	Total	4	4.00	6	6.00	\$266,495	\$471,610
Salary	Adjustments:					0	(13,374)
Employe	ee Benefits:			•		75,574	118,933
	Total Adjustments					\$75,574	\$105,559
Program	n Totals	4	4.00	6	6.00	\$342,069	\$577,169

ANIMAL CONTROL

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	አ Change
Animal Health & Regulation	\$6,059,347	\$5,708,802	\$5,836,411	\$6,133,094	\$6,826,902	\$693,808	11.3
TOTAL DIRECT COST TOTAL PROGRAM REVENUE	\$6,059,347	\$5,708,802	\$5,836,411	\$6,133,094	\$6,826,902	\$693,808	11.3
	(4,782,935)	(4,760,003)	(5,167,720)	(5,281,432)	(6,058,042)	(776,610)	14.7
NET GENERAL FUND COST	\$1,276,412	\$948,799	\$668,691	\$851,662	\$768,860	\$(82,802)	(9.7)
STAFF YEARS	145.63	128.50	112.75	136.50	132.00	(4.50)	

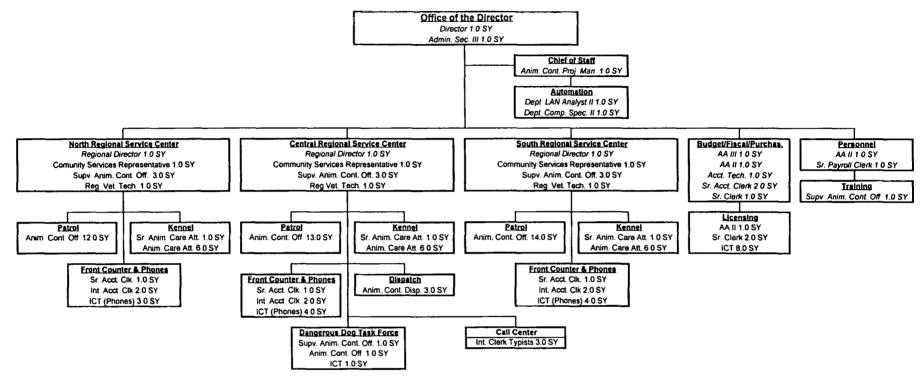
MISSION

To protect the health, safety, and welfare of both people and animals. 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.

1998-99 KEY DEPARTMENTAL OUTCOME 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 96,000 dogs annually.
 - b. Staff and conduct 30 regional rabies vaccination/license clinics annually.
 - c. Provide rabies surveillance and quarantine of over 3,700 biter animals.
- 2. Ensure owner claim or adoption of 40% of kenneled animals and decrease the number of animals euthanized by 1%.
 - a. Adopt over 8,000 dogs, cats and other pets to new owners.
 - b Reunite over 4,500 dogs, cats and other pets to their owners.
 - c. Feed, shelter, and provide emergency medical service, including treatment, vaccinations and exams for 30,000 impounded animals.
- 3. Protect the public and domestic animals by responding to 100% of Priority #1 citizen calls within one hour and 85% of Priority #2, 3 & 4 citizen calls within 12, 24, & 72 hours respectively.
 - a. Field officers annually make 49,000 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 3% the percentage of licenses sold for altered dogs to reduce the number of unwanted domestic animals.
 - a. Alter 3,600 cats and dogs prior to adoption.
 - b. Redeem 1,500 vouchers verifying that cats and dogs adopted and claimed from County shelters have been altered.
 - c. Assist 1,500 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



9/18/98

PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

MANAGER: Edward A. Baker, Interim Director

ORGANIZATION #: 4300

REFERENCE: 1998-99 Proposed Budget - Pa. 32-3

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	አ Change
DIRECT COST Salaries & Benefits	\$5,314,849	\$5,021,687	\$4,871,414	\$5,216,669	\$5,564,137	6.7
Services & Supplies	681,942	687,115	964,112	916,425	1,120,568	22.3
Other Charges	62,556	0	885	0	7,975	100.0
Fixed Assets	0	0	0	0	40,000	100.0
CERS Reserve	0	0	0	0	94,222	100.0
TOTAL DIRECT COST	\$6,059,347	\$5,708,802	\$5,836,411	\$6,133,094	\$6,826,902	11.3
PROGRAM REVENUE	(4,782,935)	(4,760,003)	(5,167,720)	(5,281,432)	(6,058,042)	14.7
NET GENERAL FUND COST	\$1,276,412	\$948,799	\$668,691	\$851,662	\$768,860	(9.7)
STAFF YEARS	145.63	128.50	112.75	136.50	132.00	(3.3)

PROGRAM MISSION

To protect the health, safety, and welfare of both people and animals.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Department achieved a \$182,971 under-budget Net General Fund Cost with salary and benefits under-expenditures of \$345,255 by holding positions vacant department-wide. The salary savings also compensated for Services & Supplies overexpenditures of \$47,867, part of which includes an unappropriated expenditure of \$21,000 for market research. Components of the \$113,712 revenue shortfall include underrealized dog license sales of \$254,449, which is partially offset by overrealized Shelter fees \$35,337, Veterinarian fees \$57,384 and various other fees \$59,098.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Department met or exceeded the following 1997-98 objectives

- Sold 100,877 dog licenses; 26.5% over goal of 79,711.
- Provided food, shelter and medical care for 35,419 animals; 18% over goal of 30,000. Reunited 4,400 pets with their owners; 10% over goal of 4,000.
- Adopted 8,021 pets to new homes; 33.7% over goal of 6,000.
- Made 46,126 patrol officer contacts; 16% over goal of 40,000. Altered 3,627 animals "in-house"; 45% over goal of 2,500.
- Redeemed 1,437 vouchers verifying pets were altered; 43.7% over goal of 1,000.

The Department under-achieved, due mostly to the positions held vacant to achieve cost savings, the following 1997-98 objectives:

- Conducted two rabies vaccination/license clinics; 23 short of the goal of 25.
- Made timely officer responses 69% of the time; 18.8% short of the 85% goal.

 Assisted 1,591 low-income individuals with the cost of altering their pet; 13% under the goal of 1,827.

DEPARTMENT: ANIMAL CONTROL

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- ADMINISTRATION, DATA PROCESSING, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION
 R = \$638,080] including support personnel:
 - Mandated/Discretionary service level.
 - Furnish department-wide budgeting, accounting, personnel, training, payroll, supply, inventory, workers compensation, liability services, and EDP interface.
 - Provide public education and information.
 - Manage fixed assets, minor equipment, and services and supplies.
 - Serve as a liaison to the Chief Administrative Office/Board of Supervisors and ten contract city councils/managers.
 - O Direct public relations and volunteer programs.
 - Plan and coordinate capital improvements.
 - Standardize department policies and procedures.
 - Organize department work schedules.
 - Manage and coordinate department-wide risk management, safety, and training.
 - Monitor contract cities' services.
 - Analyze and develop legislation.
 - Collect data for city contract billing.
 - O Bill contract city.
 - O Collect on bad checks and delinquent fees.
- 2. ENFORCEMENT [51.00 SY; E = \$2,650,427; R = \$2,060,713] including support personnel:
 - Mandated/Discretionary service level.
 - Rescue injured animals.
 - Quarantine biter dogs.
 - Investigate humane cases and initiate prosecution as required to enforce anti-cruelty laws.
 - Impound stray animals.
 - Investigate animal-related complaints.
 - Patrol, issue citations, and enforce local, state, and federal laws.
 - Return lost dogs in the field to their owners.
 - 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.
 - Register and track dangerous dogs and/or other public nuisances.
 - o Inspect declared dangerous dog owners' property annually.
 - 0 Liaison with the District Attorney, city attorneys, and courts.
 - Operate and manage vehicles and equipment.

- o Interface with other law enforcement agencies.
- 3. <u>SHELTER/KENNEL</u> [53.50 SY; E = \$2,464,787; R = \$1,951,101] including support personnel:
 - Mandated/Discretionary service level.
 - Provide counter service to the public.
 - Track the status of an average of 600 animals per day.
 - Maintain adoption, impound, lost and found records.
 - O Disseminate Spay/Neuter Referral Program information.
 - o Process over 375,000 incoming calls/requests for information or services.
 - 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.
 - Euthanize animals humanely.
 - Sanitize kennels.
 - Feed and care for animals.
 - O Screen and process adoptions.
 - Manage Enforcement and Medical Services subprograms.
- 4. MEDICAL SERVICES (3.00 SY; E = \$285,896; R = \$168,811] including support personnel:
 - Mandated/Discretionary service level.
 - Provide emergency medical treatment.
 - Vaccinate animals.
 - Screen the health of adoption animals.
 - Spay/neuter and microchip adoption animals.
- 5. <u>LICENSING</u> [10.50 SY; E = \$527,274; R = \$1,239,337] including support personnel:
 - Mandated/Discretionary service level.
 - Generate and process \$2.5 million in dog license revenue.
 - Maintain dog license records.
 - Staff and conduct regional rabies clinics.
 - o Enforce all animal licensing laws.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997 - 98 Budget	1998-99 Budget	Change From 1997-98 Budget
FEES:				
Animal Licenses	\$2,184,225	\$2,438,674	\$2,478,674	\$40,000
Kennel Licenses	8,935	11,215	11,215	0
Animal Control Fines	4,709	3,539	3,539	0
Animal Shelter Fees	210,669	175,332	175,332	0
Rabies Vaccination	23,732	26,136	26,136	0
Veterinarian Fees	167,162	120,860	120,860	0
Humane Services - Animal Spay Clinic	79,296	61,029	61,029	0
Board Fee	69,881	63,910	63,910	0
Jury of Witness Fee	335	0	0	0
Return Check Fee	401	238	238	0
Sub-Total	\$2,749,345	\$2,900,933	\$2,940,933	\$40,000
CONTRACTS:				
City Contracts	2,276,998	2,260,649	2,997,259	736,610
Other Misc. Government	11,206	14,005	14,005	. 0
Sub-Total	\$2,288,204	\$2,274,654	\$3,011,264	\$736,610
OTHER MISC./TAXABLE:				
Other Misc.	\$125 <i>,7</i> 57	\$100,681	\$100,681	\$0
Taxable	3,865	4,803	4,803	0
Recovered Expenditures	549	361	361	0
Sub-Total	\$130,171	\$105,845	\$105,845	\$0
Total	\$5,167,720	\$5,281,432	\$6,058,042	\$776,610

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues consist of fees, fines, licenses, city contracts, and donations.

PROGRAM: Animal Health & Regulation				DEPARTMENT: A	NIMAL CONTROL
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: RABIES CONTROL/DOG LICENSING					
% OF RESOURCES: 7.7%					
OUTCOME (Planned Result)					
Protect the public from rabies by limiting the incidence of rabies in domestic animals:					
Citizens protected	N/A	1,942,114	1,928,245	1,965,056	2,138,307
 Incidents of rabies in domestic animals 	0	0	0	<2	<2
EFFECTIVENESS (Input/Outcome)					
License Program Cost per Citizen Protected	N/A	\$0.68	\$0.40	\$0.33	\$0.25
OUTPUT (Service or Product)					
Dog Licenses sold - Requires proof of current rabies vaccination	N/A	91,053	100,877	79,711	96,000
EFFICIENCY (Input/Output)					
Cost per License sold	N/A	\$14.43	\$7.65	\$8.02	\$5.49

COMMENTS

Increase in citizens protected is a result of two cities being added to the department's service jurisdiction.

With the implementation of the Zero-Based Budget reorganization the license canvassing function was eliminated. This change resulted in decreases in budgeted amounts for license cost per citizen protected and cost per license sold.

PROGRAM: Animal Health & Regulation				DEPARTMENT:	ANIMAL CONTROL
PERFORMANCE MEASURES	·				
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY B: SHELTER/KENNEL					
% OF RESOURCES: 37.3%					
OUTCOME (Planned Result)					
Comply with Health and Safety Code by providing for care of known neglected, abandoned, lost, sick, and injured animals.*	100%	100%	100%	100%	N/A
Ensure owner claim or adoption of kenneled animals **	N/A	N/A	N/A	N/A	40%
Decrease the number of animals euthanized*	N/A	N/A	N/A	N/A	-1%
EFFECTIVENESS (Input/Outcome)					
Cost of compliance*	\$1,785,196	\$1,645,957	\$2,453,446	\$2,627,705	N/A
Shelter/Kennel Costs**	N/A	N/A	N/A	N/A	\$2,633,732
OUTPUT (Service or Product)					
Provide medical care to all*	31,986	30,932	35,419	30,000	N/A
Provide food, shelter and medical care for animals**	31,986	30,932	35,419	30,000	30,000
Number of animals claimed or adopted**	N/A	10,822	12,421	N/A	12,500

Cost per animal for medical care*

Cost per animal for food, shelter and

EFFICIENCY (Input/Output)

medical care**

\$5.56

N/A

\$6.29

\$46.82

\$7.02

\$69.27

\$7.77

\$79.82

N/A

\$87.79

^{*} Previous measures are obsolete and will not be continued.

^{**} As a part of Zero-Based Budgeting, Performance Measures that more accurately reflect the mission of the department have been developed.

PROGRAM: Animal Health & Regulation				DEPARTMENT: /	ANIMAL CONTROL			
PERFORMANCE MEASURES								
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget			
ACTIVITY C: ENFORCEMENT PROGRAM								
% OF RESOURCES: 38.8%								
OUTCOME (Planned Result)								
Percentage of officer responses within response guidelines*	78%	66%	69%	85%	N/A			
Percentage of responses to Priority 1 citizen calls within one hour**	N/A	N/A	N/A	N/A	100%			
Percentage of responses to Priority 2, 3 & citizen calls within 12, 24 & 72 hours respectively**	4 N/A	N/A	N/A	N/A	85%			
EFFECTIVENESS (Input/Outcome								
Patrol Program Cost	\$1,757,844	\$1,525,256	\$1,641,7070	\$2,096,844	\$2,650,427			
OUTPUT (Service or Product)								
Patrol officer contacts	35,452	31,521	46,426	40,000	49,000			
EFFICIENCY (Input/Output)								
Cost per contact	\$49.58	\$48.39	\$35.36	\$52.42	\$54.09			

^{*} Previous measures are obsolete and will not be continued.

COMMENTS

1997-98 Actual for Patrol Program Costs is lower than budgeted due to positions being held vacant to reconcile a revenue shortfall.

1998/99 increase in Patrol Program Costs and the number of Patrol officer contacts is increased to reflect the redirection of department resources to direct services and the addition of providing services for two new contract cities.

^{**} As a part of Zero-Based Budgeting, Performance Measures that more accurately reflect the mission of the department have been developed.

PROGRAM: Animal Health & Regulation				DEPARTMENT: A	NIMAL CONTROL				
PERFORMANCE MEASURES									
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget				
ACTIVITY D: SPAY/NEUTER PROGRAM: IN-HOUSE; VOUCHERS:	LOW-COST ASSISTAN	NCE							
% OF RESOURCES: 1.7%									
OUTCOME (Planned Result)									
Increase the percentage of licenses sold for altered dogs	3%	3%	3%	2%	3%				
EFFECTIVENESS (Input/Outcome)									
Cost of Spay/Neuter Program*	\$54,365	\$93,727	\$101,901	\$103,974	\$116,951				
OUTPUT (Service or Product)									
Alter animals prior to adoption	1,906	2,797	3,627	2,500	3,600				
Redeem vouchers verifying that animals adopted and claimed from County shelters have been altered	N/A	1,808	1,437	1,000	1,500				
Assist low-income individuals with the cost of altering pets	N/A	1,855	1,591	1,827	1,500				
EFFICIENCY (Input/Output)									
Cost per animal altered prior to adoption	\$28.52	\$22.78	\$28.10	\$27.12	\$32.49				
Value per voucher redeemed**	N/A	\$25.57	\$25.59	\$18.00	\$26.00				

^{*} Includes only the cost of the In-House Spay/Neuter program.

Cost per low-income pet altered

N/A

\$20.12

\$20.18

\$19.80

\$20.00

^{**} These costs are not reflected in the budget. 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. Unclaimed deposits provide the funding for low-income pet neutering. Adoption fees include the cost of altering animals prior to adoption.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2112	Director of Animal Control	1	1.00	1	1.00	91,123	90,218
0924	Animal Control Project Manager	Ó	0.00	i	1.00	0	63,035
2273	Regional Director, Animal Cntrl		3.00	3	3.00	167,141	175,938
2302	Admin, Assistant III	1	1.00	1	1.00	48,991	51,433
2303	Admin. Assistant II	2	1.50	3	3.00	67,420	129,817
2367	Principal Admin Assistant	1	1.00	0	0.00	51,406	. 0
2403	Accounting Technician	1	1.00	1	1.00	28,521	29,686
2434	Community Services Rep.	0	0.00	3	3.00	0	104,388
2452	Dept. LAN Analyst II	0	0.00	1	1.00	0	48,998
2493	Intermediate Acct. Clerk	27	27.00	6	6.00	593,056	131, 161
2510	Senior Account Clerk	6	6.00	5	5.00	146,353	124,101
2511	Senior Payroll Clerk	1	1.00	1	1.00	26,576	24,083
2700	Intermediate Clerk	6	6.00	23	23.00	121,741	457,810
2725 2730	Principal Clerk	1 2	1.00	0 3	0.00	31,243	70.07/
2756	Senior Clerk Admin Secretary I	3	2.00 3.00	0	3.00 0.00	48,784 64.265	79,974 0
2758	Admin Secretary I	3 1	1.00	1	1.00	32,649	34,293
2778	Animal Control Dispatcher	5	5.00	3	3.00	120,287	72,665
3119	Dept. Computer Specialist II	ó	0.00	1	1.00	0	34,796
3120	Dept. Computer Specialist III	1	1.00	Ó	0.00	44,409	54,770
4225	Veterinarian	ż	2.00	ă	0.00	106,127	ő
5700	Animal Care Attendant	18	18.00	18	18.00	462,576	405,000
5701	Senior Animal Care Attendant	6	6.00	3	3.00	186,269	82,551
5703	Animal Control Officer	39	39.00	40	40.00	1,193,244	1,285,015
5709	Animal Control Officer IV	6	6.00	0	0.00	219,384	0
5710	Veterinary Assistant	3	3.00	3	3.00	95,337	97,803
5711	Supv Animal Control Officer	0	0.00	11	11.00	0	374,110
6346	Coordinator, Vol & Pub Svc	1	1.00	0	0.00	42,815	0
9999	Extra-Help	75	0.00	45	0.00	68,777	199,541
	Total	212	136.50	177	132.00	\$4,058,494	4,096,416
Salary	Adjustments:					(406,458)	27,915
Premium	n/Overtime Pay:					137,075	213,997
Employe	ee Benefits:					1,556,538	1,331,892
Salary	Savings:					(106,463)	(106,083)
/TO Red	ductions:					(22,517)	0
	Total Adjustments					\$1,158,175	1,467,721

Note: The 1997-98 budgeted positions and staff years shown here reflect the preliminary Zero-Based Budget and are not in agreement with the 97-98 line item budget.

COUNTY LIBRARY

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1998-99 Budget	ൃ Change
Library Services	\$8,922,376	\$9,457,739	\$10,118,050	\$9,918,797	\$11,972,924	2,054,127	20.7
TOTAL DIRECT COST	\$8,922,376	\$9,457,739	\$10,118,050	\$9,918,797	\$11,972,924	2,054,127	20.7
TOTAL PROGRAM REVENUE	(8,922,376)	(9,457,739)	(10,118,050)	(9,918,797)	(11,972,924	(2,054,127)	20.7
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0	0.0
STAFF YEARS	174.30	180.28	165.21	192.67	166.42	(26.25)	(13.6)

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Provide a minimum 54,463.3 library branch hours open to the public.
 - a. Provide 132.92 staff years to operate 31 branch libraries, 2 bookmobiles and 1 literacy site.
 - b. Provide 25.00 staff years for professional, technical and support services to the 31 branch libraries, 2 bookmobiles and 1 literacy site.
- 2. Provide greater access to book collections and materials by supplementing the book collection and continuing to build out the new library automation system to include broader/wider and faster access to internal and external users by June 30,1999.
 - a. Implement a new server by August 30, 1998 to provide customers in the library, at home, or at work, access to San Diego County Library resources.
 - b. Upgrade 10 library sites to T-1 lines from 56K band width to provide faster, more reliable customer access to on-line Library resources by June 30, 1999.
 - c. Implement Microsoft's Outlook e-mail module in 25 sites for better staff communication by October, 1998.
 - d. Implement training programs for Microsoft Office 97, including Word, Excel, Outlook E-Mail, and Computer Basics by September 30, 1998.
 - e. Expand the Adopt-A-Book Program to increase book collection system wide by adding 3 new Adopt-A-Book sites.
 - f. Implement a pilot Adopt-A-Shelf Program by December 30, 1998.
 - g. Promote both the Adopt-A-Book and Adopt-A-Shelf by contacting 50 community groups by June 30, 1999.
- Provide 34 library facilities that encourage and enhance equal access to information to ensure opportunities for an informed, literate society.
 - a. Continue planning efforts as requested for future new library facilities, contingent upon the success of the sales tax initiative.
 - b. Complete remodels at 3 branches and at Library Headquarters.
 - c. Renegotiate 2 branch leases.
- 4. Provide library services at 34 library facilities that meet the needs of each branch community.
 - a. Complete 5 community needs assessment studies by June 30, 1999.
 - b. Participate in one managed competition by December 30, 1998.
 - c. Continue work on ascertaining the feasibility of combining San Diego County's Adult Literacy Program with Read San Diego.
- Provide children's reading programs for 81,000 children to broaden their reading experience and multicultural
 perspective.
 - a. Provide 6,200 children's reading programs through the County Library system relative to the needs and interests
 of the individual branch communities.
 - b Implement Homework Helpers programs at 3 branch libraries--Fletcher Hills, Lincoln Acres, and Potrero.
 - c. Conduct 144 outreach programs in 27 library branches.

COUNTY LIBRARY

(Headquarters Location: County Operations Center)
1998-99 Adopted Budget

ADMINISTRATION

STAFF YEARS

STAFF

Director, County Library

7 1.00 TOTAL 1.00

1 Position - 1 Staff Year

OPERATIONAL SERVICES

Provides budget planning and implementation, personnel, payroll, financial analysis, cash management, fiscal control, accounting, branch costing, purchasing, storeroom and inventory control.

	STAFF YEARS
Administrative Services Manager II Analyst II Senior Payroll Clerk Senior Account Clerk Senior Word Processor Operator Purchasing Clerk Intermediate Account Clerk Intermediate Clerk/Typist	1.00 1.00 1.00 1.00 1.00 1.00 1.00
TOTAL	7.50

8 Positions - 7.50 Staff Years

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>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
	2.00
Principal Librarian	3.00
Librarian III	1.00
Librarian II	.50
Librarian I	.50
Carpenter	1.00
Carpenter Assistant	1.00
Library Technician II	3.00
Library Technician I	3.75
Administrative Assistant I	1.00
Delivery Vehicle Driver	3.00
Intermediate Clerk Typist	1.00
TOTAL	25.00

27 Positions - 25.00 Staff Years

BRANCH OPERATIONS

Branch operations, reference, circulation, children's and outreach programs for all ages at 31 branches, two bookmobiles, and one Adult Literacy site.

STAFF

	SIAFF
	YEARS
	121,010
Dep Director, Co Library	1.75
Librarian III	6.00
Librarian II	14.00
Librarian I	11.00
Adult Literacy Specialist	1.00
Library Technician IV	3.00
-	19.00
Library Technician III	
Library Technician II	31.09
Library Technician I	32.75
Library Substitutes	5.33
Library Page	2.50
Bookmobile Drive	2.00
Intermediate Clerk Typist	3.00
Graphic Artist	. 50
orapiiro iiraroc	
TOTAL	122 02
IOIAL	132.92

226 Positions - 132.92 Staff Years

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803

MANAGER: Marilyn Crouch

ORGANIZATION #: 4950

REFERENCE: 1998-99 Proposed Budget - Pg. 35-1

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

			o			
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ኔ Change
DIRECT COST Salaries & Benefits	\$5,553,144	\$5,801,056	\$5,923,085	\$6,129,708	\$7,112,978	16.0
Services & Supplies	3,276,348	3,490,614	3,969,294	3,478,867	4,484,882	28.9
Other Charges	0	0	184,700	310,222	375,064	20.9
Fixed Assets	54,603	83,898	40,971	0	0	0.0
Vehicle/Comm. Equip.	23,281	57,381	0	0	0	0.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	15,000	24,790	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$8,922,376	\$9,457,739	\$10,118,050	\$9,918,797	\$11,972,924	20.7
PROGRAM REVENUE	(8,922,376)	(9,457,739)	(10,118,050)	(9,918,797)	(11,972,924)	20.7
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	174.30	180.28	165.21	192.67	166.42	(13.6)

PROGRAM MISSION

See Departmental Mission on the Department Summary sheet.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures for 1997-98 exceeded budget by \$199,253 primarily due to mid-year, revenue-offset, Board-approved budget modifications which included: \$631,636 for the Dollar-for-Dollar Matching Program; \$43,943 for an Adult Literacy grant; and \$25,000 for an InFoPeople Grant carried over from 1996-97. Services and supplies plus fixed assets carryover obligations of \$174,491 (1996-97) 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 \$206,623 were achieved, as well as savings for automation equipment, contracts, and financing of \$461,745 and \$7,449 in miscellaneous service and supply accounts.

1997-98 ACHIEVEMENT OF OBJECTIVES

All County Library objectives were met in 1997-98 with the exception of increasing program revenues through fund raising, collection contracts, and selling art donations. Timing for the fund raising projects were not right during this period and arrangements have been made to display the art donations in the Courts. Due to turnover of the children's services coordinator, children's programs were 80% achieved. Facilities projects identified in the 1997-98 objectives were all completed as described with the exception of renovating Library Headquarters. Funds for this objective were diverted to address other facility issues, including reviewing the concepts for new libraries in Cardiff, Rancho San Diego, and Bonita.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives on the Library Services summary sheet (see previous page).

PROGRAM: Library Services

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Branch Operations [132.92 SY; E = \$9,220.259; R = \$9,220,259] including support staff provides:
 - Discretionary/Discretionary service level.
 - O Circulation of over 2.8 million books, periodicals, and audio/visual materials.
 - Reference services for over half-million reference inquiries annually.
 - Reading programs for over a quarter-million children ranging in age from pre-school to young adult.
 - O Library services to the visually and physically challenged.
 - Bookmobile service to citizens in outlying areas not served by community branch libraries.
 - 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.
 - Library staff, volunteer Adult Literacy Tutor, and Adult Learner training.
 - General Fund Contribution at \$2,894,337, an increase of \$1,642,320, which is budgeted as follows: \$2,166,096 for branch operations to maintain open library hours and the restore and augment the basic library book budget; \$185,921 for the Adult Literacy Program; \$150,000 for the Dollar-For-Dollar Matching Program; \$197,320 for District 3 automation and materials upgrades; \$125,000 for District 5 equipment and materials; and \$70,000 for District 5 Dollar-For-Dollar Matching Program augmentation.
 - Staff year reduction of 24.60 for branch operations to eliminate staff year assignments for temporary extra help with no change in cost or library service. Net services and supplies cost decrease of \$126,804, including: a decrease for contractual lease obligations (\$21,348) and book budget (\$282,100); plus increases for SERRA support (\$5,800), facilities maintenance (\$46,851), branch remodeling/changes (\$61,400), A-87 (\$60,754), public liability premiums (\$1,839).
 - Increased salaries and benefits of \$217,283 for a proportionate share of the negotiated salary increases, normal step changes, CERS reductions, eliminating salary savings and VTO, employee recognition, plus equity changes for the Library Technician III and Library Technician II classifications.
- Professional and Technical Support Services [25.00 SY; E = \$2,154,877; R = \$2,154,877] including support personnel provides:
 - Discretionary/Discretionary service level
 - Acquisition cataloging and processing services for a collection of over 1.1 million books, periodicals, and audio/video materials.
 - Coordination of and support for 29 Friends of the Library groups with over 7,000 members.
 - 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.
 - Capital facility planning and management, and lease management for a system of 31 community-based library sites and one Adult Literacy site.
 - Management, planning, and troubleshooting services for computer and automated services to the branches, the public, and staff.
 - Community needs assessments and statistical data gathering.
 - General Fund Contribution at an increased \$150,000 for automation augmentation systemwide.
 - Decreased 1.95 staff years to eliminate staff year assignments for temporary extra help with no change in cost or library service. Net increase of \$57,581 to restore .50 staff years of a Principal Librarian, decreased .25 staff year in automation to provide adequate staffing in the appropriate classification; two reclassifications, and increased automation services and supplies.
 - Increased salaries and benefits of \$50,451 for a proportionate share of negotiated salary increases, normal step changes, employee recognition, CERS reductions, and eliminating VTO and salary savings.

DEPARTMENT: COUNTY LIBRARY

PROGRAM: Library Services

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Branch Operations [132.92 SY; E = \$9,220,259; R = \$9,220,259] including support staff provides:
 - O Discretionary/Discretionary service level.
 - O Circulation of over 2.8 million books, periodicals, and audio/visual materials.
 - Reference services for over half-million reference inquiries annually.
 - Reading programs for over a quarter-million children ranging in age from pre-school to young adult.
 - Library services to the visually and physically challenged.
 - Bookmobile service to citizens in outlying areas not served by community branch libraries.
 - Inter-library loans to borrowers as well as requesting libraries.
 - In-library instruction to a multi-dimensional community regarding library use and resources.
 - O Children's and Community Outreach services program coordination.
 - Library staff, volunteer Adult Literacy Tutor, and Adult Learner training.
 - General Fund Contribution at \$2,894,337, an increase of \$1,642,320, which is budgeted as follows: \$2,166,096 for branch operations to maintain open library hours and the restore and augment the basic library book budget; \$185,921 for the Adult Literacy Program; \$150,000 for the Dollar-For-Dollar Matching Program; \$197,320 for District 3 automation and materials upgrades; \$125,000 for District 5 equipment and materials; and \$70,000 for District 5 Dollar-For-Dollar Matching Program augmentation.
 - Staff year reduction of 24.60 for branch operations to eliminate staff year assignments for temporary extra help with no change in cost or library service. Net services and supplies cost decrease of \$126,804, including: a decrease for contractual lease obligations (\$21,348) and book budget (\$282,100); plus increases for SERRA support (\$5,800), facilities maintenance (\$46,851), branch remodeling/changes (\$61,400), A-87 (\$60,754), public liability premiums (\$1,839).
 - Increased salaries and benefits of \$217,283 for a proportionate share of the negotiated salary increases, normal step changes, CERS reductions, eliminating salary savings and VTO, employee recognition, plus equity changes for the Library Technician III and Library Technician II classifications.
- Professional and Technical Support Services [25.00 SY; E = \$2,154,877; R = \$2,154,877] including support personnel provides:
 - O Discretionary/Discretionary service level
 - Acquisition cataloging and processing services for a collection of over 1.1 million books, periodicals, and audio/video materials.
 - Coordination of and support for 29 Friends of the Library groups with over 7,000 members.
 - 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.
 - Capital facility planning and management, and lease management for a system of 31 community-based library sites and one Adult Literacy site.
 - Management, planning, and troubleshooting services for computer and automated services to the branches, the public, and staff.
 - Community needs assessments and statistical data gathering.
 - General Fund Contribution at an increased \$150,000 for automation augmentation systemwide.
 - Decreased 1.95 staff years to eliminate staff year assignments for temporary extra help with no change in cost or library service. Net increase of \$57,581 to restore .50 staff years of a Principal Librarian, decreased .25 staff year in automation to provide adequate staffing in the appropriate classification; two reclassifications, and increased automation services and supplies.
 - Increased salaries and benefits of \$50,451 for a proportionate share of negotiated salary increases, normal step changes, employee recognition, CERS reductions, and eliminating VTO and salary savings.

3. Administration & Operational Services [8.50 SY; E = \$597,788; R = \$597,788] including support personnel provides:

- O Discretionary/Discretionary service level.
- Program management strategic planning, administration, and direction for a multi-disciplined organization serving 946,400 citizens in the unincorporated area and eleven cities.
- 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.
- Decreased .30 to eliminate staff year assignments for temporary extra help with no change in cost or library service. Increased \$49,080 for a position reclassification plus the cost of borrowing funds for Library Fund cash flow purposes.
- Increased salary and benefits of \$14,216 for a proportionate share of negotiated salary increases, normal step changes, employee recognition, CERS reductions, and eliminating VTO and salary savings.

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PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
PROGRAM REVENUE				789
Current Property Taxes	\$7,130,404	\$7,002,038	\$7,371,000	368,962
Taxes Other than Current Property	100,804	54,390	82,500	28,110
Use of Money and Property (Interest Earnings)	52,693	43,600	37,600	(6,000)
Fund Balance	(93,875)	448,378	. 0	(448,378)
Public Library Fund	551,342	435,635	551,342	115,707
Aid from Other Government Agencies (Grants)	71,935	2,400	3,000	600
Library Services	345,530	411,482	411,500	18
Branch City Contributions	104,543	117,000	222,000	105,000
Private Donations	330,747	145,000	195,000	50,000
Operating Transfer from General Fund	1,483,191	1,157,374	3,044,337	1,886,963
Other Revenue	40,736	101,500	54,645	(46,855)
Sub-Total	\$10,118,050	\$9,918,797	11,972,924	2,054,127
Total	\$10,118,050	\$9,918,797	\$11,972,924	\$2,054,127

EXPLANATION/COMMENT ON PROGRAM REVENUES

The overall revenues for the County Library are budgeted \$2,054,127 higher than the 1997-98 budget and \$1,854,874 higher than 1997-98 Actual. The property tax revenues have been projected using historical actual costs. The projection assumes a little over 4% growth rate. The Fund Balance has been eliminated as a funding source for the library in 1998-99 to achieve the goal of structurally balancing the Library budget. The Fund Balance for 1997-98 Actual shows a negative amount indicating that actual revenues for the Library Fund were \$93,875 greater than the expenditures incurred. This methodology is required to insure that the requirement that expenditures and revenues for the Library Fund be balanced and net to \$0. These revenues will return to the Library Fund reserves for use as approved by the Board of Supervisors.

The increase in Branch City Contribution revenue includes an assumption that branch cities will provide support to their respective branches at \$105,000 over and above the amount currently contributed. The City of Poway continues to fund ten additional hours a week at the Poway Branch Library (effective December, 1995) and a Children's Librarian. The City of San Marcos has established a \$1 million trust fund for the benefit of the San Marcos Branch Library from which the County Library receives the annual interest, estimated to be \$50,000. Actual 1997-98 contributions from Poway and San Marcos were \$104,543, \$12,457 under budget. This is due to lower interest rates for San Marcos and closure of the Poway Branch Library during the transition to a new building.

A legislative change impacting the allocation methodology and the Governor's \$3 million augmentation to the Public Library Fund increased the San Diego County Library share in 1997-98 by \$115,707. The 1998-99 budget assumes that this level of funding will continue.

Private donations are budgeted \$50,000 higher than the 1997-98 budget resulting from the goals negotiated with, and included in, the contract with the County Library fund raiser. The 1997-98 Actual revenues are \$185,747 higher primarily due to the Board's mid-year approval of the Community Dollar-For-Dollar Matching Program. No funds were received in 1997-98 from fund raising activities. The matching program is not budgeted for 1998-99 in the County Library Fund, however, the Board of Supervisors approved the program as a General Fund cost (see below). As matching funds are received and matched, the Library will appropriate the funds at mid-year and the funds will be shown as a 1998-99 Actual.

Interest earnings for the County Library Fund are budgeted \$6,000 less than for 1997-98 based on the trend at the beginning of 1997-98, however, 1997-98 Actual revenue was \$52,693, \$9,093 higher than budgeted. Library Fund cash balances are low until property tax is received. Higher than anticipated property tax receipts and implementation of the matching program resulted in higher interest accrual. Other miscellaneous revenues have been projected based on historical actual costs.

EXPLANATION/COMMENT ON OPERATING TRANSFER FROM GENERAL FUND

The 1998-99 General Fund Contribution to the Library is \$3,044,337 and is budgeted to fund Adult Literacy operations, books, computers, and to offset branch operations to preclude reduction in library hours and/or services. An additional \$1,886,963 was given to the County Library to partially offset the costs of salary increases; enhance library service for public hours; restore and augment the basic book budget; provide funds for the Dollar-for-Dollar Matching Program; enhance District 3 and District 5 automation, materials, and equipment; and provide District 5 with an augmented Dollar-for-Dollar Matching Program level. The 1997-98 Actual revenues are higher than budget by \$352,818 due to the matching component of the Community Dollar-For-Dollar Matching Program approved by the Board of Supervisors in mid-year 1997-98.

PROGRAM: Library Services				DEPARTMENT: C	OUNTY LIBRARY
PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY: Branch Operations and Professional & Technical Support					
% of Resources: 95%					
OUTCOME (Planned Result)					
Library Hours Open *	52,314.0	51,115.0	51,903.8	51,603.0	54,463.3
EFFECTIVENESS (Outcome/Input)					
Cost Per Open Hour	\$170.55	\$185.03	\$194.94	\$192.21	\$219.83
OUTPUT (Service/Product)					
Library Branches/Sites/ Bookmobiles Operated	34	34	34	34	34
Circulation	2,720,076	2,855,360	2,944,108	2,880,360	2,910,360
Children's Programs	5,305	5,890	4,775	6,000	6,200
EFFICIENCY (Output/Input)					
Staff Years Per Branch/ Site/Bookmobile	4.83	5.01	5.35	5.43	4.64

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

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001

MANAGER:

ORGANIZATION #: 0245

REFERENCE: 1998-99 Proposed Budget - Pg. 35-8

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Contribution to Library	\$830,822	\$1,100,805	\$1,483,192	\$1,157,374	\$3,044,337	163.0
CERS Reserve	\$0	\$0	\$0	\$0	\$0	0.0
TOTAL DIRECT COST	\$830,822	\$1,100,805	\$1,483,192	\$1,157,374	\$3,044,337	163.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	
NET GENERAL FUND COST	\$830,822	\$1,100,805	\$1,483,192	\$1,157,374	\$3,044,337	163.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 budget of \$1,157,374 was expended as budgeted. An additional \$315,818 was approved mid-year for the Community Dollar-for-Dollar Match Program which was expended as approved.

1997-98 ACHIEVEMENT OF OBJECTIVES

See Library Services Program for achievement of objectives (summary sheet). The General Fund Contribution, as shown above, has been used to provide supplemental funding to achieve the objectives as discussed.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Library Services Program outcome and output objectives (summary sheet). The General Fund Contribution, as shown above, will be used to provide supplemental funding to achieve the objectives at the described levels.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2115	Director, County Library	1	1.00	1	1.00	86,086	90,390
2229	Deputy Director, County Librar		2.00	ź	2.00	119,896	125,890
2304	Administrative Assistant I	1	1.00	1	1.00	37,422	39,292
2369	Admin. Services Manager II	1	1.00	1	1.00	58,094	60,995
2412	Analyst II	1	1.00	1	1.00	43,093	46,635
2453	Departmental LAN Analyst III	1	1.00	1	1.00	47,797	60,995
2485	Distributed Network Technician	11 2	1.75	2	2.00	43 <i>,7</i> 36	55,156
2486	Distributed Network Technician	_	1.00	1	1.00	29,101	28,256
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,938	21,993
2510	Senior Account Clerk	1	1.00	1	1.00	25,401	26,658
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,096	24,250
2611	Purchasing Clerk	0	0.00	1	1.00	· 0	19,898
2700	Intermediate Clerk Typist	7	6.00	5	4.50	128,232	101,520
3008	Senior Word Processor Operator	0	0.00	1	1.00	Ō	26,441
3009	Word Processor Operator	1	1.00	0	0.00	25,187	0
3119	Dept Computer Specialist II	2	2.00	2	2.00	67,778	73,174
3817	Graphic Artist	1	0.50	1	0.50	15,781	17,403
4005	Bookmobile Driver	2	2.00	2	2.00	51,480	54,068
4015	Library Technician II	42	34.09	42	34.09	717,834	742,183
4016	Library Technician I	54	36.50	54	36.50	645,714	662,825
4020	Library Technician III	20	19.00	20	19.00	473,096	495,866
4021	Library Technician IV	3	3.00	3	3.00	87,358	92,799
4023	Librarian III	6	6.00	7	7.00	235,838	284,928
4024	Librarian II	16	15.50	15	14.50	555,902	546,067
4025	Librarian I	14	11.50	14	11.50	376,197	388,426
4035	Library Page	9	2.50	9	2.50	34,109	36,850
4037	Library Substitute	64	5.33	64	5.33	82,761	87,168
4043	Adult Literacy Specialist	1	1.00	1	1.00	36,240	38,059
4048	Principal Librarian	3	2.50	3	3.00	115,107	142,608
5905	Carpenter	1	1.00	1	1.00	32,494	34,117
6204	Carpenter Assistant	1	1.00	1	1.00	26,061	28,443
7516	Delivery Vehicle Driver	3	3.00	3	3.00	69,810	73,290
9999	Extra Help *	138	26.50	0	0.00	456,247	1,036,832
	Total	401	192.67	262	166.42	\$4,766,886	\$5,563,475
Salary	Adjustments:					(127,812)	4,904
Premium	n/Overtime Pay:					15,661	39,861
Employe	ee Benefits:					1,586,400	1,504,738
Salary	Savings:					(87,682)	0
VTO Red	ductions:					(23,745)	0
	Total Adjustments					\$1,362,822	\$1,549,503
Program	n Totals	401	192.67	262	166.42	\$6,129,708	\$7,112,978

^{*} Note: Staff years and positions for non-permanent employees are not reflected in the 98-99 staff year totals, bringing the program budget into alignment with the line item budget. The elimination of staff years and positions for non-permanent employees does not impact service levels or funding requirements.

EQUIPMENT ACQUISITION

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Vehicular Equipment	\$2,626,260	\$6,461,017	\$7,721,192	\$7,720,415	\$7,704,617	\$(15,798)	(0.2)
TOTAL DIRECT COST	\$2,626,260	\$6,461,017	\$7,721,192	\$7,720,415	\$7,704,617	\$(15,798)	(0.2)
PROGRAM REVENUE	(187,850)	(175,452)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$2,438,410	\$6,285,565	\$7,721,192	\$7,720,415	\$7,704,617	\$(15,798)	(0.2)
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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Complete 100% of vehicle and equipment acquisition program.
 - Replace 65 Sheriff contract cities law enforcement vehicles and 306 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

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5600

REFERENCE: 1998-99 Proposed Budget - Pg. 36-1

AUTHORITY: This program implements Administrative Code Section 398.10 (a) and (b) which states that the Department of General Services shall acquire, list on its inventory, and assign the County's automotive and construction equipment and machinery, except such equipment of the Department of Public Works or purchased out of special district or other limited purpose funds.

	1995-96	1996-97	1997-98	1997-98	1998-99	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST Salaries & Benefits	\$0	\$ 0	\$0	\$0	\$0	0.0
Services & Supplies	\$0	\$98,068	\$0	\$0	\$0	0.0
Vehicle Lease Purchases	\$815,287	\$2,105,492	\$1,071,804	\$1,120,183	\$865,902	(22.7)
Fixed Assets	\$1,810,973	\$2,126,157	\$857,791	\$0	\$0	0.0
Operating Transfers	\$0	\$2,131,300	\$5,791,597	\$6,600,232	\$6,838,715	3.6
TOTAL DIRECT COST	\$2,626,260	\$6,461,017	\$7,721,192	\$7,720,415	\$7,704,617	15.2
PROGRAM REVENUE	(187,850)	(175,452)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$2,438,410	\$6,285,565	\$7,721,192	\$7,720,415	7,704,617	
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Lease purchase payments on financed vehicles were \$48,379 less than budget. Operating transfers transferred only the amount resulting in an expenditure, excluding encumbrances, in the Fleet Services Internal Service Fund Equipment Acquisition Budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

Completed the acquisition of 94 additional and 267 of the 349 replacement vehicles approved for acquisition in FY97/98. The remaining 82 replacement vehicles were not acquired due to staffing commitments associated with Managed Competition. These vehicles will be acquired early in FY98/99.

PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the departmental Outcome and Output objectives on the Department Summary page.

1998-99 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. <u>Vehicular Equipment</u> [0.00 SY; E = \$7,704,617; R = \$0] is:
 - C Discretionary/Mandated Service Level
 - Increasing \$1,175,160 in Net General Fund Contributions (net costs) due to:

PROGRAM: Vehicular Equipment DEPARTMENT: EQUIPMENT ACQUISITION

Allocating \$6,838,715 in operating transfers to the Fleet Services ISF for the outright and leasepurchase of new vehicles. Appropriating \$1,190,958 in various departments for FY98-99 depreciation expense.

- Decreasing \$254,281 due to reduction in debt service payments on 253 existing non-ISF Lease Purchase vehicles and miscellaneous equipment financed by G. E. Capital Public Finance, Inc.

DEPARTMENT OF GENERAL SERVICES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Architecture	\$1,636,795	\$2,258,515	\$2,143,473	\$2,509,741	\$1,937,274	\$(572,467)	(22.8)
Facilities Services	15,202,541	15,885,444	15,534,433	16,770,586	16,596,682	(173,904)	(1.0)
Fleet Management	8,811,912	9,499,937	6,539,720	6,463,889	6,353,395	(110,494)	(1.7)
Real Property	1,692,398	1,765,797	2,882,752	2,936,247	3,137,673	201,426	6.9
Document Services (a)	851,773	705,514	1,561,114	1,670,106	2,160,689	490,583	29.4
Management Services	1,460,192	1,518,589	1,932,977	1,590,962	1,567,887	(23,075)	(1.5)
Purchasing & Contracting	2,041,464	1,954,075	2,054,080	2,073,162	2,047,964	(25,198)	(1.2)
TOTAL DIRECT COST	\$31,697,075	\$33,587,871	\$32,648,549	\$34,014,693	\$33,801,564	\$(213,129)	(0.6)
TOTAL PROGRAM REVENUE	(8,261,528)	(7,882,686)	(10,476,504)	(9,574,852)	(10,684,661)	(1,109,809)	11.6
NET GENERAL FUND COST	\$23,435,547	\$25,705,185	\$22,172,045	\$24,439,841	\$23,116,903	\$(1,322,938)	(5.4)
STAFF YEARS	469.14	476.83	466.22	494.75	461.75	(33.00)	(6.7)

⁽a) New program in FY 98-99; combines Printing Services, Mail Services and Records Management.

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Monitor customer satisfaction with the provision of maintenance and repair services provided by County employees
 and contracting.
- 2. Maintain at least a 4.2 customer service satisfaction ratio (on scale of 1.0 to 5.0) on customer service in Facilities Services, Fleet Services and Printing.
- Process 100% of priority mail on the same day.
- Purchase 70% of requistioned line items within 21 days.
 - a. Process \$115,000,000 in purchase orders.
- 5. 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.
- Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted cost.
 - a. Negotiate and/or process 75 revenue leases.
- Acquire 75% 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.

⁽b) Transferred from Auditor and Controller's Office during FY 97-98.

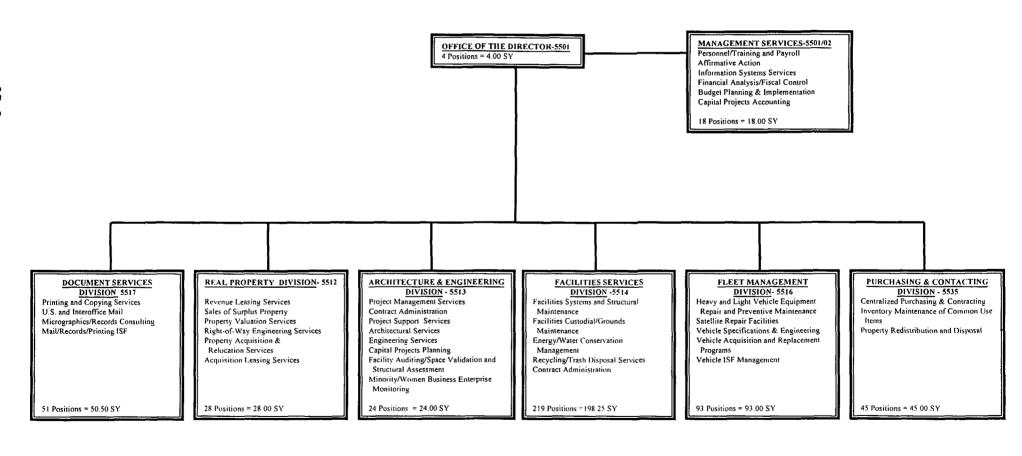
DEPARTMENT OF GENERAL SERVICES

- 8. 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.

Department of General Services (HEADQUARTERS LOCATION: COUNTY OPERATION CENTER) 1998-99 PROGRAM BUDGET



PROGRAM: Architecture and Engineering

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 85201

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-3

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.

	1995-96	1996-97	1997-98	1997-98	1998-99	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits	\$1,593,451	\$1,709,232	\$1,636,281	\$1,813,372	\$1,679,710	(7.4)
Services & Supplies	244,431	608,162	322,601	695,417	359,247	(48.3)
Other Charges	0	10,092	150,000	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(201,087)	(68,971)	(68,044)	(101,683)	(101,683)	0.0
Operating Transfers	0	0	102,635	102,635	0	(100.0)
TOTAL DIRECT COST	\$1,636,795	\$2,258,515	\$2,143,473	\$2,509,741	\$1,937,274	(22.8)
PROGRAM REVENUE	(1,336,434)	(1,459,170)	(1,259,960)	(1,647,208)	(1,284,389)	(22 0)
NET GENERAL FUND COST	\$300,361	\$799,345	\$883,513	\$862,533	\$652,885	(24.3)
STAFF YEARS	28.00	30.50	24.00	27.00	24.00	(11.1)

PROGRAM MISSION

To support Board of Supervisors' priorities.

To manage the design and construction of Capital Projects. To comply with ADA requirements in County capital construction and remodeling projects.

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Overall FY 97-98 Net General Fund Contributions (net costs) were \$20,980 under budget. The decreased net costs were primarily due to savings in Services and Supplies and Salaries and Benefits. Specifically, division efforts to reduce costs resulted in a savings of \$177,091 in Salaries and Benefits, and \$372,816 in Services and Supplies. The Services & Supplies expenses included prior year actuals of \$143,423.

Revenues were underrealized by \$387,248 as a result of the completion of major construction projects. Cost Applied/Reimbursements were underrealized by \$33,639 due to the decrease in major maintenance projects.

1997-98 ACHIEVEMENT OF OBJECTIVES

 Completed facility site audits of 298 buildings encompassing 3,545,500 square feet or 46.3% of County owned or leased buildings and 44.8% in total square footage. Additionally, the space audit team identified a revised total of potentially 691 County buildings, including approximately 6,639,769 square feet, and an additional 258 buildings or 1,272,068 square feet on leased land.

- 2. Developed specifications for a computer integrated facility management information system (CIFMS) and obtained approval for procurement of system. Proposed system will expand open functions of the Facility Space Management System, while integrating facility work order and preventative maintenance management with space and lease management.
- 3. Completed ADA Transition Plan, Phase II. Phase III to be completed in December, 1998 to allow greater scrutiny and accuracy of estimated construction costs.
- 4. Integrated the DPW and County-wide Capital Improvement Plan data base systems and incorporated the FY 98-99 Capital Budget information in Volume I of the Capital Improvement Plan. Identified the 5-year Capital Improvement Plan projects for Volume II.
- Procured the EXPEDITION construction project management software with training provided to project managers. Efforts to improve and automate the CBPR/PMR process were initiated and will continue into FY 98-99 as a distinct goal.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.
- 2. Continue to define and improve space management database application.
- 3. Refine the process and systems for development and tracking of the Capital Improvements Plan.
- 4. Develop and implement project management system to integrate cost and schedule information for improved project control and reporting.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Architecture and Engineering [24.00 SY; E = \$1,937,274; R = \$1,284,389] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing architectural project and contract management for approximately \$210 million in Capital Improvements Projects, including the East Mesa Federal Jail, North County Regional Center Expansion, East County Regional Center Jail Conversion, Regional Communications System, and ADA barrier removal projects.
 - Providing primary support for the development, review and implementation of the Capital Improvements Plan.
 - Deleting the following 3.00 SY positions to implement the second half of the Division's two year structural balancing plan:
 - -Chief, Architectural Planning & Design (1.00 SY)
 - -Architectural Project Manager III (1.00 SY)
 - -Senior Clerk (1.00 SY)
 - Reducing \$336,170 in Services and Supplies as part of the implementation of the division's structural balancing plan.
 - Reducing \$362,819 in Revenue due to the completion of large dollar Capital Projects in FY 97-98 and the decrease in revenue generating staff. Included in this reduction is a decrease in federal CDBG funding due to the completion of the ADA survey work.

PROGRAM REVENUE BY SOURCE				0 1
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
INTERGOV'T REVENUE: Fed Aid- Comm. Develop Block Grant (9683)	\$58,000	\$116,000	\$58,000	\$(58,000)
Sub-Total	\$58,000	\$116,000	\$58,000	\$(58,000)
CHARGES FOR CURRENT SERVICES: Capital Outlay Fund (9785) Aid from other Government Agencies (9746) Airport Enterprise Fund (9787) Aid from Housing Auth. (9745)	\$1,107,490 2,479 20,224 13,723	\$1,441,208 0 0 0	\$1,226,389 0 0 0	\$(214,819) 0 0 0
Sub-Total	\$1,143,916	\$1,441,208	\$1,226,389	\$(214,819)
MISCELLANEOUS REVENUES Operating Tranfer from COF (9805) Other Miscellaneous (9995) Work Auth Excess Cost (9998) Other Sales Taxable (9996)	\$6,388 51,355 0 301	\$90,000 0 0	\$0 0 0	\$(90,000) 0 0 0
Sub-Total	\$58,044	\$90,000	\$0	\$(90,000)
Total Revenue	\$1,259,960	\$1,647,208	\$1,284,389	\$(362,819)
EXPENDITURE TRANSFERS AND REIMBURSEMENTS: Costs Applied In General Fund (5611) Prior Year Costs Applied (5700) Costs Applied - Excess Cost (5998) Costs Applied Total	\$41,714 26,330 0 \$68,044	\$101,683 0 0 \$101,683	\$101,683 0 0 0 \$101,683	\$0 0 0 \$0
otal Revenue & Cost Applied	\$1,328,004	\$1,748,891	\$1,386,072	\$(362,819)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 97-98 Capital Outlay Fund revenue decreased by \$333,718 due to the completion of major construction projects. Additionally, Community Development Block Grant funding decreased by \$58,000 due to the completion of the ADA survey work.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
CTIVITY A: DESIGN, CONSTRUCTION AND PLANNING OF CAPITAL PR	OJECTS				
OF RESOURCES: 100%					
DUTCOME (Planned Result) *					
- Number of projects managed	N/A	N/A	66	60	55
- Number of contracts managed	N/A	N/A	175	120	130
* - Number of square feet audited	N/A	N/A	1,058,510	1,500,000	1,500,000
* - Percentage of audit data recorded	N/A	N/A	100%	N/A	90%
FFECTIVENESS (Input/Outcome)					
**- Number of Contracts per PM staff	N/A	N/A	15	10	13
DUTPUT (Service or Product)					
***- Number of completed construction contracts	N/A	N/A	102	25	30
- Number of completed consultant contracts	N/A	N/A	24	17	15
* - Percentage of space validations responded to within one week	N/A	N/A	100%	N/A	100%
FFICIENCY (Input/Output)					
- Contract value per PM staff	N/A	N/A	\$3,800,897	\$3,800,000	\$3,500,000
- Administrative costs (in %)	N/A	N/A	7.5	3.5%	3.5%

COMMENT

The number of short term consultant and construction projects continued to be high due to efforts to respond quickly to customer requests.

- * Identified performance measures were not developed until FY97-98.
- \cdot * In FY 98-99 new performance measures have been developed for the Space Management Unit. The majority of the semeasures focus on service provided in response to departmental requests for space validations and other special space related studies.
- *** PM staff includes architectual project manager, capital project coordinators and senior facilities analyst staff.
- **** Performance measures include purchase orders and formal bid contracts.

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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
							····
2387	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$76,862	\$80,705
2347	Capital Project Coordinator	2	2.00	0	0.00	116,188	0
2348	Chief, Capital Facilities Plann	ing 1	1.00	0	0.00	67,273	0
2730	Senior Clerk	2	2.00	1	1.00	46,814	26,658
2757	Admin. Secretary II	1	1.00	1	1.00	27,028	24,500
3511	Sr. Construction Inspector	1	1.00	1	1.00	47,166	49,530
3571	Chief, Arch. Plan. & Design	1	1.00	0	0.00	67,273	0
3592	Arch. Project Mgr. II	4	4,00	4	4.00	223,386	231,736
3593	Arch. Project Mgr. III	9	9.00	8	8.00	510,332	496,477
3801	Drafting Tech. II	1	1.00	1	1.00	26,368	29,085
3802	Drafting Technician I	1	1.00	1	1.00	26,368	29,085
5912	Facilities Analyst	2	2.00	2	2.00	91,772	98,068
8801	Capital Project Coordinator	0	0.00	2	2.00	. 0	121,990
8802	Chief, Capital Facilities Plann	ing 0	0.00	1	1.00	0	70,641
8803	Sr. Facilities Analyst	1	1,00	1	1.00	55,336	58,100
9999	Extra Help	0	0.00	0	0.00	61,391	61,391
	Total	27	27.00	24	24.00	\$1,443,557	\$1,377,966
Salary	Adjustments:				*	\$(24,018)	\$(19,960)
Premium	n/Overtime Pay:					0	Ü
Employe	ee Benefits:					464,325	392,196
Salary	Savings:					(64,050)	(64,050)
VTO Rec	ductions:					(6,442)	(6,442)
	Total Adjustments		-	<u></u>		\$369,815	\$301,744
Program	n Totals	27	27.00	24	24.00	\$1,813,372	\$1,679,710

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-8

AUTHORITY: Administrative Code 398.5(b), (c), (d) and (e) requires the Department of General Services to operate and maintain County facilities. This includes structural and mechanical systems, adjoining grounds and parking lots, and custodial and trash removal services.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,224,174	\$9,300,636	\$9,513,292	\$9,937,712	\$8,952,019	(9.9)
Services & Supplies	2,245,583	2,732,940	2,027,240	2,309,591	2,997,850	29.8
Privatized Services/Contracts	4,295,092	4,185,042	4,359,185	5,006,675	5,186,721	3.6
Other Charges	0	0	0	0	0	0
Fixed Assets	9,034	0	30,709	32,668	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	23,848	0	(100.0)
Less Reimbursements	(571,342)	(333, 174)	(395,993)	(539,908)	(539,908)	0.0
TOTAL DIRECT COST	\$15,202,541	\$15,885,444	\$15,534,433	\$16,770,586	\$16,596,682	(1.0)
PROGRAM REVENUE	(1,023,996)	(853,165)	(1,384,307)	(908,438)	(930,305)	2.4
NET GENERAL FUND COST	\$14,178,545	\$15,032,279	\$14,150,126	\$15,862,148	\$15,666,377	(1.2)
STAFF YEARS	219.39	220.25	208.41	226.00	199.25	(11.8)

PROGRAM MISSION

ro 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

FY97-98 Actual net costs are \$1,712,022 less than the FY97-98 Budget, due primarily to unfilled vacancies and implementation of an internal division cost management system.

Salaries and Benefits were underspent by \$424,420 due to delays in filling budgeted positions. Services and Supplies were \$282,351 under budget, due to deferral of building supply purchases and implementation of a cost management system for County-wide maintenance. Privatized service/contracts spending was \$647,490 under budget due to lower than anticipated trash and elevator maintenance costs. Vehicle equipment was purchased by and transferred to the Fleet Internal Service Fund.

Revenues were over-realized by \$475,869 due largely to work requests from the Capital outlay, library and Road Funds at higher than budgeted levels. Costs Applied underrealized by \$143,915 due to continued contracting out of major maintenance projects.

1997-98 ACHIEVEMENT OF OBJECTIVES

Achieved objective of maintaining and operating county occupied facilities at a cost of less than \$3.60 per sq. ft.

per year.

Achieved the goal of presenting annual operating and maintenance costs and five year life cycle projection for Major existing and new County facilities, at annual budget conference.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Monitor customer satisfaction with the provision of maintenance and repair services provided by County employees and contractors.
 - a. Achieve an overall rating of above average on 90% of returned customer service survey cards.
- Complete planning and development for implementation of a Facility Services maintenance Internal Service Fund (ISF) for implementation in FY99-00.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Facilities Operations [172.25 SY; E = \$9,115,942; R = \$117,698] 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. 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.
 - Mandated/Discretionary Service Level
 - Increasing \$2,694 for services and supplies costs associated with opening the Poway Sheriff Substation.
 - c Adding \$180,060 for services and supplies for support of the San Diego Central Jail.
 - Costs for the two public safety facilities listed above will be offset by revenues earned from the East Mesa ground lease. Lease revenues will be collected in the Real Property Division of the Department of General Services.
 - Adding \$6,600 in services and supplies in support of the Star Warehouse.
 - O Increasing \$22,800 for services and supplies associated with maintenance of the Emergency Communications Center.
 - Decreasing Standby and Callback overtime requirements by \$75,000 due to one-time project funding.
 - Decreasing 1.0 SY Crafts Supervisor, 1.0 SY Senior Mason, 2.0 SY Painter, 2.0 SY Security Alarm Specialist, 3.0 SY Air Conditioning/Refrigeration Mechanic, 1.0 SY Senior Air Conditioning/Refrigeration Mechanic, 7.75 SY Building Maintenance Engineer Assistant, 4.0 SY Building Maintenance Engineer, 1.0 SY Intermediate Clerk, 1.0 SY Building Automation Technician and \$28,000 in services and supplies to support Department restructuring and managed competition.
- 2. <u>facilities Work Control</u> [21.00 SY; E = \$943,700; R = \$21,499] includes <u>Work Control</u> 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.

This activity is:

- Mandated/Discretionary Service Level.
- o Adding 1.0 SY Construction Inspector to assist with project status assessments.
- Deleting 1.0 SY Intermediate Clerk Typist and 1.0 SY Planner Estimator II.
- 3. <u>Facilities Support Services</u> [6.00 SY; E = \$6,537,040; R = \$791,108] includes <u>Material Control</u> which procures the material and parts inventory which supports maintenance and construction crews, <u>Contract Services</u> which administers and manages \$4.9 million of the total \$5.4 million budgeted for contracts. These contracts include

DEPARTMENT: GENERAL SERVICES

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:

- Mandated/Discretionary Service Level.
- Deleting 1.0 SY Delivery Vehicle Driver, 1.0 SY Intermediate Clerk Typist, 1.0 SY Analyst II; adding 1.0 SY Intermediate Account Clerk.
- Providing \$5,186,721 for privatized services, which include custodial, security guard, trash, elevator and fire extinguisher maintenance, and dead animal pick-up.
- Increasing \$180,046 in contract costs due to services to new facilities (custodial, trash and elevator maintenance).

PROGRAM REVENUE BY SOURCE				Change from
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
REVENUE FOR USE OF MONEY AND PROPERTY				
9210	\$25,398	\$0	\$0	\$0
Sub-Total	\$25,398	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE				
Aid from other Governments (9740)	\$224,906	\$0	\$0	\$0
Aid From Redevelopment Agency (9744)	150,000	\$150,000	0	(150,000)
Aid from Housing Authority (9745)	10,667	0	0	0
Aid from other Gov't Agency (9746)	11,046	0 0	241,440 0	241,440
Other State Grants (9527)	0 0	0	5,427	0 5,427
St. Adm. Child Welfare Title (9303)	U	Ü	5,421	5,421
Sub-Total	\$396,619	\$150,000	\$246,867	\$96,867
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$321,217	\$307,268	\$307,268	\$0
Air Poll. Contr. Dist. (9783)	2,050	15,000	15,000	0
Capital Outlay Fund (9785)	291,118	154,178 0	79,178	(75,000)
Change in I.S.F.s (9786)	79 19,369	25,093	0 25,093	0
Airport Enterprise Fund (9787) Liquid Waste Enterprise Fund (9788)	1,454	1,499	1,499	0
Solid Waste Enterprise Fund (9700)	10,100	7,477	,,7,,	ŏ
DPW-Sanitation Districts (9792)	6,649	9,000	9,000	o o
ibrary Fund (9793)	285,633	242,400	242,400	ΰ
Sub-Total	\$937,669	\$754,438	\$679,438	\$(75,000)
OTHER REVENUES:				
Other Serv. to Gov't. (9971)	\$0	\$0	\$0	\$0
Other Miscellaneous (HCD) (9979)	3,578	0	0	0
Record Expenditures (9989)	1,682	0	0	0
Misc. Revenues Other (9990)	4,689		0	0
Misc. Recovery Fees (Recycling) (9995)	9,288	4,000	4,000	0
work Auth. Excess Cost (9998)	5,384	0	0	0
Sub-Total	\$24,621	\$4,000	\$4,000	\$0
OTHER FINANCING SOURCES				
Operating Transfer Special Districts (9812)	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Revenue Total	\$1,384,307	\$908,438	\$930,305	\$21,867
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Cost Applied (5611)	\$339,301	\$539,908	\$539,908	\$0
Cost Applied COF (5615)	14,056	. 0	0	0
PR Cost Applied (5700)	58,771	0	0	0
Cost Applied Excess Cost (5998)	(16, 135)	0	0	0
Costs Applied Total	\$395,993	\$539,908	\$539,908	\$0
rotal Revenue & Costs Applied	\$1,780,300	\$1,448,346	\$1,470,213	\$21,867

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 FY98-99 is increasing by \$21,867 in this program. Revenue decreases include \$150,000 for one time revenue reduction of funding Poway Redevelopment Agency for the acquisition of furnishings, vehicle, fixtures and equipment at the San Diego Central Jail (Capital Project KK0108); \$75,000 one time revenue to fund after hours work at the Courthouse (Capital Project KK4901), which was necessary due to asbestos and noise constraints. Revenue increases include revenue from participating cities for maintenance of the Emergency Communications Center and 800 MHZ system, budgeted at \$241,440 and State revenue to maintain the "Breaking Cycles" Probation facility at \$5,427.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: FACILITIES OPERATIONS/BUILDING ENGINEERING-C	CRAFT MAINTEN	ANCE AND REPAIR	SERVICES		
% OF RESOURCES: 86.3%					
OUTCOME (Planned Result)					
Achieve Customer Service ratings of satisfactory to excellent on 95% of Customer Evaluations of building maintenance and repair services.	NA	NA	NA	NA	95%
<pre>CFFECTIVENESS (Input/Outcome)</pre>					
Direct labor and supplies costs to maintain and repair County buildings.	\$9,277,839	\$9,016,324	\$9,875,117	\$10,458,121	\$11,115,108
Direct Staff Years allocated to maintain and repair County buildings.	155.86	186.22	187.19	196.00	172.25
OUTPUT (Service or Product)					
Maintain & repair County owned and designated leased buildings (A) · Owned Buildings · Owned Sq. Ft. · Lease Bldgs. · Lease Sq. Ft.	735 5,758,938 146 403,033	738 6,325,903 150 666,618	615 6,247,218 110 416,959	615 6,247,218 110 416,959	743 7,050,713 173 582,774
Sub-Total (square footage only)	6,162,852	6,992,521			
(A) Facility data based on Space information			6,664,177	6,664,177	7,633,487
•	on data base	upuated 4-1-96			
Receive and complete 82,000 routine maintenance and repair requests from customer departments.	86,000	83,447	83,127	82,000	82,000
EFFICIENCY (Input/Output)					
Maintenance and repair activity cost per sq.f	t. \$1.51	\$1.30	\$1.48	\$1.57	\$1.46
Square feet maintained per S.Y.	36,949	37,550	35,601	34,001	40,389
ACTIVITY B: FACILITIES WORK CONTROL/PLANNING AND ESTIMAT	ING SERVICES				
% OF RESOURCES: 10.5%					
OUTCOME (Planned Result)					
Receive, plan and schedule 2400 maintenance and repair service requests from customer departments.	2,015	2,171	2,193	2,400	2,400
EFFECTIVENESS (Input/Outcome)					
Direct labor cost of receiving, planning, and scheduling maintenance and repair service requests.	\$146,027	\$139,644	\$123,721	\$139,164	\$140,086
•	- , - 	,		2137,104	\$1.40,000

PERFORMANCE MEASURES					
TENIONIANE HEAGONES	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	Budget
CUTPUT (Service or Product)					
Receive, plan and schedule 800 routine maintenance repair service requests annually per staff year.	629	724	843	800	800
EFFICIENCY (Input/Output)					
Planning & scheduling cost per routine maintenance and repair service request (work order).	\$72.46	\$64.32	\$56.42	\$57.99	\$58.37
OUTCOME (Major Maintenance)					
Expend or encumber 85% of the annual funding appropriated in the Major Maintenance Budget	Unit. NA	54%	77%	85%	85%
Achieve 90% privatization of the Major Maintenance work program expenditures.	NA	NA	NA	NA	90%
Earn cost applied revenue at 12% of annual Major Maintenance expenditure.	NA	17%	18%	13%	12%
EFFECT : VENESS					
Direct Labor Cost of managing the Major Maintenance work program.	NA	145,943	170,555	200,653	206,902
Direct Staff Year for managing the Major Maintenance work program.	NA	3.3	3.4	4.0	4.0
Annual Major Maintenance funding (new, rebudget)	6,759,315	3,249,530	5,069,893	3,644,906	5,343,909
QUIPUT					
Major maintenance expenditure	3,874,278	1,761,011	2,445,827	3,098,170	4,542,323
Expenditures privatized	NA	NA	3,305,565	NA	4,818,518
Cost applied (revenue) earning	0	317,597	339,302	718,850	545,079
EFFICIENCY (Input/Output)					
Project cost managed per S.Y.	NA	\$928,437	\$1,267,473	\$911,227	\$1,335,977
ACTIVITY C: FACILITIES SUPPORT SERVICES/CONTRACT AND PROCUREMENT SERVICES					
% OF RESOURCES: 3.2%					
CUTCOME (Planned Result)					
Competitively bid, manage and monitor \$5.4 million in privatized building services contracts.	4,071,935	4,185,042	4,359,185	5,006,675	5,443,775
Procure \$2.4 million in maintenance supplies and materials from private sector suppliers	NA	2,732,940	2,027,236	2,309,591	2,483,326

PROGRAM: Fa	rilities	Services

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFECTIVENESS (Input/Outcome)					
Direct labor costs of contract administration	\$196,924	\$166,984	\$129,808	\$149,343	\$176,720
Direct labor costs of procurement management	NA	94,157	88,859	125,833	72,995
Direct S.Y. for Contract Administration	5.01	5.0	5.0	5.0	5.0
Direct S.Y. for procurement management	NA	3.0	2.6	3.0	2.0
OUTPUT (Service or Product)					
Maintain contract administration cost below 5% of contract expenditures.	4.8%	4.0%	3.0%	3.0%	3.2%
Maintain procurement management cost below 7% procurement expenditures	NA	3.4%	4.4%	5.44%	2.9%
EFFICIENCY (Input/Output)					
Contract costs administered per S.Y.	\$812,761	\$837,008	\$871,837	\$1,001,335	\$1,088,755
Procurement costs managed per S.Y.	· NA	\$910,980	\$779,706	\$769,864	\$1,241,663
Contract and procurement activity: Cost per square foot - Contracts - Supplies	NA NA	.59 .39	.64 .30	. 75 . 35	.71 .33

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$77,128	80,985
0954	Chief, Facilities Planning	1	1.00	1	1.00	58,024	60,927
0953	Chief, Facilities Operation	1	1.00	1	1.00	56,898	59,745
2369	Administrative Services Mgr. II		1.00	1	1.00	58,094	60,995
2302	Administrative Assistant III	1	1.00	1 0	1.00 0.00	48,991 0	51,433 0
2412 2413	Analyst III	1	0.00 1.00	1	1.00	40,336	48,787
2338	Analyst III Gen. Svcs. Safety Coordinator	1	1.00	i	1.00	44,409	46,635
2757	Administrative Secretary II	1	1.00	i	1.00	27,028	28,394
2756	Administrative Secretary I	ì	1.00	1	1.00	23,398	22,047
2745	Supervising Clerk	1	1.00	1	1.00	25,401	30,131
2730	Senior Clerk	2	2.00	2	2.00	50,802	53,316
2403	Accounting Technician	1	1.00	1	1.00	27,952	28,546
2700	Intermediate Clerk Typist	8	8.00	5	5.00	166,467	112,086
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	18,618
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	53,829	56,522
3617	Assistant Electrical Engineer	1	1.00	1	1.00	46,603	51,389
3120	Dept. Computer Specialist III	1	1.00	1	1.00	37,422	39,292
3510 3503	Construction Inspector	0 1	0.00 1.00	1 1	1.00 1.00	0 45,383	38,908 48,807
3592 6010	Arch. Proj. Manager II Planner/Estimator III	3	3.00	3	3.00	109,975	116,349
6011	Planner/Estimator II	3	3.00	2	2.00	103,749	72,616
2660	Storekeeper I	ĭ	1.00	ī	1.00	23,853	25,040
7516	Delivery Vehicle Driver	1	1.00	0	0.00	21,979	. 0
7017	Facilities Manager	6	6.00	6	6.00	248,544	261,018
5885	Bldg. Maint. Supv.	9	9.00	9	9.00	322,128	344,376
5884	Bldg. Maintenance Engineer	60	60.00	56	56.00	1,910,267	1,914,057
6200	Bldg. Maint. Eng. Asst. II	31	31.00	24	23.25	913,338	736,985
5963	Senior Carpenter	1	1.00	1	1.00	34,046	35,733
5905	Carpenter	3 9	3.00	3 7	3.00	97,482	101,498
5940 7539	Painter Construction & Svcs. Worker III		9.00 1.00	1	7.00 1.00	286,409 25,675	238,122 26,962
7540	Construction & Svcs. Worker III	3	3.00	3	3.00	63,759	67,992
5925	Electrician/Sec.Alrm. Superviso		1.00	1	1.00	43,246	45,406
5923	Senior Electrician	1	1.00	i	1.00	37,787	39,684
5920	Electrician	8	8.00	8	8.00	282,768	298,735
6210	Electrician Assistant	1	1.00	1	1.00	30,880	32,423
7536	Crafts Supervisor	1	1.00	0	0.00	43,246	0
5933	Senior Mason	1	1.00	0	0.00	39,293	L
5930	Mason	3	3.00	3	3.00	104,868	110,123
5955	Plumber/Welder/Air Cond. Supv.	1	1.00	1	1.00	43,246	45,406
5953	Senior Plumber	1 7	1.00	1 7	1.00	37,787	39,684
5950 62 3 0	Plumber Plumber Assist.	3	7.00 3.00	3	7.00 3.00	245,684 92,640	259,510 97,269
6180	Welder	3	3.00	3	3.00	106,524	111,897
5959	Senior A/C Refrig. Mechanic	1	1.00	Õ	0.00	37,787	0
5960	Air Cond.& Refrig.Mechanic	9	9.00	6	6.00	318,519	225,939
6315	Gardener Supervisor II	1	1.00	1	1.00	31,163	32,708
6310	Gardener Supervisor I	1	1.00	1	1.00	26,784	29,093
6305	Gardener II	7	7.00	7	7.00	160,765	171,616
6162	Security Coordinator	1	1.00	1	1.00	40,042	42,049
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	38,860	40,796
6161	Security Alarm Specialist	10	10.00	8	8.00	347,194	303,577
5194	F/S Contract Specialist I	4	4.00	4	4.00	110,585	116,716
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	20,930	23,089
5919 4000	Building Automation Technician	1	1.00	0 1	0.00 1.00	32,227 45.880	0 50,571
6000 8801	Mechanical Superintendent Fac. Svcs. Cont./Proc. Supv.	1	1.00 1.00	0	0.00	45,880 36,185	50,571 0
9999	Extra Help	Ů	0.00	0	0.00	147,604	157,467
	CALL HOLD	226	226.00	200	199.25	\$7,551,863	\$7,152,069

STAFFING SCHEDULE						
Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Salary Adjustments:					\$(29,903)	(266,383)
Premium/Overtime Pay:					322,817	247,817
Employee Benefits:					2,443,965	2,075,027
Salary Savings:					(309,269)	(214,750)
VTO Reductions:					(41,761)	(41,761)
Total Adjustments					\$2,385,849	\$1,799,950
Program Totals	226	226.00	200	199.25	\$9,937,712	\$8,952,019

PROGRAM: Fleet Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-16

AUTHORITY: This program was developed to carry out Administrative Code Section 398.10 (b) which states that the Department of General Services shall be responsible for the maintenance and repair of <u>all</u> 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,050,359	\$3,936,338	\$3,952,067	\$4,112,417	\$4,103,685	(0.2)
Services & Supplies	\$4,631,367	\$5,557,311	\$2,573,966	\$2,351,472	\$2,249,710	(4.3)
Fixed Assets	\$130,186	\$6,408	\$13,687	\$0	\$0	0.0
Less Reimbursements	\$(0)	\$(120)	\$(0)	\$(0)	\$(0)	0.0
TOTAL DIRECT COST	\$8,811,912	\$9,499,937	\$6,539,720	\$6,463,889	\$6,353,395	(1.7)
PROGRAM REVENUE	(4,204,370)	(3,752,380)	(2,842,141)	(3,377,804)	(3,373,754)	(0.1)
NET GENERAL FUND COST	\$4,607,542	\$5,747,557	\$3,697,579	\$3,086,085	\$2,979,641	(3.4)
STAFF YEARS	92.39	90.00	89.75	96.00	93.00	(3.1)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Overall, Fleet Management FY97-98 Net General Fund Costs were \$611,494 over budget. This consists of \$75,831 in Direct Costs over expenditures, of which \$198,088 were prior expenditures, and \$535,663 in underrealized revenue.

Salaries and Benefits were \$160,350 under budget, primarily due to vacancies in the Equipment Mechanic, Equipment Service Technician and Fleet Parts Specialist classes and CERS savings.

Services and Supplies were \$222,494 over budget due to prior year expenditures (\$198,088).

Fixed Assets (\$13,687) reflect prior year expenditures.

Revenue was \$535,663 under budget due to the underrealization of maintenance labor revenue associated with reimbursement from the Fleet Services Internal Service Fund.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Ensured compliance with State-mandated regulations through completion of 96% vehicle emisssion (smog) inspections and B.I.T. (CHP heavy truck safety) inspections.
 - a. Perform 766* vehicle emission (smog) inspections.
 - b. Perform 338 B.I.T. inspections.
- Completed 93% of the scheduled preventative maintenance services which reduced unscheduled repairs, and thereby provide safe, reliable vehicles for support to County department operations.
- * Effective January 1, 1998, all 1995 and newer vehicles are smog exempt for up to 5 years from their delivery date. The maintenance schedule was adjusted to the new state law requirements.

1998-99 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.
- Complete 100% of scheduled preventive maintenance services which reduce unscheduled repairs, and thereby provide safe, reliable vehicles for support to County department operations.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Fleet/Internal Service Fund (ISF) Management</u> [11.00 SY; E = \$1,040,535; R = \$263,000] including support personnel, is responsible for overall Division management including: personnel administration; budget preparation; fiscal analysis and control; accounting and payroll; materials and supplies; vehicle and equipment specifications; bid preparation and review; vehicle lease purchase programs, including vehicle finance plan development and contract negotiation; bulk fuel and lubricant ordering, payment and usage projections; safety training; hazardous-waste disposal reporting; administration of Public Works' vehicle Internal Service Fund (ISF); implementation and administration of a General Fund vehicle ISF; tracking fuel purchases by department and billing customers; underground tank replacement planning; replacement and implementation of a new fleet management information system (FMIS). This activity is:
 - Discretionary/Discretionary Service Level.
 - 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.
 - Responsible for implementation and administration of the new Fleet Management Information System (FMIS).
 - Providing fuel purchase data and billing detail to customer departments.
 - Adding \$82,000 in car wash appropriations.
 - Adding \$30,000 for the annual maintenance program associated with the GEMS2000 Fleet Management Information System.
 - Adding \$39,000 in association with the continuation of the comprehensive vehicle insurance premium for the County fleet.
 - c Adding \$40,000 for increased fuel cost reimbursement to the fleet ISF for DGS consumption.
 - Decreasing 1.00 SY Senior Account Clerk associated with FY98-99 Structural Balancing budget reduction target.
- Automotive Parts [5.00 SY; E = \$202,041; R = \$40,000] 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:
 - Mandated/Discretionary Service Level.
 - Providing \$633,793 in privatized auto repair services.
 - Decreasing \$73,061 in auto parts associated with the FY98-99 Structural Balancing budget reduction target.
- 3. <u>C.O.C. Central Repair/Preventive Maintenance Facility</u> [25.00 SY; E = \$2,009,287; R = \$957,918] 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:
 - Mandated/Discretionary Service Level.
 - Providing maintenance to 1,389 vehicles.
- 4. <u>Road Fund-owned Repair/Preventive Maintenance Facilities</u> [30.00 SY; E = \$1,651,034; R = \$1,149,502] 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:
 - Mandated/Discretionary Service Level.

DEPARTMENT: GENERAL SERVICES

PROGRAM: Fleet Management

- Providing services to approximately 750 DPW-ISF owned vehicles. The buildings and equipment at San Marcos, Ramona and Jamacha remain under ownership of the Road Fund.
- Offset by DPW-ISF revenue from vehicle maintenance and repairs. Net costs in this activity result from General Fund staffing and from repairs and equipment usage for General Fund owned vehicles.
- 5. General Fund-owned Satellite Repair/Preventive Maintenance Facilities [20.00 SY; E = \$1,333,369; R = \$766,334] 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:
 - Mandated/Discretionary Service Level.
 - Decreasing 2.00 SY (1.00 SY Equipment Shop Supervisor, 1.00 SY Welder) associated with FY98-99 Structural Balancing budget reduction target.
 - o Decreasing \$224,110 in auto parts and sevices associated with the transfer/distribution of maintenance appropriations to client departments for Fleet Internal Service Fund vehicles.
- 6. Vehicle Fuel [2.00 SY; E = \$117,129; R = \$197,000] 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:
 - Mandated/Discretionary Service Level.
 - c Revenues exceed expenditures due to 10 cents per gallon fuel surcharge.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES: Marshal Writ Disbursement (9195)	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
USE OF MONEY AND PROPERTY: Equipment Rental-Operating (9211) Equipment Rental-Orig. Cost Replacement (9212)	\$16 2	\$0 0	\$0 0	\$0 \$0
Sub-Total	\$18	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE: State Aid Agriculture-Oriental Fruit Fly (9429) Federal Grant - HIDTA (9665) Other Federal Grants (9678) Aid From Other Govt Agencies (9746)	\$301 0 0 34,013	\$4,125 0 6,000 11,050	\$4,125 0 0 0	
Sub-Total	\$34,314	\$21,175	\$4,125	\$(17,050)
CHARGES FOR CURRENT SERVICES: Charges in Road Fund (9782) Air Pollution Control District (9783) Pub. Wks. Road Fund ISF (9786) Airport Enterprise Fund (9787) Liquid Waste Enterprise Fund (9788) Transit Enterprise Fund (9789) Solid Waste Enterprise Fund (9790) Other Special Districts (9792) Tounty Library (9793) Uther Service to Government (9971)	\$87,185 31,788 2,659,252 0 301 2,926 11,761 2,957 14,625 178	\$0 45,000 3,283,629 0 0 0 0 28,000	\$0 53,000 3,283,629 0 0 0 0 33,000	
Sub-Total	\$2,810,973	\$3,356,629	\$3,369,629	\$13,000
MISCELLANEOUS REVENUE: Recovered Expenditures (9989) Other Miscellaneous-Vehicle Salvage Trust Fund (9995) Work Authorization Excess Cost Adjustment (9998) sub-Total	\$268 3,782 (7,214) \$(3,164)	\$0 0 (0) \$0	\$0 0 0 \$0	\$0
Total	\$2,842,141	\$3,377,804	\$3,373,754	\$4,050

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 98-99 Budget revenue is \$4,050 less than FY 97-98 Budget due to the deletion of one-time money associated with HIDTA grant (9678) and Senior Volunteer Patrol Programs (9746), offset with increased insurance requirements for the Air Pollution Control District (9783) and the Library (9793).

FY 97-98 Revenue was \$535,663 under budget due to the underrealization of maintenance labor revenue associated with reimbursement from the Fleet Services Internal Service Fund.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: FLEET OPERATIONS					
% OF RESOURCES: 1%					
OUTCOME (Planned Result) Ensure compliance with state-mandated regulations through completion of 100% vehicle emission (smog) inspections and B.I.I. (CHP Heavy Truck Safety) inspections.	100%	100%	96%	100%	100%
EFFECTIVENESS (Input/Outcome) Direct labor and parts cost for mandatory inspection and vehicle repair.					
a. Emissions (smog) inspections.	\$53,228	\$38,020	\$17,019	\$27,945	\$22,464
 b. B.1.T. (CHP Heavy Truck Safety) inspections. 	\$31,789	\$39,131	\$28,810	\$43,750	\$40,300
OUTPUT (Service or Product) Number of vehicle emission (smog) inspections performed.*	1,076	1,451	766*	1,035	832
Number of B.I.T. inspections performed.	385	316	338	350	325
EFFICIENCY (Input/Output) Cost per vehicle emission (smog) inspection performed.	\$50	\$26	\$22	\$27	\$27
Cost per B.I.T. inspection performed.	\$83	\$124	\$85	\$125	\$124
ACTIVITY B: FLEET OPERATIONS					
% OF RESOURCES: 3%					
OUTCOME (Planned Result) 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%	93%	100%	100%
EFFECTIVENESS (Input/Outcome) Direct labor and parts cost to perform preventive maintenance service on vehicles, heavy trucks and construction equipment at General Services Repair Facilities.	\$534,977	\$552,499	\$618,387	\$501,875	\$504,680
OUTPUT (Service or Product) Number of preventive maintenance services performed on vehicles, heavy trucks and construction equipment.	8,903	10,045	8,517	9,125	9,176
EFFICIENCY (Input/Output) Cost per preventive maintenance service performed on vehicles, heavy trucks and construction equipment.	\$60	\$55	\$73	\$55	\$ 55

^{*} Effective January 1, 1998, all 1995 and newer vehicles are smog exempt for up to 5 years from their delivery date. The maintenance schedule was adjusted to the new state law requirements.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
			4.00		4.00	0/7 700	2// 55
∠220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$63,389	\$66,55¢
6102	Chief, Fleet Operations	1 1	1.00	1 1	1.00	48,985	52,726
2367	Principal Admin. Analyst		1.00	1	1.00	45,519	58,100
2302	Administrative Assistant III	1	1.00	1	1.00	48,991	43,364
2416	Fuel Management Specialist	1	1.00		1.00	36,342	38,166
6180	Welder	4 7	4.00	3 6	3.00	142,032	111,897
6130	Equipment Shop Supervisor	1	7.00	1	6.00	285,078	259,380
2609	Fleet Standards Specialist II	1	1.00	1	1.00	46,023	48,320
2607	Fleet Standards Specialist I	•	1.00	1	1.00 1.00	35,352	37,982
2608	Fleet Standards Technician	1 10	1.00 10.00	10	10.00	33,725 374,292	35,408 399,250
6108	Senior Equipment Mechanic	35		35	35.00		•
6110 6119	Equipment Mechanic	35 4	35.00 4.00	35 4	4.00	1,238,252 108,253	1,283,956 112,482
6120	Equipment Service Tech. III Equipment Service Tech. II	13	13.00	13	13.00	330,465	344,025
2646	Fleet Parts Specialist III	1	1.00	1	1.00	33,396	35,408
2647	Fleet Parts Specialist II	3	3.00	3	3.00	83,606	90,529
2648	Fleet Parts Specialist I	2	2.00	2	2.00	50,317	54,100
2425	Associate Accountant	1	1.00	1	1.00	33,242	41,372
2403	Accounting Technician	i	1.00	i	1.00	28,278	29,686
2757	Administrative Secretary II	i	1.00	i	1.00	25,586	28,227
2510	Senior Account Clerk	ż	2.00	i	1.00	46,813	26,658
2700	Intermediate Clerk Typist	1	1.00	i	1.00	21,936	23,047
2730	Senior Clerk	1	1.00	1	1.00	25,401	26,658
3119	Depart. Computer Specialist II	1	1.00	1	1.00	29,089	33,325
7515	Stores Delivery Driver	1	1.00	1	1.00	25,239	27,838
9999	Non-Permanent Extra Help	0	0.00	0	0.00	0	. 0
	Total	96	96.00	93	93.00	\$3,239,601	\$3,308,460
Calary	Adjustment:					0	(17,576)
Premiun	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,030,395	927,049
Salary	Savings:					(138,926)	(95,633)
VTO Rec	ductions:					(18,653)	(18,653)
	Total Adjustments	0	0.00	0	0.00	\$872,816	\$795,225
Program	n Totals	96	96.00	93	93.00	\$4,112,417	\$4,103,685

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-22

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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,561,797	\$1,587,436	\$1,646,053	\$1,645,312	\$1,694,869	3.0
Services & Supplies	124,723	165,982	1,236,699	1,290,935	1,442,804	11.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	11,347	17,993	0	0	0	0.0
Reimbursements	(5,469)	(5,614)	(0)	(0)	(0)	0.0
TOTAL DIRECT COST	\$1,692,398	\$1,765,797	\$2,882,752	\$2,936,247	\$3,137,673	6.9
PROGRAM REVENUE	(927,812)	(941,973)	(2,540,087)	(1,213,081)	(2,464,966)	103.2
NET GENERAL FUND COST	\$764,586	\$823,824	\$342,665	\$1,723,166	\$672,707	(61.0)
STAFF YEARS	26.89	29.25	26.31	28.00	28.00	0.0

PROGRAM MISSION

To support Board of Supervisors priorities.

To acquire, manage and sell County real estate resources (i.e., general office facilities, roads and parks) 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

FY97-98 actual Net General Fund Contributions were \$1,380,501 less than budget. Services and Supplies were underexpended by \$54,236 due to a deferral of operating expenses at the James R. Mills Building. Revenue was overrealized by \$1,327,006 due to the realization of new leasing revenue including the one-time payment of \$500,000 for the new East Mesa Detention ground lease, unbudgeted Solid Waste Enterprise Fund revenue, additional requests over budget levels from the Road Fund and Capital Outlay Fund, and additional leasing commission rebates. Total revenue does not include a one-time additional rent payment of \$6,000,000 received from the Corrections Corporation of America for the existing 200 bed "City Jail" on the East Mesa property. The County paid the \$6,000,000 to the City of San Diego to obtain title to the facility pursuant to the Memorandum of Agreement between the City and the County regarding jail facilities in downtown San Diego. FY97-98 Services and Supplies include operating expenses of \$1,115,500 for the Mills Building due to the decentralization of the County-wide Rents and Leases program budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Achieved 81% of goal to negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted amounts; and achieved 77% of goal to negotiate and/or process 90 revenue lease contracts.
- Achieved 128% of goal to acquire 70% of acquisition contracts by negotiation (as opposed to commencing eminent domain); achieved 96% of goal to purchase 90% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices); and achieved 93% of goal to acquire 90 parcels.

ACHIEVEMENT OF 1997-98 OBJECTIVES (Continued)

- 3. Achieved 90% of goal to complete 90% of narrative appraisal reports and value estimates within project time schedules and budgeted costs; achieved 90% of goal to prepare 10 in-house narrative appraisals and 48% of goal to appraise 40 parcels in-house; achieved 245% of goal to prepare 20 in-house value estimates and 158% of goal to value estimate 40 parcels in-house; and achieved 92% of goal to prepare 12 contact appraisal reviews and 148% of goal to review appraisal contracts covering 80 parcels.
- 4. Achieved 89% of goal to negotiate and/or extend 80% of existing acquisition lease contracts prior to contract expiration; achieved 105% of goal to negotiate 95% of acquisition lease contracts within budgeted amounts and at rental levels that are supported by market data; and achieved 100% of goal to negotiate, renegotiate and/or prepare 40 acquisition leases, contract amendments and use permits.
- 5. Achieved 93% of goal to complete 95% of acquisition lease contract rental adjustments by due date and 94% of goal to manage 228 acquisition lease contracts; and achieved 180% of goal to inspect 25% of leased buildings annually and 288% of goal to inspect 25 leased facilities.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted costs.
 - a. Negotiate and/or process 75 revenue lease contracts.
- Acquire 75% 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.
- Complete 90% of narrative appraisal reports and valuation estimates within project time schedules and budgeted cost.
 - a. Prepare 10 in-house narrative appraisals of 32 parcels.
 - b. Prepare 38 in-house value estimates of 42 parcels.
 - c. Prepare and review 22 contract appraisals of 65 parcels.
- Negotiate and/or extend 75% of existing acquisition lease contracts prior to contract expiration; negotiate 100%
 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 100% of leased buildings annually to ensure proper maintenance/repair is provided by lessors.
 - Manage 206 acquisition leases (includes leased buildings and site permits).
 - Inspect 84 leased buildings.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration Real Property [7.00 SY; E = \$388,011; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing administrative (3.00 SY) and clerical support (4.00 SY) to all program direct service activities.
 - Developing, managing and administering the Real Property Program, including over 750 real property projects and leases.
 - Directing program policy development and implementation of standardized operational policies and procedures.
 - Providing primary support for the development and coordination of the leased facility/site cost projections totaling approximately \$17,364,000 for 30 County departments.
- 2. Property Management [5.00 SY; E = \$435,666; R = \$1,699,946] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing centralized management of 154 revenue leases generating approximately \$2,800,000 for the County of San Diego.
 - Providing management and disposal of surplus real property for the County of San Diego.
 - Developing revenues from leasing County-owned properties.
 - Managing the revenue leasing component of the space management system database.

1998-99 ADOPTED SUBPROGRAM ACTIVITIES (Continued)

- Including \$1,186,596 in new revenue to be generated from leasing County-owned properties as an outcome of the new revenue plan.
- Including \$86,350 for madated special district maintenance assessments.
- 3. <u>Engineering</u> [4.00 SY; E = \$269,769; R = \$230,020] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing technical engineering services to County departments and the public.
 - Preparing parcel descriptions for land acquired for County departments.
 - Preparing new and/or revised right of way plans.
 - Maintaining the County-wide land inventory.
 - O Providing expert testimony in Eminent Domain or other property actions.
- 4. Acquisition [5.00 SY; E = \$354,098; R = \$335,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Providing real property acquisition services for the County of San Diego.
 - Providing relocation assistance when County real estate acquisitions displace business and residential occupants.
- 5. Valuation [2.00 SY; E = \$137,000; R = \$95,000] including support personnel is:
 - Mandatory/Discretionary Service Level.
 - Providing appraisal services for County land and facilities acquisition projects.
 - Managing appraisal consultant contracts.
- 6. Acquisition Leasing [5.00 SY; E = \$1,553,129; R = \$105,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Managing County-wide acquisition leasing activities for 30 County departments and offices and 206 leases.
 - Managing the lease cost savings program.
 - Managing the acquisition leasing component of the space management system database.
 - Managing the leasing consultant contract.
 - Providing administration of the Mills Building property management contract and including \$1,153,800 for operating expenses.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
TAXES OTHER THAN CURRENT PROPERTY: Sales and Use Tax (T.D.A.)(9061)	\$18,539	\$3,000	\$10,000	\$7,000
Sub-Total	\$18,539	\$3,000	\$10,000	\$7,000
HICE OF MONEY AND DOCUMENTY.	,	·	·	•
USE OF MONEY AND PROPERTY: Rents and Concessions (9210)	\$1,383,226	\$423,000	\$1,584,946	\$1,161,946
Sub-Total	\$1,383,226	\$423,000	\$1,584,946	\$1,161,946
CHARGES FOR CURRENT SERVICES: Fed Aid for Constr (9617) Aid from Housing Authority (9745) Aid from Other Gov't Agency (9746) Service to Property Owners (9771) Flan Check & Field Inspection (9773) Road Fund (9782) Air Pollution Control District (9783) Capital Projects (9785) Airports Enterprise Fund (9787) Liquid Waste Enterprise Fund (9788) DPW Solid Waste Enterprise Fund (9790) DPW Special Districts (9792) Library Fund (9793)	\$(21,785) 16,721 5,338 (486) 68,664 590,400 2,080 126,224 94,084 25 65,754 22,027 10,962	\$0 0 0 86,000 514,081 2,900 50,000 62,000 0 12,000	\$0 0 13,020 0 60,000 555,000 2,000 50,000 58,000 0 7,000	\$0 0 13,020 0 (26,000) 40,919 (900) 0 (4,000) 0 (5,000) (5,100)
Sub-Total	\$980,008	\$742,081	\$755,020	\$12,939
OTHER FINANCING SOURCES: DPW Operating Transfer Other Special Dist (9812) Sale of Fixed Assets (9993) Other Miscellaneous (9995) Sub-Total	\$10,000 153 148,161 \$158,314	\$10,000 0 35,000 \$45,000	\$30,000 0 85,000 \$115,000	\$20,000 0 50,000 \$70,000
Total	\$2,540,087	\$1,213,081	\$2,464,966	\$1,251,885

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY97-98 Actuals were overrealized by \$1,327,006 due to the realization of new leasing revenue such as the East Mesa Detention ground lease (9210), unbudgeted Solid Waste revenue (9790) and additional requests over budget levels from the Road Fund (9782) and Capital Outlay Fund (9785), and additional leasing commission rebates (9995).

ry98-99 Budget includes new revenue from various new revenue leases including \$1,096,946 for the East Mesa Detention ground lease (9210) and \$50,000 for anticipated lease commission rebates from acquisition leasing projects (9995).

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: Revenue Lease Contract Negotiat	ion/Processing	1			
% OF RESOURCES: 14%					
OUTCOME (Planned Result)					
% of Contracts negotiated and/or processed within project time schedules and within budgeted amounts	90% '	90% 1	73%	90%	90%
FFECTIVENESS (Input/Outcome)					
Direct Cost to negotiate and/or process contracts	\$115,957	\$121, 9 82	\$195,754	\$195,754	\$214,480
Staff Years assigned to negotiate and/or process contracts	1.79	1.98	3.00 2	3.00	3.00
CUTPUT (Service or Product)					
# of Contracts negotiated and/or processed	73	69	69	90	75
EFFICIENCY (Input/Output)					
<pre># of contracts negotiated and/or processed per staff year</pre>	41	35	23	30	25
Direct Cost per contract negotiated and/or processed	\$1,588	\$1,768	\$2,837	\$2,175	\$2,860

These percentages were approximated. Procedures for tracking the cost and turn around time for specific projects were developed and implemented in FY97-98 and will be evaluated in FY98-99 and adjusted as needed.

Comment

² A new revenue generating plan to maximize revenue from leasing or sales of County-owned property was developed in FY97-98. Additional staff resources were shifted from the Acquisition Leasing subprogram activity and assigned to this new task in FY97-98.

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 Actual	1997-98 Actual	1997-98 Budget	1998- 9 Budget
ACTIVITY B: Acquisition of Real Property Int	erests				
% OF RESOURCES: 18%					
OUTCOMES (Planned Result)					
% of Contracts acquired by negotiation (as opposed to commencing eminent domain)	79%	84%	90%	70%	75%
% of parcels acquired by negotiation at appraised value (as opposed to negotiated settlement at above market prices) ²	88%	89%	86%	90%	90%
EFFECTIVENESS (Input/Outcome)					
Direct Cost to negotiate property purchases	\$193,250	\$258,883	\$252,490	\$252,490	\$265,574
Staff Years allocated to negotiate property purchases	3.14	3.75	3.75	3.75	3.75
OUTPUT (Service or Product)					
# of Parcels Acquired	62	103	84	90	90
_FFICIENCY (Input/Output)					
# of Parcels Acquired/Staff Year	20	27	22	24	24
Direct Cost/Parcel Acquired	\$3,117	\$2,513	\$3,006	\$2,805	\$2,951

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 that 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 FY97-98, 14% or 11 out of 76 negotiated transactions were completed at prices averaging 8.6% above appraised value.

PROGRAM: Real Property DEPARTMENT: GENERAL SERVICES

PERFORMANCE MEASURES					
	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Budget	Budget

ACTIVITY C: Valuation - Preparation of In-house Narrative Appraisals, Value Estimates and Contract Appraisal Reviews % CF RESOURCES: 9.5%

NO NEGODROZO. 7.5%					
OUTCOMES (Planned Result)					
% of Narrative Appraisals and Value Estimates completed within project costs and timelines	90%	93%	81%	90%	90%
_FFECTIVENESS (Input/Outcome)					
Direct Cost In-house Narrative Appraisals	\$68,656	\$63,623	\$63,101	\$83,911	\$68,500
Direct Cost In-house Value Estimates	\$33,491	\$31,197	\$41,619	\$33,564	\$34,250
Direct Cost Contract Appraisal Reviews	n/a	\$25,230	\$28,195	\$16,783	\$34,250
Staff Years to Provide Narrative Appraisals	1.18	1.06	.94	1.25	1.00
Staff Years to Provide Value Estimates	.58	.52	.62	.50	.50
Staff Years to Review Contract Appraisals	n/a	.42	.42	.25	.50
QUTPUT (Service or Product)					
# of Narrative Appraisals Prepared In-house	5	8	9	10	10
# of Parcels Appraised In-house	11	47	19	40	32
# of Value Estimates Prepared In-house	37	30	49	20	38
# of Parcels Value Estimated In-house	82	48	63	40	42
# of Contract Appraisals Reviewed	n/a	19	11	12	22
# of Parcels in Reviewed Contract Appraisals	n/a	78 ²	118 3	80	65
EFFICIENCY (Input/Output)					
Firect Cost per Narrative Appraisal	\$13,731	\$7,953	\$7,011	\$8,391	\$6,850
Direct Cost per Parcel Appraised	\$6,241	\$1,354	\$3,321	\$2,098	\$2,141
Direct Cost per Value Estimate	\$905	\$1,040	\$849	\$1,678	\$901
Direct Cost per Parcel Valued	\$408	\$650	\$661	\$839	\$815
Direct Cost per Contract Appraisal Reviewed	n/a	\$1,328	\$2,563	\$1,399	\$1,557
Direct Cost per Contracted Parcel Reviewed	n/a	\$323	\$239	\$210	\$527

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.

Comment

² This amount does not include 761 parcels from the Valley Center mass appraisal.

 $^{^{3}\,\,}$ This amount includes 85 parcels for Valley Center Road.

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 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY D: Negotiation of Acquisition Lease	Contracts				
% OF RESOURCES: 15%					
OUTCOMES (Planned Result)					
% of existing lease contracts negotiated and extended prior to contract expiration.	or 60%	71%	71%	80%	75%
% of new lease contracts negotiated at prices that are within budgeted amounts and supported by market data.		96%	100%	95%	100%
EFFECTIVENESS (Input/Outcome)					
Direct Cost to negotiate lease contracts	\$317,250	\$248,279	\$208,200	\$208,200	\$215,600
Staff Years allocated to lease negotiation /renegotiation. ²	4.96	3.75	3.00	3.00	3.00
OUTPUT (Service or Product)					
<pre># of new and existing acquisition lease contracts negotiated and/or renegotiated.</pre>	48	51	40	40	40
EFFICIENCY (Input/Output)					
Direct Cost per lease contract negotiated /renegotiated.	\$6,609	\$4,868	\$5,205	\$5,205	\$5,390
<pre># of contracts negotiated/renegotiated per staff year.</pre>	10	14	13	13	13

New reporting systems were evaluated in FY97-98 and will be adjusted as needed in FY98-99.

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.

² The successful use of the County leasing consultant freed up staff to work in other areas of the division requiring added support. One position was shifted to the Property Management subprogram to develop and support a new revenue plan in FY97-98.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY E: Management of Acquisition Leas	se Contracts				
% OF RESOURCES: 7.5%					
CUTCOME (Planned Result)					
Effectively manage the facilities leased for the private sector to house County operation					
% of lease contract rental adjustments completed and implemented by due dates.	95%	95%	88%	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%	19%	45%	25%	100%
EFFECTIVENESS (Input/Outcome) ³					
Direct Cost to Manage Acquisition Lease Inventory	\$42,117	\$75,883	\$104,100	\$104,100	\$107,800
Staff Years allocated to manage acquisition leases	.68	1.14	1.50	1.50	1.50
Approximate annual rental cost of acquisition leases county-wide	\$18,850,000	\$17,118,000	\$16,902,500	\$16,902,500	\$17,364,000
QUIPUT (Service or Product)					
# of acquisition lease contracts managed	189	209	214	228	206
# of leased facilities inspected	30	16	72	25	84
EFFICIENCY (Input/Output					
Direct Cost per lease contract managed	\$223	\$363	\$486	\$457	\$523
Direct Cost to manage lease as a percentage of annual rental cost	.22%	.44%	.62%	.62%	.62%

New reporting systems for tracking planned implementation objectives were evaluated in FY97-98 and will be reevaluated and adjusted as needed in FY98-99.

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 FY97-98 and will be reevaluated in FY98-99. 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. All leased facilities will be inspected in FY97-98 and property management issues will be addressed. Additional staff resources were allocated to this activity in FY97-98 to develop formal written action plans for any lessors not performing all of their contractual responsibilities.

³ Staff is now able to spend more time on lease management activities due to lease negotiation support from the contracted leasing consultant. One position was shifted from the Acquisition Leasing subprogram to the Property Management subprogram in FY97-98 to develop and support a new revenue plan.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0956	Chief, Real Property Operations	1	1.00	1	1.00	\$63,766	\$66,958
2290	Deputy Director, Real Property	1	1.00	1	1.00	77,128	80,985
2302	Administrative Assistant III	1	1.00	1	1.00	48,697	51,433
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,053	19,898
2730	Senior Clerk	2	2.00	2	2.00	48,799	51,236
2757	Administrative Secretary II	1	1.00	1	1.00	27,028	28,394
3592	Architectural Project Manager I	I 1	1.00	1	1.00	53,829	56,522
3728	Senior Land Surveyor	1	1.00	1	1.00	63,551	66,737
3780	Assistant Surveyor	1	1.00	1	1.00	40,327	42,338
3785	Land Surveyor	1	1.00	1	1.00	41,383	44,533
3813	Engineering Technician II	1	1.00	1	1.00	36,588	38,410
5525	Associate Real Property Agent	8	8.00	8	8.00	343,401	360,644
5570	Senior Real Property Agent	5	5.00	5	5.00	241,985	263,850
5585	Supervising Real Property Agent	3	3.00	3	3.00	174,210	182,928
	Total	28	28.00	28	28.00	\$1,279,745	\$1,354,860
Salary	Adjustments:					\$0	\$1,523
Employe	ee Benefits:					428,050	399,946
Salary	Savings:					(55,093)	(54,076)
VTO Red	ductions:					(7,390)	(7,390)
	Total Adjustments					\$365,567	\$340,003
Program	n Totals	28	28.00	28	28.00	\$1,645,312	\$1,694,869

PROGRAM: Document Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-32

AUTHORITY: The Document Services program was developed to manage the County's copy center, provide printing/reprographic services; manage interoffice and related mail services; manage central records storage, provide microfilming and administer a uniform Records Management program as outlined in Administrative Code Sections 398.5 (i, j, k & p).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Charige
DIRECT COST Salaries & Benefits	\$1,239,364	\$1,174,769	\$1,339,729	\$1,519,118	\$1,968,801	29.6
Services & Supplies	597,231	572,033	221,385	150,988	191,888	27.1
Fixed Assets	41,897	2,672	0	0	0	0.0
Less Reimbursements	(1,026,719)	(1,043,960)	(0)	0	(0)	0.0
TOTAL DIRECT COST	\$851,773	\$705,514	\$1,561,114	\$1,670,106	\$2,160,689	29.4
PROGRAM REVENUE	(220,036)	(183,489)	(1,844,552)	(1,897,736)	(2,070,662)	9.1
NET GENERAL FUND COST	\$631,737	\$522,025	\$(283,438)	\$(227,630)	\$90,027	(139.5)
STAFF YEARS	36.59	40.75	45.25	45.25	50.5	11.6

PROGRAM MISSION

Document Services is a new program combining three formerly separate programs: Records Management, Printing Services and Mail Services.

To support Board of Supervisors priorities.

To provide professional, reliable and economic mail, records management and printing services for County Government: assistance and training in developing individual Records Management programs; imaging and microfilming services including security storage for microfilm; reprographic and high-speed copying; and, U.S. and interoffice mail services.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Overall, Document Services FY 97-98 net General Fund contributions (net costs) were \$55,808 under budget. Salaries and Benefits are under budget \$179,389 due to vacant positions and the use of contract help. Services and Supplies are over budget \$70,397 due to the usage of contract help. Revenue in the operating budget was underrealized by \$53,184 due to vacant positions. (See Mail,Records and Printing Internal Service Fund for discussion of program revenues.)

The FY 97-98 Actual to FY 97-98 Budget Comparison was based on a combination of the Mail Services, Printing Services and Records Management Services Program Budgets. The three program budgets were combined with positions from Management Services to form Document Services Division in FY 98-99.

* The Net General Fund Cost shows the total General Fund Cost for maintaining the County-wide Records Management Program which is administrative in nature and not reimbursed through the Internal Service Fund as approved by the Board on March 11, 1997 (#22).

1997-98 ACHIEVEMENT OF OBJECTIVES

- Achieved 100% of goal to implement an Internal Service fund for Mail, Records and Printing services for FY 97-98.
- 2. Achieved 113% of goal to print 36 million forms at a competitive cost.
- 3. Achieved 127% of goal to copy 5 million documents at a competitive cost.
- 4. Achieved 99% of goal to process 14 million pieces of U.S. mail.
- 5. Achieved 91% of goal to microfilm 2.3 million documents. Did not achieve scanning goal as departments delayed

their requests in order to review the new scanning technology.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. To maintain at least a 4.2 customer service satisfaction ratio (on scale of 1.0 to 5.0).
- 2. To develop customer service guidelines.
- 3. To process 100% of priority mail on the same day.

1998-99 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. Mail, Records, Printing/Internal Service Funds (ISF) Management
 [7.00 SY; E = \$447,475; R = \$176,741]: including support personnel, is responsible for overall Division management including: personnel administration; budget preparation; fiscal analysis and control; internal accounting and payroll; materials and supplies; tracking costs by department and billing customers. This activity is:
 - Mandated/Discretionary Service Level.
 - Responsible for implementation and administration of the new Mail, Records and Printing Services Internal Service Fund.
 - Providing detailed billing information to departments.
 - Offset by 39% in program revenue from the Internal Service Fund.
 - Transferring 5.00 SY (Deputy Director, Administrative Services, Principal Administrative Analyst, Administrative Assistant II and Administrative Secretary II) and \$259,317 from the Management Services Program.
 - o Transferring \$38,667 in Services and Supplies from the Management Services Program.
 - Increasing \$2,233 for Public Liability Insurance premiums and increasing revenue by \$2,233.
 - Decreasing CERS by \$36,970 and increasing revenue by \$51,981.
 - Removing in-lieu prior year adjustment of \$4,662.
 - Adding \$65,672 in Salaries and Benefits for negotiated salary increases and increasing revenue by \$65,672.
 - Deleting 1.00 SY Administrative Assistant II and \$58,095 and adding 1.00 SY Department Systems Engineer I and \$58,095.
 - Adding \$3,000 in Services and Supplies funding for Spring Clean.
- 2. <u>Records Management Services</u> [9.50 SY; E = \$383,760; R = \$315,585] including support personnel, is responsible for providing imaging services to County departments and other governmental agencies; providing environmentally-controlled security vault storage for microfilm records; administering the County-wide Records Management Program; administering a privatized records storage contract; providing record retention and disposition services to County departments.
 - Mandated/Discretionary Service Level.
 - Offset by 82% in program revenue from the Internal Service Fund.
 - Adding \$9,289 for extra-help Funds and increasing revenue by \$9,289.
 - Adding 0.25 SY Microfilm Operator and \$5,713, revenue offset \$5,713.
- 3. Mail Services [21.00 SY; E = \$876,013; R = \$947,397] 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:

- Mandated/Discretionary Service Level.
- Offset by program revenue from the Internal Service Fund.
- o Adding \$6,864 for shift differential and increasing revenue by \$6,864.
- Adding \$87,110 for extra-help funds and increasing revenue by \$87,110.
- Adding 1.00 SY Mail Clerk Driver and \$25,878, revenue offset \$25,878.
- 4. <u>Printing Services</u> [13.00 SY; E = \$453,441; R = \$630,939] including support personnel is responsible for providing printing and copying services at a lower cost than is provided by contracting.
 - Mandated/Discretionary Service Level.
 - C Offset by program revenue from the Internal Service Fund.
 - o Adding \$4,644 for extra-help funds and increasing revenue by \$4,644.
 - Adding 1.00 SY Printing Services Supervisor and \$34,258, deleting 1.00 SY Print Shop Helper and \$23,121 and increasing revenue by \$11,137.

PROGRAM: Document Services

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICES:		_		
Internal Service Funds (9786)	\$2,167,633	\$1,897,736	\$2,070,662	\$172,926
Sub-Total	\$2,167,633	\$1,897,736	\$2,070,662	\$172,926
MISCELLANEOUS REVENUES:				
Recovered Expenditures (9989) Work Authorization Excess Cost Adjustment (9998)	\$348 (\$323,429)	\$0	\$0	\$0
Sub-Total	\$(323,081)	\$0	\$0	\$0
Total	\$1,844,552	\$1,897,736	\$2,070,662	\$172,926

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 97-98 revenue was \$53,184 (-.028%) less than budgeted. This was due to delays in hiring and offset by savings in Salaries and Benefits.

General Fund Support Costs are the total costs for maintaining the County-wide Records Management program. This cost is not reimbursed through the Internal Service Fund.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: U.S. MAIL					
% OF RESOURCES: 9%					
OUTCOME (Planned Result)					
Collect and process 56,000 pieces U.S. mail daily for County Departments and offices.	99%	100%	100%	100%	190%
EFFECTIVENESS (Input/Outcome)					
Labor and services to process U.S. mail annually.	\$341,508	\$305,438°	\$463,633	\$473,648	\$497,330
OUTPUT (Service or Product)					
U.S. mail pieces processed	6,759,370	7,436,325*	13,752,701	14,000,000	14,000,000
EFFICIENCY (Input/Output)					
Processing cost per piece of U.S. mail	\$.05	\$.035°	\$.034	\$.034	\$.035
ACTIVITY B: INTEROFFICE MAIL					
% OF RESOURCES: 43%					
OUTCOME (Planned Result)					
Collect, sort and deliver all interoffice mail to County departments and offices.	100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Direct labor and services to handle County interoffice mail.	\$237,780	\$458,907*	\$709,916	\$709,383	\$744,852
OUTPUT (Service or Product)					
Pick up and deliver mail at all requested mail stops.	8,000,000	N/A	143,050	134,000	137,750
Miles driven	N/A	N/A	225,553	212,500	218,750
EFFICIENCY (Input/Output)					
Cost per pick up and delivery San Diego Area South County Area North County Area East County Area	N/A N/A N/A N/A	N/A N/a N/A N/A	\$3.63 \$7.20 \$9.00 \$5.41	\$3.63 \$7.20 \$9.00 \$5.41	\$3.63 \$7.20 \$9.00 \$5.41

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: PRINTING SERVICES					
% OF RESOURCES: 29%					
OUTCOME (Planned Result)					
Provide a competitive cost for printing and copy service for all County departments and offices.	100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Labor and services & supplies cost to produce product.					
a. Printed forms b. Copies	\$788,399 \$161,480	\$611,184 ^{**} \$143,365 ^{**}	\$1,039,911 \$187,224	\$1,127,296 \$198,934	\$1,114,230 \$215,000
OUTPUT (Service or Product)					
a. Number of Printed Formsb. Number of Copied Documents	32,347,497 5,634,841	39,178,000 5,801,276	40,767,920 6,366,193	36,000,000 5,000,000	38,000,000 6,900,000
EFFICIENCY (Input/Output)					
a. Cost per Printed Formb. Cost per Copy	\$.0243 \$.0286	\$.061 ^{**} \$.025 ^{**}	\$.026 \$.029	\$.031 \$.035	\$.031 \$.025
ACTIVITY D: IMAGING SERVICES					
% OF RESOURCES: 18%					
OUTCOME (Planned Result)					
Number of Documents Requested Number of Documents to be Filmed	1,942,300 1,477,300	2,195,000 1,788,388	4,557,623 3,500,000	4,557,623 3,500,000	4,000,000 4,000,000
EFFECTIVENESS (Input/Outcome)					
% of Requests Imaged	76%	82%	77%	91%	100%
OUTPUT (Service or Product)					
Documents Imaged: a. Records Electronically Scanned b. Records Microfilmed c. Engineer Drawings Microfilmed	N/A 1,473,000 7,300	N/A 1,780,888 7,500	155,422 1,767,023 338,441	1,200,000 2,300,000 10,000	2,390,000 1,600,000 10,000
Total	1,480,300	1,788,388	2,260,886	3,510,000	3,990,000

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
EFFICIENCY (Input/Output)					
Cost of Labor Output per Unit: a. Records Electronically Scanned	N/A	N/A	\$.06	\$.06	\$.06
b. Records Microfilmed	\$.04	\$.05	\$.03	\$.04	\$.u3
c. Engineer Drawings Microfilmed	\$.50	\$.50	\$.50	\$.50	\$.50

Includes direct labor only. Pieces metered by General Services only. Does not include pieces metered by Auditor & Controller and processed by General Services.

Includes direct service labor charges only.

_TAFFING	SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
MAIL.	RECORDS, PRINTING/INTERNAL SERVI	CE FUNDS (ISF) MANAGEM	ENT	4		
				_ 	1 00	#0	#90 O9E
2280 2302	Deputy Director, Document Serv Administrative Assistant III	. 0	0.00 0.00	1	1.00 1.00	\$0 0	\$80,985 51,435
2303	Administrative Assistant II	0	0.00	Ó	0.00	0	0
2367	Principal Admin, Analyst	ő	0.00	ĭ	1.00	Ō	58,100
2403	Accounting Technician	0	0.00	2	2.00	0	56,344
2460	Dept. Systems Engineer I	0	0.00	1	1.00	0	37,463
2757	Administrative Secretary II	0	0.00	1	1.00	0	28,394
	Subtotal	0	0.00	7	7.00	\$0	\$312,719
RECORD	S MANAGEMENT SERVICES						
2403	Accounting Technician	1	1.00	0	0.00	\$28,115	\$0
2710	Junior Clerk Typist	1	1.00	3	1.00	18,103	19,009
2716	Records Mgmt. Supervisor	1	1.00	1	1.00	32,343	35,077
2740	Records Mgmt. Coordinator	1	1.00	1	1.00	24,867	28,973
3040 3052	Microfilm Operator Chief, Records Management	5 1	4.25 1.00	5 1	4.50 1.00	97,925 44,409	98,957 46,635
3053	Photo Reduction Technician	i	1.00	i	1.00	23,990	26,307
9999	Extra Help	Ö	0.00	Ó	0.00	0	8,625
	Subtotal	11	10.25	10	9.50	\$269,752	\$263,587
MAIL S	ERVICES						
3039	Mail Clerk Driver	17	17.00	18	18.00	\$367,150	\$410,575
3047	Mail Systems Specialist	1	1.00	1	1.00	32,304	29,277
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	25,505	23,147
3094	Chief, Mail Services	0	0.00	1	1.00	0	38,374
8877	Chief, Mail Services	1	1.00	0	0.00	38,234) 0/ 5/4
9999	Extra Help	0	0.00	0	0.00	0	84,561
	Subtotal	20	20.00	21	21.00	\$463,193	\$585,934
PRINTI	NG SERVICES						
2302	Administrative Assistant III	1	1.00	0	0.00	\$44,409	\$0
2403	Accounting Technician	1	1.00	0	0.00	28,115	0
3004	Chief, Reprographics Publications Technician	1 1	1.00	1	1.00	36,549	41,215
3048 3050	Offset Equipment Operator	3	1.00 3.00	1 3	1.00 3.00	21,754 73,746	23,388 66,582
3054	Print Shop Helper	3	3.00	2	2.00	54,950	38,615
3070	Printing Services Supervisor	1	1.00	1	1.00	0	27,271
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	104,245	107,349
3817	Graphic Artist	1	1.00	1	1.00	29,255	31,759
9999	Extra Help	0	0.00	0	0.00	0	4,314
	Subtotal	16	16.00	13	13.00	\$393,023	\$340,453
	Total	46	45.25	51	50.50	\$1,125,968	\$1,502,733
Salary	Adjustments:					\$4,227	\$(0)
Premiu	m/Overtime Pay:					5,000	5,000
Shift	Differential:					0	6,864
Employ	ee Benefits:					441,052	481,255

STAFFING SCHEDULE						
Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Balancing Salary Adjustment:					(4,662)	25,416
Salary Savings:					(47,143)	(47,143)
VYO Reductions:					(5,324)	(5,324)
Total Adjustments					\$393,150	\$466,068
Program Totals	47	45.25	51	50.50	\$1,519,118	\$1,968,801

PROGRAM: Management Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-40

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; administer Postage and Utilities; provide Countywide services for Records Management, Mail & Printing; and to provide Purchasing & Contracting Services, Administrative Code 400 through 424.

	•					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,255,007	\$1,307,752	\$1,547,907	\$1,356,425	\$890,752	(34.3)
Services & Supplies	178,587	155,204	340,163	234,537	202,533	(13.6)
Other Charges	0	0	0	0	8,085	100.0
Fixed Assets	26,598	55,633	44,907	0	10,438	100.0
CERS Reserve	0	0	0	0	456,079	100.0
TOTAL DIRECT COST	\$1,460,192	\$1,518,589	\$1,932,977	\$1,590,962	\$1,567,887	(1.5)
PROGRAM REVENUE	(124)	(4,792)	(10)	(0)	(0)	0.0
NET GENERAL FUND COST	\$1,460,068	\$1,513,797	\$1,932,967	\$1,590,962	\$1,567,887	(1.5)
STAFF YEARS	22.00	25.25	25.50	25.50	22.00	(13.7)

PROGRAM MISSION

lo support Board of Supervisors priorities. Management 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Overall, Management Services was \$342,005 over budget, primarily due to underfunded salaries, overtime and benefits. Mid-year appropriations include \$5,301 for Fixed Assets and \$134,016 in Minor Equipment Automation Reinvestment.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Achieved 100% of goal to implement phase 1 of on-line Time and Labor Distribution System.
- Achieved 95% of goal to implement FAMIS (Fleet Asset Management System). The remaining 5% relates to new requirements and system enhancements.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Install Windows 95 operating system on all Departmental Workstations w/County standard Microsoft Office 97 Suife.
- 2. Upgrade Departmental Automation infrastructure for the Purchasing & Contracting Division and upgrade LAN servers department-wide.

- Conduct procurement selection for Integrated Facilities Management System for Facilities Services, Space Management and Real Property.
- 4. Implement Phase II & III of on-line Time and Labor Distribution System.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Director's Office [4.00 SY; E = \$742,231; R = \$0] including support personnel is:
 - 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.
 - Providing overall department management, policy, planning and direction to six operating divisions, four budget units and two internal service funds totaling appropriations of \$120.5 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).
 - Adding \$38,478 in Salaries & Benefits for negotiated salary increase.
 - Coordinating the delivery of support services to all County departments, courts and offices.
 - Increasing \$3,663 for Public Liability Insurance premiums and decreasing CERS by \$36,074.
 - c Adding \$456,079 in appropriations to the CERS savings "holding" account.
- 2. <u>Budget/Fiscal</u> [6.00 SY; E = \$266,322; R = \$0] including support personnel is:
 - c Mandated/Discretionary Service Level.
 - Overseeing and coordinating the department budget, three additional budget units, and two internal service funds including twelve program budgets totaling over \$120.5 million.
 - c Leading and conducting year-end fiscal processes and maintaining department inventories for fixed assets, minor equipment, and materials and supplies.
 - Processing training and travel requests and supplies purchases for three programs: Real Property, Architecture & Engineering and Management Services. Processing contract help payments for all department programs.
 - c Providing Capital Project accounting support.
 - Providing development and preparation of financial projections including expenditure, revenue and variance analysis for annual and monthly CAO reports and quarterly departmental fund balances for four budget units and two internal service funds.
 - Adding fixed assets for \$10,438 and \$8,085 for lease purchase of critically needed replacement copiers.
- 3. Information Systems Services [6.00 SY; E = \$318,122; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing WAN (Wide Area Network) and LAN (Local Area Network) hardware configuration and maintenance support to the department's 11 file servers and two application servers in 6 geographical locations.
 - Providing departmental applications and programming development for specialized departmental needs.
 - Providing end-user support for all PC hardware/software, client-server hardware/software and user s
 mainframe account administration.
 - Providing, scheduling and conducting software training in departmental automation lab.
 - O Coordinating preparation of and implementing annual department Business Automation Plan.
 - Coordinating departmental project and service requests and help-desk requests with the Department of Information Services.

- Maintaining enterprise backup scheme of all information for disaster recovery.
- c Enhancing existing custom applications developed in-house.
- 4. Personnel/Training/Payrol: [6.00 SY; E = \$241,212; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Developing & implementing Phase II of customer service training.
 - Monitoring and maintaining departmental position control database.
 - Coordinating the employee recognition program.
 - Developing and coordinating staff development training.
 - Developing and implementing an employee training database.
 - Coordinating organizational development efforts, including process improvement projects.
 - Coordinating customer feedback.
 - O Developing performance standards for the department.
 - Performing a department-wide training needs assessment.
 - Performing payroll time accounting and general personnel functions.
 - Administering the Affirmative Action Plan, discipline cases, cultural diversity program and training.
 - Adding 0.50 SY Departmental Personnel Officer II and \$24,399.
- 5. <u>Document Services</u> [0.00 î'; E = \$0; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Transferring 4.00 SY (Deputy Director, Administrative Services; Principal Administrative Analyst, Administrative Assistant II and Administrative Secretary II) and \$259,317 to the Document Services Program.
 - o Transferring \$38,667 in Services & Supplies to the Document Services Program.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
MANAGE	MENT SERVICES						
Direct	or's Office						
2125	Director, General Services	1	1.00	1	1.00	\$99,886	\$115,978
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	80,992	110,669
2759 2756	Administrative Secretary IV Administrative Secretary I	1 1	1.00 1.00	1	1.00 1.00	29,640 19,233	36,919 22,130
	,						•
	Subtotal	4	4.00	4	4.00	\$229,751	\$285,696
Budget	/Fiscal						
2367	Principal Admin. Analyst	1	1.00	1	1.00	\$55,336	\$58,100
2302	Administrative Assistant III	1	1.00	1	1.00	40,336	51,433
2425 2403	Assoc. Accountant	1 2	1.00 2.00	1 2	1.00 2.00	39,399 47,661	41,372 55,945
2435	Accounting Technician Assistant Accountant	1	1.00	1	1.00	31,745	33,329
	Subtotal	6	6.00	6	6.00	\$214,477	\$240,179
		_	****			.,	•
Inform	ation Systems Services						
3788	Principal Industrial Engineer	1	1.00	1	1.00	\$58,094	\$65,669
2432 3120	System Support Analyst II	1	1.00	1 2	1.00 2.00	38,848 80,956	41,526 85,956
2461	Dept. Computer Specialist III Dept. Systems Engineer II	2 1	2.00 1.00	1	1.00	43,370	55,356
2460	Dept. Syst. Engineer I	i	1.00	i	1.00	37,422	46,635
	Subtotal	6	6.00	6	6.00	\$258,690	\$295,142
Person	nel/Training/Payroll						
2307	Dept. Personnel Officer III	1	1.00	1	1.00	\$55,336	\$58,100
2302	Administrative Assistant III	1	1.00	1	1.00	48,991	51,433
2511	Senior Payroll Clerk	2	2.00	2	2.00	53,152	55,816
2730 2328	Senior Clerk Dept. Personnel Office: 11	1 1	1.00 0.50	1 1	1.00 1.00	25,401 20,396	26,658 43,364
	Subtotal	6	5.50	6	6.00	\$203,276	\$235,371
	vastotat.	v	3.30		5.00	4200,210	
	nt Services						
2280	Deputy Director, Admin. Service		1.00	0	0.00	\$77,128	\$0
2303 2367	Administrative Assistant III Principal Administrative Analys	1 st 1	1.00 1.00	0	0.00 0.00	37,422 55,336	0
2757	Administrative Secretary II	1	1.00	Ö	0.00	22,794	Ö
	Subtotal	4	4.00	0	0.00	\$192,680	\$0
- 1	Total	26	25.50	22	22.00	\$1,098,874	\$1,056,388
Salarv	Adjustments:		25.50	<u> </u>		\$(62,383)	\$(0)
_	m/Overtime Pay:					0	0
	ee Benefits:					371,198	318,193
	ing Salary Adjustments:					0	(432,565)
Barant	ing Jacary Augustilients:					U	(452,505)

PROGRAM: Management Services					DEPARTMENT: G	ENERAL SERVICES
STAFFING SCHEDULE	·					
Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Salary Savings:					(47,462)	(47,462)
VTO Reductions:					(3,802)	(3,802)
Total Adjustments					\$257,551	\$(165,636)
Program Totals	26	25.50	22	22.00	\$1,356,425	\$890,752

PROGRAM: Purchasing & Contracting

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81301

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5500

REFERENCE: 1998-99 Proposed Budget - Pg. 37-44

AUTHORITY: This program was developed for the purpose of complying with Sections 398.17.1 through 398.17.28 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,831,680	\$1,779,634	\$1,792,715	\$1,960,456	\$1,925,168	(1.8)
Services & Supplies	135,710	174,441	261,365	112,706	122,796	9.0
Other Charges	0	0		0	0	0.0
Fixed Assets	74,074	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,041,464	\$1,954,075	\$2,054,080	\$2,073,162	\$2,047,964	(1.2)
PROGRAM REVENUE	(548,756)	(687,717)	(605,447)	(530,585)	(560,585)	(6.6)
NET GENERAL FUND COST	\$1,492,708	\$1,266,358	\$1,448,633	\$1,542,577	\$1,487,379	(3.6)
STAFF YEARS	43.88	40.83	47.00	47.00	45.00	

PROGRAM MISSION

To support Board of Supervisors priorities. 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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Purchasing and Contracting was transferred to General Services from the Auditor and Controller effective January 16, 1998.

Direct costs were down by \$19,082. Salaries and Benefits were down due to vacant positions. Services and Supplies were overexpended in various accounts. There was a mid-year appropriation transfer of \$74,074 from Salaries and Benefits to Services and Supplies for temporary relief.

Revenues earned exceeded the budget by \$74,862 due to a one time allocation of Trial Court revenue received in FY 97-98 and additional revenue from the sale of surplus materials.

Net General Fund Contributions were \$93,944 under budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Purchased 64% of requisitioned line items within 21 days.
 - a. Processed \$136,297,505 in purchase and change orders.
- 2. Filled 97% of orders from stock (no back orders).
 - a. Issued \$6,041,567 in stock from stores.

1998-99 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).
 - Issue \$6,209,889 in stock from stores.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Purchasing/Contracting [34.00 SY; E = \$1,607,766; R = \$547,620] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for purchases of material and supplies for the County as mandated by Section 25501 of the State Government Code; Section 398.17.1 through 398.17.28 of the County Administrative Code; Section 705 of the County Charter.
 - Purchasing over \$120 million of goods and services annually.
 - O Processing over 40,000 purchase transactions each year.
 - Providing centralized contracting support for approximately \$180 million in contracts.
 - Increasing \$90 for Public Liability Insurance premiums and decreasing CERS by \$50,557.
 - Deleting 1.0 SY Intermediate Clerk Typist and \$31,778 to comply with second year structural balancing reductions.
 - Adding \$74,210 in Salaries & Benefits for negotiated salary increases and increasing revenue by \$30,000.
- 2. Stores/Property Disposal [11.00 SY; E = \$440,198; R = \$12,965] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - 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.
 - 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.
 - 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.
 - Transferring \$10,000 for automotive fuel from the Auditor & Controller to Purchasing & Contracting.
 - Deleting 1.0 SY Stores Delivery Driver and \$27,163 to comply with second year structural balancing reductions.
 - Deleting 1.0 SY Manager Procurement Planning and \$65,419 and adding 1.0 SY Purchasing Manager Procurement & Planning and \$72,791.
 - Deleting 1.0 SY Purchasing & Contracting Director and \$99,484 and adding 1.0 SY Deputy Director Purchasing & Contracting and \$99,484.
 - Deleting 1.0 SY Dept. Computer Specialist III and \$56,901 and adding 1.0 SY System Support Analyst II and \$50,233.

PROGRAM REVENUE BY SOURCE	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund (9782)	\$182,060	\$184,838	\$207,518	\$22,680
Air Pollution Control District (9783)	44,989	57,830	57,830	0
Internal Service Fund (9786)	68,214	86,660	86,660	0
Airport Enterprise Fund (9787)	37,590	11,390	11,390	0
Liquid Waste Fund (9788)	39,562	45,560	45,560	0
Library Fund (9793)	17,335	15,032	15,032	0
Aid from other Governmental Agencies (9740)	65,308	0	0	0
Transit Occupancy Tax (9083)	1,601	0	0	0
Purchasing fees Other Government (9780)	256	0	0	0
Solid Waste Enterprize Fund (9790)	26,868	0	0	0
Inter Government State Pr Yr (9985)	1	0	0	0
Sub-Total	\$483,784	\$401,310	\$423,990	\$22,680
OTHER REVENUE:				
Recovered expenses (auction sales) (9989)	\$48,753	\$78,000	\$84,630	\$6,630
Sale of surplus/scrap material (nontaxable) (9995)	68,389	48,275	48,965	690
Sale of surplus/scrap material (taxable) (9996)	4,521	3,000	3,000	0
Sub-Total	\$121,663	\$129,275	\$136,595	\$7,320
Total	\$605,447	\$530,585	\$560,585	\$30,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted revenue for FY 1998-99 is \$30,000 higher than the FY 1997-98 budgeted amount due to an increase in the A-87 cost recovery amount from the Department of Public Works, Road Fund and a projected increase in recovered expenses from auction sales.

Actual amounts vary based on quantity of surplus materials available for sale and normal annual variations in A-87 cost recovery. A one-time allocation of Trial Court revenue was received, in FY 1997-98, in revenue account 9740 (Aid from other Governmental Agencies).

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: PURCHASING					
% OF RESOURCES: 34.0%					
OUTCOME (Planned Result)					
% of requisitioned line items purchased within 21 days	0%	0%	64%	70%	70%
FFFECTIVENESS (Input/Outcome)					
Cost to operate Purchasing	\$0	\$0	\$774,560	\$757,300	\$696,551
OUTPUT (Service or Product)					
Dollar value of purchases	\$0	\$0	\$136,297,505	\$115,000,000	\$126,000,000
EFFICIENCY (Input/Output)					
Cost per \$100 of purchases	\$0	\$0	\$.56	\$.66	\$.55
ACTIVITY B: STORES					
% OF RESOURCES: 21.5%					
OUTCOME (Planned Result)					
<pre>% of items filled from stock (no back orders)</pre>	0%	0%	97%	91%	91%
EFFECTIVENESS (Input/Outcome)					
Cost to operate stores	\$0	\$0	\$388,294	\$443,605	\$440,198
OUTPUT (Service or Product)					
Dollar value of items issued	\$0	\$0	\$6,041,567	\$6,500,000	\$6,500,000
EFFICIENCY (Input/Output)					
Cost per \$100 in items issued	\$0	\$0	\$6.42	\$6.82	\$6.77

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2166	Purchasing and Contracting Director	1	1.00	0	0.00	\$77,445	\$0
2621	Manager of Contracting (0285)	1	1.00	1	1.00	55,274	58,033
2262	Deputy Director, Pur & Cont.	Ö	0.00	1	1.00	0	81,317
2618	Manager, Procurement Planning (0965)	1	1.00	0	0.00	51,443	0
2653	Materiel Manager (0964)	1	1.00	1	1.00	42,946	45,098
2403	Accounting Technician	1	1.00	1	1.00	28,278	26,636
2412	Analyst II	1	1.00	1	1.00	37,422	39,292
2493	Int. Acct. Clerk	1	1.00	1	1.00	18,596	23,174
2510	Senior Account Clerk	1	1.00	1	1.00	22,770	25,103
2610	Buyer II	10	10.00	10	10.00	326,432	345,608
2622	Procurement Contracting Officer		5.00	5	5.00	226,533	245,535
2640	Buyer III	3	3.00	3	3.00	109,894	116,275
2651	Warehouse Material Handler	3	3.00	3	3.00	65,298	65,190
2665	Materiel Storekeeper I	2	2.00	2	2.00	42,240	48,426
2667	Materiel Storekeeper III	2	2.00	2	2.00	57,638	56,610
2668	Supv. Material Storekeeper	1	1.00	1	1.00	27,984	28,642
2700	Intermediate Clerk Typist	2	2.00	1	1.00	43,872	19,553
2730	Senior Clerk	4	4.00	4	4.00	101,390	106,415
2758	Admin. Secretary III	1	1.00	1	1.00	32,649	34,293
3030	Data Entry Operator	2	2.00	2	2.00	43,872	42,945
5120	Dept. Computer Specialist III	1	1.00	0	0.00	44,409	(i
7515	Stores Delivery Driver	3	3.00	2	2.00	79,981	56,740
2432	Sytems Support Analyst II	0	0.00	1	1.00	0	41,803
8840	Purchasing Mgr, Prod & Planning		0.00	1	1.00	0	57,646
9999	Temporary Extra Help	0	0.00	0	0.00	3,000	3,000
	Total	47	47.00	45	45.00	\$1,539,366	\$1,567,334
Salary	Adjustments:					0	11,010
Premiun	n/Overtime Pay:					17,473	17,473
Employe	ee Benefits:					515,375	494,699
Salary	Savings:					(103,676)	(103,676)
Balanc	ing Adjustments					(0)	(53,590)
VTO Red	ductions:					(8,082)	(8,082)
	Total Adjustments					\$421,090	\$357,834
Program	n Totals	47	47.00	45	45.00	\$1,960,456	\$1,925,168

HOUSING & COMMUNITY DEVELOPMENT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	X Change
HOUSING & COMMUNITY DEV.	\$13,866,677	\$11,294,215	\$5,550,657	\$5,656,257	\$6,011,776	\$355,519	6.3
HCD MULTI-YEAR PROJECTS	0	0	8,107,578	22,135,645	14,708,566	(7,427,079)	(33.6)
TOTAL DIRECT COST	\$13,866,677	\$11,294,215	\$13,658,235	\$27,791,902	\$20,720,342	\$(7,071,560)	(25.4)
TOTAL PROGRAM REVENUE	(14,108,507)	(11,787,826)	(16,561,085)	(28,087,574)	(20,835,882)	7,251,692	(25.8)
NET GENERAL FUND COST	\$(241,830)	\$(493,611)	\$(2,902,850)	\$(295,672)	\$(115,540)	\$180,132	(60.9)
STAFF YEARS	90.22	95.00	96.00	96.00	94.00	(2.00)	(2.1)

MISSION

Housing and Community Development's mission is BUILDING BETTER NEIGHBORHOODS. The department does this by providing 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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

Rental Assistance

- Provide rental assistance to 8,500 low-income families. Reduction in families assisted is due to changes in federal regulations.
 - a. Review and certify the eligibility of 15,000 families for Section 8 rental assistance.
- 2. Achieve a 95 percent rating for services provided to customers.

Housing Development

- 1. Preserve, rehabilitate or develop 1,020 dwelling units.
 - a. Monitor 3,582 dwelling units for contract compliance.
- 2. Achieve a 95 percent satisfaction rating for services provided to customers.

Community Development

- 1. Complete 58 public improvement projects in 10 communities.
 - a. Monitor the progress of 113 CDBG projects.
- 2. Maintain 2 on-going redevelopment projects and amendments.
 - a. Monitor 11 redevelopment agreements.
- 3. Achieve a 95 percent satisfaction rating for services provided to customers.

Regional Task Force on the Homeless

- 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.
- 2. Achieve a 95 percent satisfaction rating for services provided to customers.

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT ORGANIZATION CHART

Fiscal Year 1998-99

DIRECTOR'S OFFICE					
STAFF YEARS					
DIRECTOR ADMIN. SECRETARY III		1.0 1.0			
2 POSITIONS	TOTAL	2.0			

TOTAL PERMANENT STAFF = 94

HSNG. PGM ANALYST IV

3 POSITIONS

HSNG. PGM. ANALYST II INTERMEDIATE CLERK TYPIST

TOTAL

RENTAL ASSISTANCE DIVIS		HOUSING DEVELOPMENT DIV	ISION
STAFF Y	EARS	STAFF YE	EARS
OUSING PGM. MANAGER	1.00	HOUSING PGM. MANAGER	1.00
		HSNG PGM ANALYST IV	5.00
NALYST II	1.00	PRINCIPAL REHAB. SPEC	2.00
SNG REHAB. SPCLST II	1.00	HSNG REHAB. SPCLST III	2.00
SNG SPCLST III	7.00	HSNG REHAB. SPCLST II	3.00
ISNG SPCLST II	20.00	ADMIN. SECRETARY II	1.00
ISNG SPCLST	11.00		
ENIOR CLERK	1.00		
HOUSING AID	4.00		
INTER. CLERKTYPIST	6.00		
ADMIN. SECRETARY II	.50		
DIVIN' ODCIOTART I		14.0 POSITIONS TOTAL	14.0
2.5 POSITIONS TOTAL	52.50		
	ŀ		
		DDOCD AM SEDAUCES DIVIS	TON
COMMUNITY DEVELOPMEN DIVISION	1T	PROGRAM SERVICES DIVIS	
DIVISION		PROGRAM SERVICES DIVIS	
DIVISION STAFF Y	/EARS		
DIVISION STAFF Y HOUSING PROG. MANAGER	YEARS	STAFF YE HOUSING PGM. MANAGER	EARS
DIVISION STAFF Y HOUSING PROG. MANAGER HSNG. PROGRAM ANALYST IV	7EARS 1.00 3.00	STAFF YE	EARS
DIVISION STAFF Y HOUSING PROG. MANAGER HSNG. PROGRAM ANALYST IV HSNG. PROGRAM ANALYST II	7EARS 1.00 3.00 3.00	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES	EARS 1.00
DIVISION STAFF Y HOUSING PROG. MANAGER HSNG. PROGRAM ANALYST IV	7EARS 1.00 3.00	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV	EARS 1.00 1.00
DIVISION STAFF Y HOUSING PROG. MANAGER HSNG. PROGRAM ANALYST IV HSNG. PROGRAM ANALYST II	7EARS 1.00 3.00 3.00	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK	1.00 1.00 1.00
DIVISION STAFF Y OUSING PROG. MANAGER ISNG. PROGRAM ANALYST IV ISNG. PROGRAM ANALYST II DMIN. SECRETARY II	7EARS 1.00 3.00 3.00 5.00	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV	EARS
DIVISION STAFF Y IOUSING PROG. MANAGER ISNG. PROGRAM ANALYST IV ISNG. PROGRAM ANALYST II ADMIN. SECRETARY II	7EARS 1.00 3.00 3.00	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK	1.00 1.00 1.00 1.00 2.00
DIVISION STAFF Y HOUSING PROG. MANAGER HSNG. PROGRAM ANALYST IV HSNG. PROGRAM ANALYST II ADMIN. SECRETARY II 1.5 POSITIONS TOTAL	7EARS 1.00 3.00 3.00 .50 7.50	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK INTERMEDIATE CLERK TYPIST PGM. REVIEW & SUPPORT SERVI	1.00 1.00 1.00 2.00
DIVISION STAFF Y TOUSING PROG. MANAGER ISNG. PROGRAM ANALYST IV ISNG. PROGRAM ANALYST II IDMIN. SECRETARY II SPOSITIONS TOTAL REGIONAL TASK FORCE ON	7EARS 1.00 3.00 3.00 .50 7.50	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK INTERMEDIATE CLERK TYPIST PGM. REVIEW & SUPPORT SERVI HSNG. PGM. REVIEW COORD.	1.00 1.00 1.00 2.00 CES
DIVISION STAFF Y OUSING PROG. MANAGER SNG. PROGRAM ANALYST IV SNG. PROGRAM ANALYST II DMIN. SECRETARY II 5 POSITIONS TOTAL	7EARS 1.00 3.00 3.00 .50 7.50	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK INTERMEDIATE CLERK TYPIST PGM. REVIEW & SUPPORT SERVI HSNG. PGM. REVIEW COORD. ANALYST III	1.00 1.00 1.00 2.00 CES 1.00 1.00
DIVISION STAFF Y DUSING PROG. MANAGER SNG. PROGRAM ANALYST IV SNG. PROGRAM ANALYST II DMIN. SECRETARY II S POSITIONS TOTAL REGIONAL TASK FORCE ON HOMELESS	7EARS 1.00 3.00 3.00 50 7.50	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK INTERMEDIATE CLERK TYPIST PGM. REVIEW & SUPPORT SERVI HSNG. PGM. REVIEW COORD. ANALYST III SENIOR SYSTEMS ANALYST	1.00 1.00 1.00 2.00 CES 1.00 1.00
DIVISION STAFF Y IOUSING PROG. MANAGER ISNG. PROGRAM ANALYST IV ISNG. PROGRAM ANALYST II IDMIN. SECRETARY II .5 POSITIONS TOTAL REGIONAL TASK FORCE ON	7EARS 1.00 3.00 3.00 50 7.50	STAFF YE HOUSING PGM. MANAGER ADMINISTRATIVE SERVICES HOUSING PGM. ANALYST IV SENIOR PAYROLL CLERK INTERMEDIATE CLERK TYPIST PGM. REVIEW & SUPPORT SERVI HSNG. PGM. REVIEW COORD. ANALYST III	1.00 1.00 1.00 2.00 CES 1.00

1.00

1.00 1.00

3.00

ACCOUNTING TECH.

15 POSITIONS

INTERMEDIATE ACCT. CLERK

1.00

4.00

15.00

TOTAL

PROGRAM: Housing and Community Development

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM #: 39001

MANAGER: Edward A. Baker, Jr.

ORGANIZATION #: 5630

REFERENCE: 1998-99 Proposed Budget - Pg. 38-3

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,975,468	\$4,199,471	\$4,628,520	\$4,924,642	\$5,149,343	4.6
Services & Supplies	7,272,099	4,558,389	851,002	731,615	862,433	17.9
Other Charges	553,763	917,635	(5,204)	0	0	0.0
Operating Transfers	2,065,347	1,618,720	76,339	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$13,866,677	\$11,294,215	\$5,550,657	\$5,656,257	\$6,011,776	6.3
PROGRAM REVENUE	(14,108,507)	(11,787,826)	(6,023,731)	(5,951,929)	(6,127,316)	2.9
NET GENERAL FUND COST	\$(241,830)	\$(493,611)	\$(473,074)	\$(295,672)	\$(115,540)	(60.9)
STAFF YEARS	90.22	95.00	96.00	96.0	94.00	(2.1)

PROGRAM MISSION

Housing and Community Development's mission is BUILDING BETTER NEIGHBORHOODS. The department does this by providing 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 ACTUAL TO 1997-98 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 99% of budgeted operating costs and revenues, while maintaining budgeted net county cost. Housing and Community Development programs administered by the department for HUD are 100% revenue offset.

1997-98 ACHIEVEMENT OF OBJECTIVES

Achieved 98.6% of goal to assist 10,300 low income households by leasing 10,156 to low income families through the Rental Assistance Program.

Achieved 97.2% of goal to process 15,200 Section 8 applications by reviewing and certifying 14,769 applications.

Achieved 105% of goal to preserve, rehabilitate or develop 960 dwelling units by rehabilitating, preserving or developing 1,008 units.

Utilized \$7.6 Million in Twenty-Third Year CDBG grant funds for public improvements.

Achieved goal to complete 60 public improvement projects and 95.8% of goal to monitor 120 CDBG contracts by monitoring 113 contracts.

Maintained two (2) on-going redevelopment projects and monitored 11 redevelopment agreements.

Achieved goal of providing Supportive Housing Grant application assistance to 25 service agencies on the homeless.

Monitored and reviewed 170 public and private agencies receiving funds for homeless services and cash assistance.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Rental Assistance [63.48 SY; E = \$3,656,401; R = \$3,802,152] including support personnel are:
 - Discretionary/Mandated Service Level.
 - Provide rental assistance to low-income households with grant funds received from HUD.
 - Review and certify, based on federal eligibility requirements, low income families for participation in HUD Section 8 Programs.
 - Oversee private property management company managing the day-to-day operations of five Public Housing developments.
- 2. Housing Development [17.09 SY; E = \$1,274,980; R = \$1,327,784] including support personnel are:
 - Discretionary/Mandated Service Level.
 - Rehabilitate, preserve or develop dwelling units.
 - Monitor mobilehome dwelling units under existing programs.
 - Implement and administer various federal, State and local programs to promote homeownership.
 - Stimulate private sector production or rehabilitation of lower-income housing units through tax-exempt financing (e.g.tax exempt mortgage revenue bond financing, tax credits).
 - Stimulate private sector industrial projects through tax exempt industrial development bond financing.
 - Implement and administer the County's Rehabilitation, Homeownership, Mobilehome, Bond, Density Bonus, Acquisition/Rehabilitation and Farmworker Housing Programs.
 - 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.
- 3. Community Development [9.77 SY; E = \$929,153; R = \$846,138] including support personnel are:
 - Discretionary/Mandated Service Level.
 - Monitor for program compliance the progress and performance of active Community Development Block Grant (CDBG) projects.
 - Plan and develop the County's Twenty Fifth-Year CDBG Application in cooperation with the Housing Development Division, other County Departments, cooperating cities and public service agencies.
 - Review proposed projects for inclusion in the Twenty Fifth-Year CDBG Application.
 - Manage 25 separate contracts with local non-profits providing beds for the homeless.
 - o Manage 3 separate Emergency Shelter contracts with agencies that provide beds and services to the homeless.
 - Monitor residential rehabilitation, rental assistance and contracted activities funded by the HOME Investment Partnership program.
 - Monitor progress of the County's two redevelopment projects, and Monitor 11 redevelopment agreements.
- 4. Regional Task Force on the Homeless [3.66 SY; E = \$151,242; R = \$151,242] are:
 - Discretionary/Mandated Service Level.
 - Monitor the progress of services provided to homeless individuals within the county.
 - Collect, analyze and disseminate information on the homeless, and facilitate regional solutions through planning, coordination and advocacy on the homeless in San Diego county.
 - Serve as a clearing house for information and technical assistance on the homeless in the region.
 - Develop and maintain a regional homeless information system and recruit pilot agencies.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$4,486,731	\$3,852,544	\$3,794,737	\$(57,807)
Community Development Block Grant (#9683)	792,322	872,123	872,123	0
Other Federal Grants (#9678)	37,436	1,064,262	1,297,456	233,194
Home Grant (#9682)	186,753	• •	• •	•
Homeless/Emergency Shelter Grant (#9684)	87,646	0	0	0
Other-Miscellaneous (#9790, #9979, #9994, #9995)	398,805	163,000	163,000	0
Other-Aid from Cities (#9741,#9742,#9746)	34,038	•	•	
Other Revenues for Current Services (#9600)	0	0	0	\$0\$
Total	\$6,023,731	\$5,951,929	\$6,127,316	\$175,387

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.

There was no significant change in revenues from FY1997-98 to FY1998-99. Revenues received are used for operating expenditures related to Rental Assistance Programs and Special Multi-Year Projects. A separate budget was established for the multi-year projects managed by the Housing and Community Development. Revenues for multi-year projects are budgeted under Org. 5250 - Special Multi-Year Projects.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: Rental Assistance (63.48 SY) % OF RESOURCES: 48.28%					
Outcomes (planned Result)					
Families assisted	8,347	8,865	10,156	10,200	8,500
Effectiveness (Input/Outcome)					
Staff year per 100 families assisted	.77	.75	.65	.65	.76
Outputs (Service/Product)					
Review and certify applicants and participants	12,808	14,116	14,769	15,200	15,000
Efficiency (Input/Output)					
Staff Years Per 100 applications and certifications	.50	.47	.46	.44	.44
ACTIVITY B: Housing Development (17.09 SY)* % OF RESOURCES: 14.60% (this activity combined in fy97-98)					
Outcomes (Planned Result)					
Preserve, rehabilitate or develop dwelling units	891	880	1,008	960	1,020
EFFECTIVENESS (Outcome/Input)					
Staff year per 10 dwelling units	.12	.12	.17	.18	.17
OUTPUT (Service/Product)					
Monitor dwelling units for contract compliance	5,273	5,800	5,042	6,500	5,089
EFFICIENCY (Output/Input)					
Staff year Per 100 dwelling	.31	.29	.34	.27	.34

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: COMMUNITY DEVELOPMENT (9.35 SY) % OF RESOURCES: 66.01%					
OUTCOME (Planned Result)					
Public Improvement Projects Completed	58	58	60	60	58
EFFECTIVENESS (Outcome/Input)					
Staff year per project	.12	.12	.16	.16	.16
OUTPUT (Service/Product)					
Monitor CDBG projects for compliance with HUD requirements	120	115	113	120	113
<pre>Efficiency (Output\Input)</pre>					
Staff year per project	.08	.05	.05	.08	.05
OUTCOME (Planned Result)					
Redevelopment projects completed	n/a	n/a	2	2	2
EFFECTIVENESS (Output/Input)				•	
Staff year per project	n/a	n/a	.25	.25	.25
OUTPUT (Service/Product)					
Redevelopment agreements monitored	n/a	n/a	11	11	11
Efficiency (Output\Input)					
Staff year per agreement reviewed	n/a	n/a	.05	.05	.05
ACTIVITY D: REGIONAL TASK FORCE ON THE HOMELESS (3.66 SY) % OF RESOURCES: .41%					
OUTCOME (Planned Result)					
Number of agencies on the homeless served	n/a	25	25	25	25
EFFECTIVENESS (Outcome/Input)					
Staff year per agency reviewed	n/a	.13	.13	.13	.13
OUTPUT (Service/Product)					
Review agencies receiving fund for homeless	n/a	170	170	180	180
EFFICIENCY (Output\Input)					
Staff year per agency reviewed	n/a	.02	.02	.02	.02

PROGRAM: SPECIAL MULTI-YEAR PROJECTS

DEPARTMENT: HCD MULTI-YEAR PROJECTS

PROGRAM #: 39001

MANAGER: Edward A. Baker, Jr.

ORGANIZATION #: 5250

REFERENCE: 1998-99 Proposed Budget - Pg. 38.9

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	5,285,118	15,862,387	7,338,687	(53.7)
Other Charges	0	0	1,069,572	3,581,335	2,336,285	(34.8)
Operating Transfers	0	0	1,752,888	2,691,923	5,033,594	87.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$8,107,578	\$22,135,645	\$14,708,566	(33.6)
PROGRAM REVENUE	(0)	(0)	(10,433,769)	(22,135,645)	(14,708,566)	(33.6)
NET GENERAL FUND COST	\$0	\$0	\$(2,326,191)	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

All staff and operating requirements are budgeted in the department's budget, Org. 5630. Grant funds not expended in one fiscal year are rolled over into the next fiscal year, and are expended in accordance with grant program and fiscal requirements. There is no Net General Fund Cost.

PROGRAM: SPECIAL MULTI-YEAR PROJECTS

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
GRANT CONTRACTS:				
Housing Authority (#9745)	\$68,179	\$0	\$115,000	\$115,000
Home Grant (#9682)	1,343,576	5,189,211	3,406,201	(1,783,010)
Community Development Block Grant (#9683)	5,096,635	4,597,532	4,566,012	(31,520)
Other Federal Grants (#9678,#9684)	3,561,238	12,106,452	6,378,903	(5,727,549)
Other-Miscellaneous (#9527,#9995)	364,141	242,450	242,450	0
Sub-Total	10,433,769	22,135,645	\$14,708,566	\$(7,427,079)
Total	\$10,433,769	\$22,135,645	\$14,708,566	\$(7,427,079)

EXPLANATION/CONNENT 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.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0981	Housing Program Mgr	5	5.00	4	4.00	307,436	265,771
0984	Community Development Mgr	í	1.00	õ	0.00	64,351	203,777
2278	Director, HCD	i	1.00	ĭ	1.00	80,683	99,800
2403	Accounting Technician	1	1.00	1	1.00	28,278	29,686
2412	Analyst II	1	1.00	1	1.00	44,409	46,635
2413	Analyst III	1	1.00	1	1.00	48,991	51,433
2427	Associate Systems Analyst	1	1.00	1	1.00	52,714	55,356
2493	Intermediate Account Clerk	5	5.00	4	4.00	106,387	90,091
2511	Senior Payroll Clerk	1	1.00	1	1.00	26,576	27,908
2525	Senior Systems Analyst	1	1.00	1	1.00	52,714	55,356
2700	Interm Clerk Typist	10	10.00	9	9.00	207,585	194,784
2730 2757	Senior Clerk	1 2	1.00	1 2	1.00	25,401 57,054	26,658 54,788
2758	Admin Secretary II	1	2.00 1.00	1	2.00 1.00	54,056 32,64 <i>9</i>	56,788 34,293
3532	Admin Secretary III Principal Rehab Specialist	ż	2.00	ź	2.00	99,065	99,785
3548	Housing Program Analyst IV	7	7.00	10	10.00	370,632	557,663
3557	Housing Program Analyst II	4	4.00	`4	4.00	180,651	201,927
3826	Housing Rehab Spolst II	Ś	5.00	4	4.00	158,750	133,789
3827	Housing Rehab Spolst III	2	2.00	Ž	2.00	80,882	84,913
3828	Housing Prog Rev Coor	1	1.00	1	1.00	44,409	46,635
3829	Housing Aid	4	4.00	4	4.00	98,600	98,965
3830	Housing Specialist I	11	11.00	11	11.00	320,288	337,506
3831	Housing Specialist II	21	21.00	21	21.00	681,788	712,790
3832 9999	Housing Specialist III Temporary Extra Help	7 0	7.00 0.00	7 0	7.00 0.00	277,438 232,234	292,086 326,562
	Total	96	96.00	94	94.00	\$3,676,967	\$3,927,180
Salary	Adjustments:					58,729	(3,111)
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,205,049	1,148,354
EIP/ER	•					O	93,023
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					(16,103)	(16,103)
	Total Adjustments					\$1,247,675	\$1,222,163
Program	Totals	96	96.00	94	94.00	\$4,924,642	\$5,149,343

MAJOR MAINTENANCE

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
MAJOR MAINTENANCE	\$0	\$3,657,444	\$2,445,827	\$3,666,659	\$5,343,909	\$1,677,250	45.7
MAJOR MAINTENANCE REMODELS	0	330,991	627,986	510,000	208,071	(301,929)	(59.2)
TOTAL DIRECT COST	\$0	\$3,988,435	\$3,073,813	\$4,176,659	\$5,551,980	\$1,375,321	32.9
10TAL PROGRAM REVENUE	(0)	(2,079,838)	(940,966)	(680,753)	(223,352)	457,401	(67.2)
NET GENERAL FUND COST	\$0	\$1,908,597	\$2,132,847	\$3,495,906	\$5,328,628	\$1,832,722	52.4
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.

1998-99 KEY DEPARTMENTAL OUTCOME 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.
- 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

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5590

REFERENCE: 1998-99 Proposed Budget - Pg. 39-2

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurnish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$4,843,321	\$3,657,444	\$2,445,827	\$3,644,906	\$5,343,909	46.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	48,471	0	0	21,753	0	(100.0)
TOTAL DIRECT COST	\$4,891,702	\$3,657,444	\$2,445,827	\$3,666,659	\$5,343,909	45.7
PROGRAM REVENUE	(\$630,865)	(\$1,924,660)	(\$728,342)	(170,753)	(\$142,969)	(183.7)
NET GENERAL FUND COST	\$4,260,837	\$1,732,784	\$1,717,485	\$3,495,906	\$5,200,940	57.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary Page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures were \$1,220,832 under budget. This was due to carry-over and rebudgeted projects which will be completed in FY 98-99.

1997-98 ACHIEVEMENT OF OBJECTIVES

The five-year deferred maintenance plan was updated to address the FY 98-99 priority projects and the deferred Major Maintenance backlog. A two year funding plan is being developed to address the \$32 million deferred Major Maintenance backlog.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the department Outcome and Output objectives on the Department Summary Page.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Adopted Budget includes funding for deferred maintenance projects in the amount of \$3,780,000 million. An additional \$324,840 has been appropriated for Unidentified Major Alterations (UMA), \$80,000 for employee housing projects, \$41,000 for the Sheriff's JIMS projects which will be revenue off-set and \$1,118,069 in rebudgeted projects.

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:

- <u>Craft Support</u> [0.00 SY; E = \$646,296; R = \$41,000] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - Mandated/Discretionary Service Level.
 - c Providing an estimated \$646,296 in funding for force account services (cost applied).

PROGRAM: Major Maintenance DEPARTMENT: MAJOR MAINTENANCE

- Offset by 6.3% in program revenue.
- Contracted Services [0.00 SY; E = \$4,697,613; R = \$101,969] 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:
 - Mandated/Discretionary Service Level.
 - o Providing an estimated \$4,697,613 (88% of budget) in privatized services.
 - Offset by 2% in program revenue.

PROGRAM REVENUE BY SOURCE				Change From
	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget	Budget	Budget
TAXES OTHER THAN CURRENT SEC:				
Sales/Use Tax - Crim Just (9063)	\$0	\$0	\$0	\$0
Agri Gas Tax (9424)	59,740	0	0	0
Sub-Total	\$59,740	\$0	\$0	\$0
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$0	\$0	\$0	\$0
Penalty Assessment (9199)	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				•
Fed Aid-Comm.Develop Block Grant (9683)	\$4,816	\$69,000	\$4,253	\$(64,747)
Juvenile Placement Trust Fund (9746)	224,904	0	0	0
Aid from Redevelop. Agency (9744)	0	0	0	0
Sub-Total	\$229,720	\$69,000	\$4,253	\$(64,747)
CHARGES FOR CURRENT SERVICES:				
Other-Employee Maintenance (Housing) (9974)	\$59,857	\$80,000	\$80,000	\$0
Other Serv to AOV (9971)	0	0	0	0
Sub-Total	\$59,857	\$80,000	\$80,000	\$0
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$0	\$0	\$0	\$0
Inmate Welfare Fund (9818)	10,572	0	41,000	41,000
Other Sales Taxable	625	0	0	0
Rewarded expenditures (9989)	226	0	0	0
Conation from Priv Party (9957)	61,174	0	0	0
COF (9805)	3,266	21,753	17,716	(4,037)
Other Miscellaneous	303,162	0	0	0
Sub-Total	\$379,025	\$21,753	\$58,716	\$36,963
Total	\$728,342	\$170,753	\$142,969	\$(27,784)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 97-98 revenues were \$557,589 more than budget. This was due primarily to \$306,500 mid-year Board projects approved: (Las Colinas Dorm Remodel) \$131,500 and \$175,000 for East Mesa Detention Facility repairs. An additional \$421,842 in revenue was over-realized due to prior year revenue offset encumbrances which were expended in FY 97-98.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: MAJOR MAINTENANCE SERVICES					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Reduce the \$3.4 million unfunded deferred major maintenance backlog by completing 85% of funded projects in the same year as budgeted.	NA	85%	85%	85%	85%
EFFECTIVENESS (Input/Outcome)					
Reduction of unfunded backlog					
 Unfunded backlog costs¹ Total appropriations (New) Remaining unfunded backlog costs 	\$22,817,045 \$1,037,434 \$21,779,611	\$23,617,456 \$ 3,249,530 \$20,367,926	\$34,900,000 \$2,500,000 \$32,400,000	\$34,400,000 \$2,500,000 \$31,900,000	\$32,400,000 \$3,780,000 \$28,620,000
OUTPUT (Service or Product)					
Current year funding available for					
project expenditures	\$7.0 mill	\$3.2 mill	\$5.1 mill	\$3.6 mill	\$4.2 mill
New appropriations ³ Debutes as	\$1,037,434	\$2,541,931	\$4,004,987	\$2,580,000	\$4,225,840
 Rebudgets 	\$4,199,312	\$707,599	\$1,064,906	\$1,064,906	\$1,118,069
Completed project costs	\$4,891,702	\$1,761,011	\$2,445,827	\$3,098,170	\$5,343,909
EFFICIENCY (Input/Output)					
% of program funding expended	38%	54%	48%	85%	85%

COMMENTS

- 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.
- 12% of identified major maintenance program needs are funded in 1998-99.

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 New Appropriations include \$3,780,000 in new funding for deferred projects, \$325,840 for UMA projects, \$41,000 for JIMS project, and \$80,000 for Employee Housing projects.

PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000

MANAGER: JOHN A. MILLER, Director

ORGANIZATION #: 5590

REFERENCE: 1998-99 Proposed Budget - Pg. 39-5

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurnish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Services & Supplies	\$238,870	\$330,991	\$627,986	\$510,000	\$208,071	(59.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	4,433	0	0	0	0	0.0
TOTAL DIRECT COST	\$243,303	\$330,991	\$627,986	\$510,000	\$208,071	(59.2)
PROGRAM REVENUE	(145,515)	(155,178)	(212,624)	(510,000)	(80,383)	(84.2)
NET GENERAL FUND COST	\$97,788	\$175,813	\$415,362	\$0	\$127,688	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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

1997-98 expenditures are \$117,985 higher than budget. This is due primarily to prior year encumbrances expended in FY 97-98.

1997-98 ACHIEVEMENT OF OBJECTIVES

Two remodel projects were completed in FY 97-98; The Ruffin Road Annex Remodel (MR7888) and the Traffic Court/Airport Security Remodel (MR7896). The ADA requirements remodels, MR7890 and MR7899, are targeted for completion in FY 98-99.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Outcome and Output Objectives on the Department Summary Page.

1998-99 SUBPROGRAM ACTIVITIES

The 1998-99 Budget contains funding for one rebudgeted project and five new projects:

Public Counter Remodel Live Oak Park Bridge Replacement	\$22,688 \$10,000
Public Service Environment Enhancements at the COC Annex Municipal Court East County Air	\$95,000
Conditioning Unit Remodel Housing & Community Development	\$12,000
Interior Remodel (Rebudget) CAC Remodel of Impediments	\$47,000
to the Disabled	<u>\$21,383</u>
Total	\$208 071

PROGRAM: Major Maintenance Remodels DEPARTMENT: MAJOR MAINTENANCE

The activities of this program are summarized as follows:

 $\frac{\texttt{Craft Support}}{\texttt{Constant}} \ [0.00 \ \texttt{SY}; \ \texttt{E = \$101,683}; \ \texttt{R = \$0}] \ \ \text{including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:}$

- Discretionary/Discretionary Service Level.
- Providing an estimated \$101,683 in funding force account services (cost applied).
- Contracted Services [0.00 SY; E = \$106,388; R = 80,383] including construction contract work in County-owned and operated facilities; administration of contracts, writing specifications, designing plans, monitoring contracted work and coordinating the work with a variety of contractors and County craft support, is:

 - Discretionary/Discretionary Service Level. Providing an estimated \$106,388 in privatized services. Offset by 76% in program revenue.

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM REVENUE BY SOURCE	1997-98	1997-98	1998-99	Change From 1997-98
Source of Revenue	Actual	Budget	Budget	Budget
INTERGOVERNMENTAL REV:				
Fed Aid - Comm Develop Block Grant (9683)	\$96,685	\$510,000	\$0	\$(510,000)
Aid from Housing Authority (9745)	0	0	12,000	12,000
Aid from other Gov't Agency (9746)	0	0	47,000	47,000
Sub-Total	\$96,865	\$510,000	\$59,000	\$(451,000)
OTHER FINANCING SOURCES				
OP Trans from COF (9805)	\$115,939	\$0	\$21,383	\$21,383
Sub-Total	\$115,939	\$0	\$21,383	\$0
Total	\$212,624	\$510,000	\$80,383	\$(429,617)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue earned in 1997-98 is \$297,376 lower than budget due to carry-over and rebudgeted projects. Revenue for these projects will be realized in FY 98-99.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: MAJOR MAINTENANCE REMODEL SUPPORT SERVICES					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Complete 80% of approved remodel projects in the same year as budgeted	47%	80%	80%	80%	80%
Ensure that site electro-mechanical, infrastructure, and energy conservation, requirements are identified, costed, and considered for implementation as part of remodeling projects; and that regulatory requirements (ADA) are always included as a component of all remodeling projects.					
EFFECTIVENESS (Input/Outcome)					
Major Maintenance remodeling (budgeted) ¹	\$574,337	\$794,404	\$510,000	\$510,000 ²	\$208,071
Major maintenance remodeling expended ³	\$243,303	\$330,991	\$627,986	\$510,000	\$208,071
EFFICIENCY (Input/Output)					
% of program funding expended (expenditure/encumbrance)	46.9%	42%	125%	80%	80%

Includes new funding, rebudgets and mid-year appropriations.
Rebudgets.
Includes carryovers from previous fiscal year.

PUBLIC SERVICES UTILITIES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Public Services Utilities	\$12,087,332	\$12,060,757	\$13,071,267	\$13,857,778	\$13,857,778	\$0	0.0
TOTAL DIRECT COST	\$12,087,332	\$12,060,757	\$13,071,267	\$13,857,778	\$13,857,778	0	0.0
TOTAL PROGRAM REVENUE	(\$155,993)	(\$125,665)	(\$117,177)	(150,895)	(\$150,895)	\$0	0.0
NET GENERAL FUND COST	\$11,931,339	\$11,935,092	\$12,954,090	\$13,706,883	\$13,706,883	0	0.0
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.

1998-99 KEY DEPARTMENTAL OUTCOME 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 third party financing to fund four energy modernization projects in major maintenance activities.

PROGRAM: Public Services Utilities

DEPARTMENT: PUBLIC SERVICES UTILITIES

PROGRAM #: 82104

MANAGER: John A. Miller, Director

ORGANIZATION #: 5610

REFERENCE: 1998-99 Proposed Budget - Pg. 40-2

AUTHORITY: Administrative Code 398.5 Section (j) Utilities/Vehicle Fuels, delegates to the Department of General Services the administration of utilities.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST						
Gas & Electric	\$10,387,504	\$10,148,662	\$10,778,930	\$11,300,000	\$11,300,000	0.0
Water and Sewage	2,208,677	2,252,103	2,421,826	2,128,655	2,128,655	0.0
Bottled Gas	105,663	118,480	115,925	94,000	94,000	0.0
Fixed Assets	0	0	0	0	0	0.0
Other Charges	311,888	490,043	646,352	1,021,000	1,021,000	. 0.0
Less Reimbursements	(926,400)	(948,531)	(891,766)	(685,877)	(685,877)	0.0
TOTAL DIRECT COST	\$12,087,332	\$12,060,757	\$13,071,267	\$13,857,778	\$13,857,778	0.0
PROGRAM REVENUE	(155,993)	(125,665)	(117,177)	(150,895)	(150,895)	0.0
NET GENERAL FUND COST	\$11,931,339	\$11,935,092	\$12,954,090	\$13,706,883	\$13,706,883	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

Please refer to the Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

FY97-98 Actual net costs are \$786,511 less than FY97-98 Budget. This underexpenditure is primarily due to gas and electricity cost savings and the overrealization of Costs Applied.

Gas and electricity underspent by \$521,070 due to reduced gas and electric costs associated with energy management/lighting retrofit projects at various County facilities.

Water and Sewer overspent by \$293,171 due to water and sewer rate increases implemented by the City of San Diego in August 1997.

Costs Applied was overrealized by \$205,889 due to increased utilities services to the Library Fund.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Continued energy conservation projects to reduce comsumption and costs.
 - a. Implemented 5 conservation initiatives.
- 2. Reduced square foot consumption to offset rate increases.
 - a. Utilized third party financing to fund three energy modernization projects in Major Maintenance.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Continue energy conservation projects designed to reduce or avoid utility costs.

Continue to analyze the economic and service delivery benefits and risks of the deregulation of the electrical industry.

1998-99 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.

- 1. Gas and Electricity [0.00 SY; E = \$11,300,000; R = \$121,960] is:
 - Discretionary/Discretionary Service Level.
 - Providing for third party financing payments (\$11,300,000) to include the Downtown Central Jail.
 - Offset by \$653,929 in costs applied.
- Water and Sewage [0.00 SY; E = \$2,128,655; R = \$28,935] is:
 - Mandated/Discretionary Service Level.
 - Providing for the water and sewage costs of operating over 7.4 million square feet of County facilities.
 - Offset by \$31,948 in costs applied.
- Bottled Gas [0.00 SY; E = \$94,000; R = \$0] is:
 - Mandated/Discretionary Service Level.
 - Providing for ongoing requirements for bottled gas, which is used primarily in outlying facilities.
- 4. <u>Energy Conservation Debt Service</u> [0.00 SY; E = \$1,021,000; R = \$0] is:
 - Discretionary/Discretionary Service Level.
 - Continuing to save energy consumptions and costs.
 - Providing a financing vehicle for Board of Supervisors' approved mechanical retrofit projects at the County Operations Center, the County Administration Center, the South Bay Regional Center and the Juvenile Hall Complex. Energy savings associated with these projects are estimated at 5.2 million KWH per year. Electricity cost avoidance is estimated at \$473,850 per year.

PROGRAM REVENUE BY SOURCE	4007.00	4007.00	4000.00	Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
			- Budget	
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$8,988	\$4,500	\$4,500	\$0
Chg in Airport EF (9787)	0	0	0	0
Ing in SWEF (9790)	5,331	10,000	10.000	0
mployee Maintenance (9974) Ther Miscellaneous (9979)	9,838 4,508	10,000 0	10,000 0	0
nange in Liquid Waste Ent. Fund. (9788)	4,508	0	0	0
mange in Enquira waste Ent. Fund. (9700)	J	Ū	0	U
ub-Total	\$28,665	\$14,500	\$14,500	\$0
THER REVENUE:				
ents and Concessions (9210)	\$23,171	\$10,500	\$10,500	\$0
id From City of San Diego (9741)	65,329	125,395	125,395	0
id From Other Govt. Agencies (9746)	0	0	0	0
ther Miscellaneous (9995)	0	500	500	0
lisc. Revenues/Other (9990)	0	0	0	0
ecovered Ex (9989)	12	0	0	0
ub-Total	\$88,512	\$136,395	\$136,395	\$0
evenue Total	\$117,177	\$150,895	\$150,895	\$0
XPENDITURE TRANSFER AND REIMBURSEMENT:				
oad Fund (5682)	\$393,046	\$359,017	\$359,017	\$0
PCD (5683)	16,323	21,292	21,292)
irports (5687)	67,265	54,108	54,108)
iq. Waste (5688)	0	8,975	8,975	0
olid Waste (5690)	65,049	52,485	52,485	0
ibrary Fund (5693)	350,083	190,000	190,000	0
cst Applied Excess Cost (5998)	0	0	0	0
ub-Total	\$891,766	\$685,877	\$685,877	\$0
osts Applied Total	\$891,766	\$685,877	\$685,877	\$0
ctal Revenue & Cost Applied	\$1,008,943	\$836,772	\$836,772	\$0

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.

FY97-98 Actual Costs Applied overrealized FY97-98 Budget by \$205,889, primarily due to utilities services provided to the Library Fund.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: MANAGEMENT OF GAS, ELECTRIC, WATER AND SE	WER SERVICES				
% OF RESOURCES: 74%					
OUTCOME					
Implement four mechanical energy conservation projects.	0	1	0	0	4
EFFECTIVENESS					
Direct Cost					
Gas and ElectricityWater and Sewer	10,387,504 2,208,677	\$10,148,662 2,252,103	\$10,778,930 <u>2,421,826</u>	\$11,300,000 2,128,655	11,300,000 2,128,655
Conservation Project Cost Third Party credit line Credit Line Balance Annual debt service	5,000,000 3,321,173 311,888	5,000,000 3,321,173 311,888	9,000,000 6,420,155 2,691,737	5,000,000 682,795 1,021,000	9,000,000 6,308,263 1,021,000
OUTPUT (Service or Product)					
KWH of electrical consumption saved as a result of prior and current year energy conservation projects.	5.6 m KWH	10.8 m KWH	22.4 m KWH	12.9 m KWH	17.3 m KWH
Provide utility services to County owned and designated leased buildings (a)	3.0 M KWH	IU.S M KWH	22.4 M KWH	IZ.Y M KWH	17.3 M KWH
· Owned Buildings	735	738	615	615	743
· Owned Sq. Ft. · Leased Buildings	5,758,938 146	6, 3 25,903 117	6,427,218 110	6,247,218 110	7,050,713 121
· Leased Sq. ft.	403,033	378,760	459,860	459,860	367,580
EFFICIENCY (Input/Output)					
Average utility costs per sq. ft.	\$2.04	\$1.85	\$1.92	\$2.00	\$1.81

⁽a) Facilities data based on space information data base updated 4-1-98.

REGISTRAR OF VOTERS

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	ሂ Change
Registration	\$1,083,819	\$1,047,082	\$1,035,747	\$1,107,876	\$1,375,379	\$267,503	24.2
Elections	4,229,280	3,745,054	3,553,587	4,073,655	4,299,717	226,062	5.6
Administration	369,340	1,905,035	431,928	466,960	461,006	(5,954)	(1.3)
TOTAL DIRECT COST	\$5,682,439	\$6,697,171	\$5,021,262	\$5,648,491	\$6,136,102	\$487,611	8.6
TOTAL PROGRAM REVENUE	(2,393,810)	(2,584,375)	(1,344,117)	(766,000)	(1,500,000)	(734,000)	95.8
NET GENERAL FUND COST	\$3,288,629	\$4,112,796	\$3,677,145	\$4,882,491	\$4,636,102	\$(246,389)	(5.1)
STAFF YEARS	91.90	91.51	73.10	89.59	53.00	(36.59)	(40.8)

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Achieve a net increase of 4.0% in total voter registration over FY 1997-98 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 1,320,000.
 - a. Enter 100,000 new voter registrations.
 - Update and cancel 300,000 voter registrations.
- 3. Verify 35% of all petition signatures submitted and 100% of absentee ballot signatures for one major election.
 - a. Verify 85,000 state and local initiative, nomination and in lieu petition signatures.
 - b. Verify 237,600 signatures on voted absentee ballots.
- 4. Provide timely election and voter registration information to a voting eligible population of 1,800,000.
 - a. Respond to 150,000 telephone, counter and correspondence inquiries from the public.
 - b. Provide 900 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 368 elective offices in San Diego County.
 - a. Provide 700 candidates and campaign committees with candidate filing and campaign disclosure information.
 - b. Track and maintain finance documents for 1400 candidates and campaign committees.
- Comply with California Elections Code by providing sample ballots to all registered voters.
 - a. Provide Sample Ballot pamphlets to 1,320,000 registered voters for the November 1998 General election.
 - b. Assemble and mail 285,120 absentee ballot packets to declared and requesting voters.
- Conduct the Gubernatorial General election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 1:30 a.m. election night.
 - a. Provide 1550 polling locations, poll workers and supplies.
 - b. Receive and count an estimated 792,000 voted ballots.
- 8. Provide leadership, planning and direction to the department.
 - c. Establish quantifiable goals and objectives for the department.
 - 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 53 permanent and up to 350 temporary positions.
 - b. Budget and account for a \$4.6 million net county cost.
 - c. Process requisitions and pay for \$3.0 million in program supplies and contracts.

REGISTRAR OF VOTERS

ADMINISTRATION

DEPARTMENT MANAGEMENT ELECTION PLANNING LEGISLATIVE REVIEW & MEDIA RELATIONS

Registrar 1.00
Assistant Registrar 1.00
Administrative Secretary III 1.00

Administrative Services

- ⇒ Budget/Accounting
- ⇒ Purchasing/Accounts Payable
- ⇒ Personnel/Payroll
- ⇒ Facility Management

Admin Assistant III	1.00
Personnel Aide	1.00
Senior Account Clerk	1.00
Admin Sec I	1.00

(Including Administration)
7 Permanent Positions
7.00 Staff Years

Voter Services

- ⇒ Voter Registration
- ⇒ Absentee Voting
- ⇒ Petitions
- ⇒ Public Records
- ⇒ Voter Outreach
- ⇒ Campaign Services

Division Chief, ROV	1.00
Elec Proc Supervisor	3.00
Supervising Clerk	2.00
Senior Clerk	6.00
Inter Clerk Typist	9.00
Data Entry Super	1.00
Data Entry Oper	1.00

23 Permanent Positions 23.00 Staff Years

Computer Services

- ⇒ Data Processing
- ⇒ Programming
- ⇒ Systems Analysis
- ⇒ Computer Operations
- ⇒ Vote Counting

Sr Systems Analyst	1.00
Assoc Systems Analyst	1.00
Assist Systems Analyst	1.00
Sr Computer Oper	1.00
Computer Oper	2.00

6 Permanent Positions 6.00 Staff Years

Precinct Services

- ⇒ Polling Places
- ⇒ Officer Recruitment
- ⇒ Precinct Planning/Mapping
- ⇒ Voting Equip Assembly/
 Maintenance
- ⇒ Warehouse

Division Chief, ROV	1.00
Elec Proc Supervisor	1.00
Elec Tech Coord	1.00
Prec Plan Tech III	1.00
Prec Plan Tech II	2.00
Prec Plan Tech I	2.00
Draft Tech II	1.00
Draft Tech I	1.00
Storekeeper I	1.00
Supervising Clerk	1.00
Senior Clerk	5.00

17 Permanent Positions 17.00 Staff Years

U/budget

PROGRAM: Registration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04101

MANAGER: Connie Chappell

ORGANIZATION #: 4230

REFERENCE: 1998-99 Proposed Budget - Pg. 41-3

AUTHORITY: The Registration Program is authorized by Article II, Section 3 of the California State Constitution, and the California Elections Code sections 2000 - 2241.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$680,768	\$715,239	\$626,669	\$695,260	\$697,550	0.3
Services & Supplies	351,465	318,140	404,652	409,316	603,798	47.5
Other Charges	28,133	13,703	(1,465)	3,300	3,300	0.0
Fixed Assets	23,273	0	0	0	55,500	100.0
CERS Reserve	0	0	5,891	0	15,231	100.0
TOTAL DIRECT COST	\$1,083,819	\$1,047,082	\$1,035,747	\$1,107,876	\$1,375,379	24.1
PROGRAM REVENUE	(94,354)	(231,865)	(257,325)	(128,000)	(143,000)	11.7
NET GENERAL FUND COST	\$989,465	\$815,217	\$778,422	\$979,876	\$1,232,379	25.8
STAFF YEARS	23.79	24.05	20.90	22.51	16.0	(28.9)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Program expenditures were less than budgeted in all categories with the largest variance due to salary savings. Revenues exceeded budget due to reimbursement from the state for a past due, FY94-95, voter registration claim.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Achieved a net decrease of 8.0% in voter registration. (Note: This reduction is the net effect of two procceses: adding new registrants while removing voters who have moved and/or are ineligible.)
 - a. Provide supplies and registration materials at 710 fixed public locations, 89% of objective.
 - b. Provided 278 campaigns and candidates with materials to conduct voter registration drives, 93% of objective.
- 2. Accurately maintained a registered voter data base of 1,273,975.
 - a. Entered 201,513 new voter registrations, 66% of objective.
 - b. Changed and canceled 288,468 voter registrations, 170% of objective.
- 3. Verified signatures on all petitions and incoming absentee ballots for one major and four minor elections.
 - . Verified 145,823 state and local initiative, nomination and in lieu petition signatures, 162% of objective.
 - b. Verified 163,090 signatures on voted absentee ballots, 104% of objective.
- 4. Provided timely election and voter registration information.
 - a. Responded to 132,300 telephone, counter and correspondence inquiries from the public, 88% of objective.
 - b. Provided 686 copies of voter registrations to individuals and organizations authorized by law to receive such information, 33% of objective.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Achieve a net increase of 4.0% in total voter registration for the November 1998 General over the June 1998

Primary.

- 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.
- Accurately maintain a registered voter data base of 1,320,000.
 - a. Enter 100,000 new voter registrations.
 - b. Update and/or cancel 300,000 voter registrations.
- 3. Verify 35% of all petition signatures submitted and 100% of absentee ballot signatures for one major election.
 - a. Verify 85.000 state and local initiative, nomination and in lieu petition signatures.
 - b. Verify 237,600 signatures on voted absentee ballots.
- 4. Provide timely election and voter registration information to a voting eligible population of 1,800,000.
 - a. Respond to 150,000 telephone, counter and correspondence inquiries from the public.
 - b. Provide 900 copies of voter registrations to the individuals and/or organizations authorized by law to receive such information.

1998-99 SUBPROGRAM ACTIVITIES

The Registration program summarized below reflects an increase directly related to the migration of the department's mainframe election management/voter registration and ballot counting systems to a client-server environment. Total costs for the migration are \$497,000 shared equally between the Registration and Elections programs.

The activities of this program are summarized as follows:

- Registration of Eligible Population and Community Development [1.44 SY; E = \$123,784; R = \$66,000] including distribution and receipt of voter registration affidavits, is:
 - Mandated/Mandated Service Level.
 - Offset 53.3% by program revenue.
 - O Able to distribute new affidavits of registration to 800 fixed locations; and provide registration drive services to 300 candidates and campaigns.
- Processing Affidavits [9.44 SY; E = \$811,474; R = \$60,000] including processing new affidavits, updating voter records after the November election and sending new registration cards to addresses from which voters have moved, is:
 - Mandated/Mandated Service Level.
 - Offset 7.4% by program revenue.
 - O Able to process 100,000 new affidavits, and update the addresses of 300,000 others.
- 3. <u>Signature Verification</u> [3.52 SY; E = \$302,583; R = \$0] including verifying absentee ballot signatures and counting and verifying petition signatures, is:
 - Mandated/Mandated Service Level.
 - Has no offsetting revenue (however State reimbursement for signature verification of absentee ballots is substantial and appears as revenue in the elections program).
 - Able to verify 237,600 absentee signatures; receive and count 242,500 petition signatures; and verify 85,000 (35%) of petition signatures.
- 4. Public Record Activity [1.6 SY; E = \$137,538; 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:
 - Mandated/Mandated Service Level.
 - Offset 12.3% by program revenue.
 - Able to respond to 150,000 public inquiries and provide 900 certified copies of affidavits.

PROGRAM: Registration

PROGRAM REVENUE BY SOURCE					
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	
Outreach and Community Development	\$152,051	\$70,000	\$66,000	\$(4,000)	
Recovered Postal Expenditures	68,050	41,000	60,000	19,000	
Sale of Certified Copies of Affidavits of Registration	13,043	17,000	17,000	0	
Petition Signature Verification	24,181	0	0	0	
Sub-Total	\$257,325	\$128,000	\$143,000	\$15,000	
Total	\$257,325	\$128,000	\$143,000	\$15,000	

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a slight and expected increase in budgeted revenues for FY98-99 compared to FY97-98 because state reimbursement for certain voter registration costs is received in the year after costs are incurred. We anticipate recovering postal expenditures for both the June 1998 Primary and the November 1998 elections in FY98-99.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2/2/		0.50	0.50	0.50	2.50	22.20/	27 747
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	22,204	23,317
2427 2525	Associate Systems Analyst	0.50	0.50	0.50 0.50	0.50	26,357	27,678
2700	Senior Systems Analyst Intermediate Clerk Typist	0.50 6.00	0.50 6.00	6.00	0.50 6.00	29,047 124.959	30,497
2730	Senior Clerk	2.00	2.00	2.00	2.00	49,224	137,092 52,635
2745	Supervising Clerk	1.00	1.00	1.00	1.00	28,971	30,723
3020	Computer Operator	1.00	1.00	1.00	1.00	24,871	27,241
3020	Election Processing Spvr	1.00	1.00	1.00	1.00	34,946	36,261
3030	Data Entry Operator	1.00	1.00	1.00	1.00	21,936	23,047
3035	Data Entry Supervisor	1.00	1.00	1.00	1.00	26,393	27,713
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,892	15,644
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	44,663	48,743
9999	Non-Permanent *	60.00	6.51	0.00	.00	73,203	73,203
	Total	76	22.51	16	16.00	\$521,666	\$553,794
Salary	Adjustments:					0	1,139
Premiu	m/Overtime Pay:					4,000	4,420
Employ	ee Benefits:					188,511	155,752
Salary	Savings:					(16,857)	(17,555)
VTO Re	ductions:					(2,060)	0
	Total Adjustments					\$173,594	\$143,756
Progra	m Totals	76	22.51	16	16.00	\$695,260	\$697,550

^{*} Note: Staff years and positions for non-permanent employees are not reflected in the 98-99 staff year totals, bringing the program budget into alignment with the line item budget. The elimination of staff years and positions for non-permanent employees does not impact service levels or funding requirements.

PROGRA	١M٠	F14	ecti	ons

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: BALLOT ACCESS					
% OF RESOURCES: 6%					
OUTCOME (Planned Result)					
Elective Positions on County Ballots	339	248	123	250	368
EFFECTIVENESS (Input/Outcome)					
Cost per Elective Position	\$749	\$818	\$1,733	\$843	\$701
OUTPUT (Service or Product)					
Candidate Papers Issued	479	706	517·	500	700
EFFICIENCY (Input/Output)					
Cost per Candidate Served	\$456.81	\$287.22	\$348.87	\$421.62	\$318.81
QUTPUT (Service or Product					
Maintain Candidate/Campaign Disclosures	1,248	1,286	1,816	1,400	1,400
EFFICIENCY (Input/Output)					
Cost per File Maintained	\$28.00	\$25.16	\$20.30	\$23.11	\$24.87

Comment:

We anticipate an increase in candidate papers issued in FY98-99 compared to FY97-98 due to additional elective positions on the ballot in the Gubernatorial General election year as compared to the Gubernatorial Primary election year.

ACTIVITY B: SAMPLE BALLOTS AND MAILING

% OF RESOURCES: 29%

OUTCOME (Planned Result)

Comply with Election Code	100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost of Compliance	\$1,311,077	\$1,220,780	\$1,030,540	\$1,262,267	\$1,246,918
OUTPUT (Service or Product)					
Number of Voters Receiving Information	1,816,213	1,714,755	1,342,306	1,400,000	1,320,000
<pre>EFFICIENCY (Input/Output)</pre>					
Cost of Sample Ballot/Registered Voter	\$.60	\$.72	\$.77	\$.90	\$.94

PROGRAM:	Elections
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: ELECTIONS					
% OF RESOURCES: 65%					
OUTCOME (Planned Result)					
Comply with Elections Code for Each Election Conducted	100% 6	100% 3	100% 5	100% 1	100% 1
Provide 100% Precinct Report by 1:30 am of Day Following Election	12:51 a.m.	1:15 a.m.	2:00 a.m.	1:30 a.m.	1:30 a.m.
EFFECTIVENESS (Input/Outcome)					
Conduct of Elections Cost	\$2,664,446	\$2,359,382	\$2,309,832	\$2,565,251	\$2,794,816
OUTPUT (Service or Product)					
Provide Polling Locations	2,033	1,738	1,512	1,520	1,550
EFFICIENCY (Input/Output)					
Cost per Polls	\$1,311	\$1,358	\$1,528	\$1,687	\$1,803

PROGRAM: Elections

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102 MANAGER: David Lonsdale ORGANIZATION #: 4230

REFERENCE: 1998-99 Proposed Budget ~ Pg. 41-9

AUTHORITY: The Elections program is authorized by Articles I and II of the United States Constitution and the 12th, 15th, 17th, 19th, 22nd, 24th and 26th Amendments to Constitution; Article II of the California Constitution; the California Elections Code; and various other California Codes for cities, schools and special districts.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,765,252	\$1,725,177	\$1,564,429	\$1,655,570	\$1,699,043	2.6
Services & Supplies	2,403,370	2,005,406	1,954,463	2,405,985	2,512,181	4.4
Other Charges	28,133	14,471	(1,465)	3,300	3,300	0.0
Fixed Assets	32,525	0	22,409	8,800	55,500	530.7
CERS Reserve	0	0	13,751	0	29,693	100.0
TOTAL DIRECT COST	\$4,229,280	\$3,745,054	\$3,553,587	\$4,073,655	\$4,299,717	5.5
PROGRAM REVENUE	(2,299,456)	(2,352,510)	(1,086,792)	(638,000)	(1,357,000)	112.7
NET GENERAL FUND COST	\$1,929,824	\$1,392,544	\$2,466,795	\$3,435,655	\$2,942,717	(14.3)
STAFF YEARS	60.80	60.0	45.1	58.48	30.00	(48.7)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Program expenditures were less than budgeted due to lower than anticipated costs for sample ballot printing and savings in Temporary Worker labor costs. Revenues from jurisdictions participating in the June 1998 Primary Election exceeded budget by \$94,930. Additional revenues of \$122,104 were realized due to a higher than anticipated number of candidate statements and filing fees. Moreover, the department conducted three unbudgeted special elections without additional appropriations, which resulted in unanticipated revenues of \$65,302.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Provided election information and materials to candidates and campaigns for 123 elective offices in San Diego County.
 - a. Provided 517 candidates and campaign committees with candidate filing and campaign disclosure information, 103% of objective.
 - b. Maintained finance documentation for 1816 candidate and campaign committees, 130% of objective.
- Complied with California Elections Code by providing sample ballots for one major and four minor elections.
 - a. Printed and mailed 1,342,306 sample ballots to all eligible registered voters, 96% of objective.
 - b. Assembled and mailed 213,285 absentee ballot packets to requestors, 109% of objective.
- 3. Conducted one major and four minor elections; and counted ballots from 100% of precincts.
 - a. Provided 1,512 voting polls locations, 99% of objective.
 - b. Received and counted 545,418 voted ballots, 80% of objective.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Provide election information materials to candidates and campaigns for 368 elective offices in San Diego County.
 - Provide 700 candidates and campaign committees with candidate filing and campaign disclosure information.
 - b. Track and maintain finance documents for 1400 candidates and campaign committees.

- 2. Comply with California Elections Code by providing sample ballots to all registered voters.
 - Provide Sample Ballot pamphlets to 1,320,000 registered voters for the November 1998 General election and assemble and mail 285,120 absentee ballot packets to declared and requesting voters.
- Conduct the Gubernatorial General election in compliance with the California Elections Code; and count ballots from 100% of Precincts by 1:30 a.m. election night.
 - Provide 1,550 polling locations, poll workers and supplies. Receive and count an estimated 792,000 voted ballots a.
 - b.

1998-99 SUBPROGRAM ACTIVITIES

The Elections Program summarized below reflects increased service/supply expenditures directly related to the migration of the election management/voter registration and ballot counting system to a client-server environment. The department has been migrating to this new system over the last three years, actions consistent with the County's Business Automation Plan. The increase in costs for Salaries and Benefits is necessary to meet the targeted goal to fund anticipated negotiated wage increases. This is partially offset by deleting a vacant Supervising Clerk position. The department proposes to establish a management reserve account and contribute \$127,592 to partially fund future strategic needs.

The main election program activities are summarized as follows:

- Information to Candidates and Campaigns [1.8 SY; E = \$257,983; R = \$58,000] including update of district and precinct boundaries provision for ballot access and campaign and candidate filing and financial disclosure is:
 - Mandated/Mandated Service Level
 - 0 Offset 22.5% by program revenue
 - Able to provide ballot access for all federal, state, county and all local San Diego jurisdictions eligible ٥ to place candidates and measures on the ballot; and maintain all campaign and candidate filing and financial disclosure materials
- Information to the Voter [8.7 SY; E = \$1,246,918; R = \$358,000] including printing and mailing sample ballot pamphlets for the election and polls location and absentee voting information is:
 - Mandated/Mandated Service Level
 - Offset 28.7% by program revenue
 - Able to have printed and mailed 1,320,000 sample ballots and 285,120 absentee ballots to the voters
- Conduct of Elections [19.5 SY: E = \$2,794,816; R = \$941,000] including provision of polls and polls officers; collecting processing and counting ballots; storing election materials to Elections Code standards; and certifying the results of the election is:
 - Mandated/Mandated Service Level
 - ٥ Offset 33.7% by program revenue
 - Able to supply and staff 1,550 polls locations for the November General election; collect process and count ٥ 792,000 ballots; and canvass and certify the results of the election

PROGRAM: Elections

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Permanent Absentee Ballot Claim	\$9,000	\$0	\$8,000	\$8,000
Fines Related to Campaign Disclosure	140	0	0	0
Election Services to Other Gov't. Agencies	577,299	250,000	870,000	620,000
State Ballot Pamphlet Claim	0	0	21,000	21,000
Candidate Statements	163,395	50,000	100,000	50,000
Candidate Filing Fee	58,709	50,000	0	(50,000)
Non-Taxable Sales	13,043	17,000	17,000	0
Taxable Sales	13,326	32,000	32,000	0
Ballot Recount	0	0	. 0	0
Absentee Ballot Claim	245,010	230,000	300,000	70,000
Election Central Media Reimbursement	6,870	9,000	9,000	0
Sub-Total	\$1,086,792	\$638,000	\$1,357,000	\$719,000
Total	\$1,086,792	\$638,000	\$1,357,000	\$719,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues from Election Services to Other Gov't Agencies are increased because a greater number of cities and local districts choose to consolidate their regular elections with the November 1998 Gubernatorial General as compared to the Gubernatorial Primary.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: BALLOT ACCESS					
% OF RESOURCES: 6%					
OUTCOME (Planned Result)					
Elective Positions on County Ballots	339	248	123	250	368
EFFECTIVENESS (Input/Outcome)					
Cost per Elective Position	\$749	\$818	\$1,733	\$843	\$701
OUTPUT (Service or Product)					
Candidate Papers Issued	479	706	517	500	700
EFFICIENCY (Input/Output)					
Cost per Candidate Served	\$456.81	\$287.22	\$348.87	\$421.62	\$318.81
OUTPUT (Service or Product					
Maintain Candidate/Campaign Disclosures	1,248	1,286	1,816	1,400	1,400
EFFICIENCY (Input/Output)					
Cost per File Maintained	\$28.00	\$25.16	\$20.30	\$23.11	\$24.87

Comment:

We anticipate an increase in candidate papers issued in FY98-99 compared to FY97-98 due to additional elective positons on the ballot in the Gubernatorial General election year as compared to the Gubernatorial Primary election year.

ACTIVITY B:

SAMPLE BALLOTS AND MAILING

% OF RESOURCES: 29%

OUTCOME (Planned Result) Comply with Election Code 100% 100% 100% 100% 100% EFFECTIVENESS (Input/Outcome) \$1,311,077 \$1,220,780 \$1,030,540 Cost of Compliance \$1,262,267 \$1,246,918 OUTPUT (Service or Product) Number of Voters Receiving Information 1,400,000 1,320,000 1,816,213 1,714,755 1,342,306 EFFICIENCY (Input/Output) Cost of Sample Ballot/Registered Voter \$.60 \$.72 \$.77 \$.90 \$.94

P	ROGR	AM:	FI	ect	ions

PERFORMANCE MEASURES									
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget				
ACTIVITY C: ELECTIONS									
% OF RESOURCES: 65%									
OUTCOME (Planned Result)									
Comply with Elections Code for Each Election Conducted	100% 6	100% 3	100% 5	100% 1	100% 1				
Provide 100% Precinct Report by 1:30 am of Day Following Election	12:51 a.m.	1:15 a.m.	2:00 a.m.	1:30 a.m.	1:30 a.m.				
EFFECTIVENESS (Input/Outcome)									
Conduct of Elections Cost	\$2,664,446	\$2,359,382	\$2,309,832	\$2,565,251	\$2,794,816				
OUTPUT (Service or Product)									
Provide Polling Locations	2,033	1,738	1,512	1,520	1,550				
EFFICIENCY (Input/Output)									
Cost per Polls	\$1,311	\$1,358	\$1,528	\$1,687	\$1,803				

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
		_					
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	\$22,205	\$23,318
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	26,357	27,678
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	29,047	30,498
2660	Storekeeper I	1.00	1.00	1.00	1.00	23,853	25,040
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	62,345	68,546
2730	Senior Clerk	9.00	9.00	9.00	9.00	221,510	236,813
2745	Supervising Clerk	3.00	3.00	2.00	2.00	86,913	61,447
3020	Computer Operator	1.00	1.00	1.00	1.00	24,872	27,242
3021	Election Processing Spvr	3.00	3.00	3.00	3.00	104,837	108,814
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,893	15,644
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	44,664	51,433
3103	Election Technician Coord.	1.00	1.00	1.00	1.00	40,455	42,464
3104	Precinct Planning Tech I	2.00	2.00	2.00	2.00	47,482	49,858
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	55,830	58,622
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	36,588	38,410
3801	Drafting Technician II	1.00	1.00	1.00	1.00	32,364	33,981
3802	Drafting Technician I	1.00	1.00	1.00	1.00	27,915	29,311
9999	Non-Permanent *	980.00	27.48	0.00	0.00	425,206	429,479
	Total	1,011	58.48	30	30.00	\$1,327,336	\$1,358,598
Salary	Adjustments:					479	13,043
Premiu	m/Overtime Pay:					19,680	19,680
Employ	ee Benefits:					343,642	337,938
Salary	Savings:					(29,898)	(30,216)
VTO Re	ductions:					(5,669)	0
	Total Adjustments					\$328,234	\$340,445
Progra	m Totals	1,011	58.48	30	30.00	\$1,655,570	\$1,699,043

^{*} Note: Staff years and positions for non-permanent employees are not reflected in the 98-99 staff year totals, bringing the program budget into alignment with the line item budget. The elimination of staff years and positions for non-permanent employees does not impact service levels or funding requirements.

PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101 MANAGER: Ruby Hjorth ORGANIZATION #: 4230

REFERENCE: 1998-99 Proposed Budget - Pg. 41-15

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct department programs including the Registrar of Voters.

	1995-96	1996-97	1997-98	1997-98	1998-99	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits	\$355,496	\$393,604	\$411,987	\$452,698	\$435,837	(3.7)
Services & Supplies	13,844	11,495	14,220	14,262	14,262	0.0
Other Charges	0	1,499,936	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	5,721	0	10,907	100.0
TOTAL DIRECT COST	\$369,340	\$1,905,035	\$431,928	\$466,960	\$461,006	(1.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$369,340	\$1,905,035	\$431,968	\$466,960	\$461,006	(1.3)
STAFF YEARS	7.31	7.46	7.1	8.60	7.0	(18.6)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures were less than budgeted due to salary savings accrued for the vacant position of Associate Accountant, which will be deleted in FY98-99, and the position of Administrative Secretary I which was filled on a half-time basis for most of the year.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Provided leadership, planning and direction to the department.
 - a. Established quantifiable goals and objectives for the department, 100% of objective.
 - b. Developed policy to meet the goals and objectives of the department, 100% of 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.
- Provided administrative support to the department.
 - a. Processed personnel actions and bi-weekly payroll for 55 permanent and 400 temporary positions, 115% of objective.
 - b. Budget and account for a \$3.67 million net county cost budget, 130% of objective.
 - c. Process requisitions and pay for \$2.3 million in program supplies and contracts, 86% of objective.

1998-99 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.
 - Communicate the department's mission through personal appearances and written communications with community and service groups, and the news media.

PROGRAM: Administration

- 2. Provide administrative support to the department.
 - a. Process personnel actions and bi-weekly payroll for 53 permanent and up to 350 temporary positions.
 - b. Budget and account for a \$4.6 million net county cost.
 - c. Process requisitions and pay for \$3.0 million in program supplies and contracts.

1998-99 SUBPROGRAM ACTIVITIES

The Administration program reflects a decrease in salaries from deleting an overhead position, Associate Accountant, which is offset by anticipated negotiated salary increases.

- Administration and Management of the Department
 [3.0 SY; E = \$270,836; R = \$0] including interpretation of
 Elections Code compliance; legislative review and analysis; media interaction and community relations;
 departmental direction and management is:
 - Mandated/Discretionary Service Level for Elections Code interpretation, departmental direction and management and media/community relations.
 - Not revenue offset.
 - O Able to provide direction, management, legislative review and analysis and Elections Code interpretation to the department. Provide media interaction and community relations to the public.
- Support Service Activities [4.0 SY; E = \$190,170; R = \$0] including personnel and payroll, purchasing and accounting; fiscal analysis and control; budget preparation; training; facility maintenance coordination; inventory control is:
 - Mandated/Discretionary Service Level in payroll, purchasing, accounting and budgeting, and inventory control.
 - O Discretionary/Discretionary Service Level in training, and facility maintenance coordination.
 - Not revenue offset.
 - O Able to meet department requests for services and supplies; personnel; facility maintenance; training opportunities; fiscal analysis; SB90 reimbursement claims; budget preparation and monitoring.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$79,511	\$83,485
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	63,873	67,065
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	48,991	47,983
2320	Personnel Aide	1.00	1.00	1.00	1.00	29,314	30,782
2425	Associate Accountant	1.00	1.00	.00	.00	39,399	0
2493	Intermediate Account Clerk	.00	.00	.00	.00	0	ŏ
2510	Senior Account Clerk	1.00	1.00	1.00	1.00	21,652	24,964
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	23,398	24,578
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	32,649	34,293
9999	Non-Permanent *	0.60	0.60	.00	0.00	10,995	10,995
	Total	9	8.60	7	7.00	\$349,782	\$324,145
Salary	Adjustments:					0	23,191
Premiu	m/Overtime Pay:					0	0
Employee Benefits:						115,154	96,750
Salary Savings:						(11,374)	(8,249)
						(864)	0
VTO Re	ductions:					(604)	•
VTO Re	ductions: Total Adjustments					\$102,916	\$111,692

^{*} Note: Staff years and positions for non-permanent employees are not reflected in the 98-99 staff year totals, bringing the program budget into alignment with the line item budget. The elimination of staff years and positions for non-permanent employees does not impact service levels or funding requirements.

COMPETITION & REENGINEERING GROUP

COMPETITION AND REENGINEERING GROUP

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Executive Office	\$0	\$0	\$1,089,221	\$0	\$1,540,978	\$1,540,978	100.0
TOTAL DIRECT COST	\$0	\$0	\$1,089,221	\$0	\$1,540,978	\$1,540,978	100.0
TOTAL PROGRAM REVENUE	(0)	(0)	(249,571)	(0)	(280,500)	(280,500)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$839,650	\$0	\$1,260,478	\$1,260,478	100.0
STAFF YEARS	0.00	0.00	8.00	0.00	11.00	11.00	100.0

MISSION

To evaluate, assist in, and monitor implementation of managed competition and reengineering of County services to provide cheaper, better and faster customer service.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

EXECUTIVE OFFICE

- Serve as a resource to County departments on managed competition issues.
 - a. Develop and distribute the County of San Diego Managed Competition Guide.

 - b. Deliver the message of BETTER, CHEAPER, FASTER.c. Train Project Managers and other key staff with tools for managed competition.
- Prepare departments for managed competition process.
 - Identify and prioritize candidates for managed competition and reengineering.
 - b. Determine the internal cost of services and activities.
 - c. Identify output and outcome measures.

 - d. Determine legal authorities which impact optional competition strategies.
 e. Provide a resource library of benchmarking data and case studies on other managed competition processes.
- Assist with competitive procurement process.
 - a. Ensure a level playing field for County departments, the private sector, and the non-profit sector during the managed competition process.
 - Provide guidance and support to departments, Competition Manager, Purchasing and Contracting, DCAOs and consultants.
 - Facilitate and provide funding for readiness consultants.
 - Review and provide feedback on draft Requests for Performance (RFPs) and ensure distribution to stakeholders.
- Assist departments with reengineering undertakings.
 - Reorganize and streamline existing functions.
 - Divest services that are not core.
 - Reinvest savings into front-line services.
 - Explore opportunities for regionalization of services.
- Communicate managed competition activity updates to Board of Supervisors and other stakeholders.
 - Provide quarterly reports documenting progress to date, new or additional target candidates, savings realized, and savings reinvested into front line services.
 - Supply managed competition information for Leadership Team, Town Hall and All Hands meetings, County newsletters, CTN and County Website.
 - Disseminate information and status reports to the Contract Review Committee. Taxpayers Association. Chambers, Economic Development Councils and other business groups.
- Assist with managed competition transition plan and monitor performance.
 - a. Review and provide input and guidance on department transition plan.
 - Assist Human Resources in providing information and support to departments regarding services for employees affected by efficiency measures.
 - Monitor and document employee or contract performance levels to include in DCAO Group quarterly status reports.

PROGRAM: EXECUTIVE OFFICE DEPARTMENT: COMPETITION AND REENGINEERING GROUP

PROGRAM #: 0700

MANAGER: LANA K. WILLINGHAM REFERENCE: 1998-99 Proposed Budget — Pg. 42-1

AUTHORITY: The Board of Supervisors directed a sweeping plan of customer-focused reform for County government, which would result in better service to our customers, delivered more quickly and efficiently, and for less money. Using competition as the driving force, the Board directed that County processes and services be redesigned to reduce overhead; and that resources be reinvested in front line services. On February 17, 1998 (M.O.#3), the Board established the Competition and Reengineering Group to carry out this directive.

ORGANIZATION #: 00700

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$178,509	\$0	\$1,064,478	100.0
Services & Supplies	0	0	310,712	0	476,500	100.0
Other Charges	0	0	600,000	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
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$1,089,221	\$0	\$1,540,978	100.0
PROGRAM REVENUE	0	00	249,571	0	280,500	100.0
NET GENERAL FUND COST	\$0	\$0	\$1,338,792	\$0	\$1,821,478	100.0
STAFF YEARS	0.00	0.00	8.00	0.00	11.00	100.0

PROGRAM MISSION

To evaluate, assist in, and monitor implementation of managed competition and reengineering of County services to provide cheaper, better and faster customer service.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Competition and Reengineering Group was established on February 17, 1998 (M.O.#3).

1997-98 ACHIEVEMENT OF OBJECTIVES

The Competition and Reengineering Group was established on February 17, 1998 (M.O.#3).

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(Refer to Department Summary page)

PROGRAM: Executive Office

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Estimated Actual	1997-98 Budget	1998-99 Budget	Change From 1996-97 Budget
OTHER REVENUE: Aid from other government agency	\$249,571	\$0	\$390 F00	280,500
Sub-Total	\$249,571	\$0	\$280,500 \$280,500	\$280,500
Total	\$249,571	\$0	\$280,500	\$280,500

EXPLANATION/COMMENT ON PROGRAM REVENUES

At the time the Board of Supervisors established the Competition and Reengineering Group, it established the "Venture Capital Trust Fund," which purchases consultant services to help capture savings from competition and reengineering projects.

PROGRAM: EXECUTIVE OFFICE

STAFFI	NG SCHEDULE			···			
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0347	CAO Project Manager	0	.00	3	3.00	\$0	\$224,841
0347	CAO Staff Officer	0	.00	1	1.00	0	52,023
0963	Group Human Resources Director	ő	.00	i	1.00	Ö	73,775
0969	Group Finance Director	õ	.00	1	1.00	ō	94,846
2104	Deputy Chief Administrative Of	ficer 0	.00	1	1.00	0	121,218
2759	Administrative Secretary IV	0	.00	1	1.00	0	31,142
9999	Extra Help	0.	.00	3	3.00	0	92,893
	Total	0	0.00	11	11.00	\$0	\$690,738
Salary	Adjustments:					0	206,414
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					0	168,124
Salary	Savings:					(0)	(0
VTO Red	ductions:					(0)	(798)
	Total Adjustments					\$0	\$373,740
Prograi	n Totals	0	-00	11	11.00	\$0	\$1,064,478

Note: On February 17, 1998 (M.O.#3), the Board authorized the establishment of 11 positions in the Competition and Reengineering Group and one full-time position in the Office of County Counsel. The costs associated with the position in County Counsel are reflected in County Counsel's FY 1998-99 proposed budget.

FINANCE & GENERAL GOVERNMENT GROUP

ASSESSOR/RECORDER/COUNTY CLERK

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Property Valuation/ Identification	\$12,709,108	\$12,636,062	\$13,925,310	\$13,425,657	\$13,803,971	\$378,314	2.8
Recording Services	4,527,979	4,172,305	6,924,388	6,430,306	6,113,522	(316,784)	(4.9)
County Clerk Services	587,354	458,262	296,448	377,340	394,483	17,143	4.5
Property Tax Admin.	2,196,900	4,369,001	5,238,498	5,418,775	5,585,797	167,022	3.0
Department Administratio	n 889,109	1,170,015	1,432,057	1,461,388	1,576,447	115,059	7.8
TOTAL DIRECT COST	\$20,910,450	\$22,805,645	\$27,816,701	\$27,113,466	\$27,474,220	\$360,754	1.3
TOTAL REVENUE	(13,331,116)	(14,760,658)	(22,309,686)	(22, 185, 551)	(22,336,536)	150,985	0.1
NET GENERAL FUND COST	\$7,579,334	\$8,044,987	\$5,507,015	\$4,927,915	\$5,137,684	\$209,769	4.3
STAFF YEARS	400.50	446.00	430.49	452.00	450.25	(1.75)	0.4

MISSION

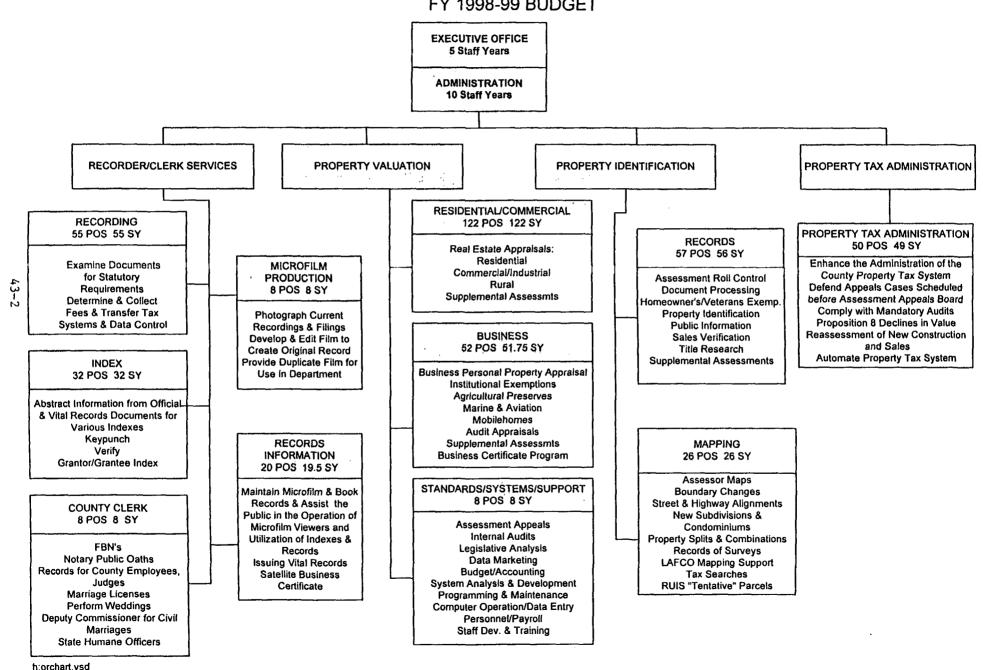
The Assessor is mandated by the California Constitution, Article XIIIa and the Revenue and Taxation Code, Section 601, to prepare an annual Assessment Roll. Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Complete an annual Assessment Roll by the State Mandated July 1 deadline.
- 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.
- 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.
- 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.
 - a. Maximize value enrollment capabilities by expeditiously reassessing new construction and sales.
 - b. 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 ASSESSOR/RECORDER/COUNTY CLERK FY 1998-99 BUDGET



PROGRAM: Property Valuation/Identification

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 07100

MANAGER: Robert W. Frazier

ORGANIZATION #: 1150

REFERENCE: 1998-99 Proposed Budget; Pg. 43-3

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code, Section 601 and California Constitution Article XIIIa. Mandate: <u>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.</u>

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$11,967,102	\$12,096,980	\$12,680,200	\$12,639,479	\$12,978,293	2.7
Services & Supplies	704,171	534,639	1,240,224	786,178	753,178	(4.2)
Other Charges	0	0	0	0	0	0
Fixed Assets	37,835	4,443	4,886	0	72,500	100.0
TOTAL DIRECT COST	\$12,709,108	\$12,636,062	\$13,925,310	\$13,425,657	\$13,803,971	2.8
PROGRAM REVENUE	(190,587)	(254,384)	(5,498,668)	(4,950,987)	(5,362,520)	8.3
NET GENERAL FUND COST	\$12,518,521	\$12,381,678	\$8,426,642	\$8,474,670	\$8,441,451	(0.4)
STAFF YEARS	273.00	265.50	259.50	265.50	263.75	(0.7)

PROGRAM MISSION

The Assessor is mandated by the California Constitution, Article XIIIa and the Revenue and Taxation Code, Section 601, to prepare an annual Assessment Roll. It is the goal of the Assessor's Office to have fair and uniform assessments of all property, identify and assess all taxable property in San Diego County, obey and fully implement all property tax laws, provide prompt and courteous treatment to the public, increase productivity and efficiency through automation, and maintain a professional and knowledgeable staff.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salary & benefit costs exceeded budgeted appropriations, inspite of the savings from CERS (\$130,656), due to temporary extra help costs exceeding budget (\$135,431) and the contribution for the Retirement Unfunded Liability exceeding the budgeted premium (\$46,775). Services and Supply costs exceeded budgeted appropriations due to the higher than expected expenditures in wiring costs for automation and higher than expected postage costs. Revenues are overrealized due to the AB-2890 Recovered Cost program and higher than expected supplemental property tax activity.

Reorganization - The Assessor/Recorder/Clerk's Program Budget has been reorganized to reflect the continuing process of integrating what once was three separate departments into a single department. Certain staff and costs previously budgeted in this program have been consolidated into the Department Administration Program. The FY97/98 and FY98/99 figures have been adjusted accordingly.

1997-98 ACHIEVEMENT OF OBJECTIVES

- The department's state of the art imaging system is now operational in all branch offices. Documents may now be recorded at the San Marcos Office. A consolidated information center providing the public access to ARCC's records and imaged documents has been established in room 103 of the County Administration Center (CAC).
- 2. District mapping for the Regional Urban Information System (RUIS, now called SANGIS) has been completed.
- 3. A contract to automate homeowners exemption information was awarded in the Spring. System should be operational within a year.
- 4. Laptop computers have been issued to over 30 appraisers. The results to date are modest. A contract to install new automation to fully exploit laptops is due to be approved in September, 1998.
- 5. Appraisers now have access to the Multiple Listing Service and comparables sales data on-line through the department's LAN system, expanding the ability to perform in-office appraisal work and improve productivity.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Continue effort to streamline the public information systems at all six Assessor/Recorder/Clerk branch offices
 to enhance and improve public service.
- 2. Continue efforts to computerize appraisal work and expand the use of the imaging system.
- 3. Meet the AB-719 contract goals;
 - a. Reduce accumulated backlog of new construction assessments to 100.
 - b. Reduce accumulated backlog of reappraisable transfers of ownership to 150.
 - c. Defend all assessment appeals cases.
 - d. Reduce accumulated backlog of late and no reply property statements to 15.
- 4. Expand availability of Assessor property information over the Internet.

a. Provide LAN access to existing appraisal data.

OUTCOME: Properly handle all assessment appeals.

OUTPUT: Complete 21,500 assessment appeal cases and maximize assessed value within the statutory two year time

frame.

OUTCOME: Perform business audits to maximize captured assessed value.

OUTPUT: Achieve \$300 million in additional assessed value from business audits.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. <u>Property Valuation:</u> [168.0 SY; E = \$9,705,161; R = \$3,575,014] 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:

- 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 \$230 million annually for the County, the County's <u>largest single source</u> 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.
- 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 (95.75 SY; E = \$4,098,810; R = \$1,787,506) including support personnel.

This activity is a <u>legal requirement</u> and is essential to an orderly process of assessment and collection of property taxes as a source of revenue to the County of San Diego. 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:

- 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 335 local taxing jurisdictions.
- Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating in excess of \$230 million annually for the County which is our <u>largest single source</u> of discretionary revenue.
- Responsible for maintaining more than 25,659 assessor maps delineating over 856,384 parcels in San Diego County.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:				
Witness Fees	\$663	\$1,500	\$1,000	\$(500)
Property Tax System Administration (SB2557/SB1559)	3,782,629	3,882,000	3,942,520	60,520
Property Data Information Fee	288,516	0	348,000	348,000
Supplemental Property Tax Admin. (AB 2890)	1,421,046	800,000	1,040,000	240,000
Miscellaneous	5,814	267,487	31,000	(236,487)
Sub-Total	\$5,498,668	\$4,950,987	\$5,362,520	\$411,533
Total	\$5,498,668	\$4,950,987	\$5,362,520	\$411,533

EXPLANATION/COMMENT ON PROGRAM REVENUES

Property Tax Administration Fee, as a reimbursed cost, is projected to increase by a net of just over 1.5%. Supplemental Property Tax Fee is driven by the local economy. San Diego's "hot" real estate market in 1997-98 has provided over-realized revenues 28% over budget. This market is expected to continue for at least the next 18 - 24 months, continuing to provide a significant amount of program revenue.

DEPARTMENT:	ASSESSOR	/PECORDER	/CI EPK
DEPARIMENT	MODE SOUR	/ KELUKUEK	/LLERK

PROGRAM: 1	Property	Valuation.	/Identii	ication
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PERFORMANCE MEASURES					
TENTONIANCE MEASURES	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: ASSESSMENT APPEALS					
% OF RESOURCES: 15%					
OUTCOME (Planned Result)					
PROPERLY HANDLE ALL ASSESSMENT APPEALS					
QUIPUT (Service or Product)					
ASSESSMENT APPEAL CASES COMPLETED	28,129	21,332	13,329	20,000	21,500
EFFICIENCY (Input/Output)					
AVERAGE COST PER APPEAL	n/a	\$88.80	\$100.41	\$100.70	\$96.30
EFFECTIVENESS (Input/Outcome)					
PROP. TAX REV. AT RISK FOR ALL APPEALS	\$142,447,341	\$85,000,000	\$51,000,000	\$90,000,000	\$96,000,000
EFFICIENCY (Input/Output)					
AVERAGE PROPERTY TAX REVENUE @RISK PER A	PPEAL \$5,064	\$3,990	\$3,826	\$4,500	\$4,500
ACTIVITY B: Business audits					
% OF RESOURCES: 10%					
OUTPUT (Service or Product)					
BUSINESS AUDITS PERFORMED	610	560	673	850	800
OUTPUT (Service or Product)					
ADDITIONAL ASSESSED VALUE FROM BUSINESS AUDITS PERFORMED	\$342,591,516	\$296,427,262	\$404,110,389	\$400,000,000	\$300,000,000
EFF1C1ENCY (1nput/Output)					
ADDITIONAL ASSESSED VALUE PER BUSINESS AUDIT PERFORMED	\$563,265	\$529,334	\$600,461	\$400,000	\$375,000

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$65,313	\$78,379
5514	Assessor Div. Chief II	3	3.00	3	3.00	189,902	222,855
5515	Assessor Div. Chief I	6	6.00	7	7.00	355,144	474,737
2525	Sr. Systems Analyst	ĭ	1.00	1	1.00	58,094	49,912
2427	Associate Systems Analyst	5	5.00	5	5.00	255,312	276,780
5529	Supv. Audit - Appraiser	ž	2.00	2	2.00	106,054	119,970
5513	Supervising Appraiser II	3	3.00	4	4.00	172,839	237,693
5512	Supervising Appraiser I	9	9.00	8	8.00	474,606	439,764
5530	Audit Appraiser Spec.	ž	2.00	2	2.00	96,318	100,921
5502	Appraiser IV	10	10.00	9	9.00	512,455	477,037
5526	Audit Appraiser III	9	9.00	9	9.00	403,646	425,955
5503	Appraiser III	26	26.00	26	26.00	1,190,544	1,221,017
3602	Asst. Div. Chief, Assessor	2	2.00	3	3.00	82,262	138,070
5527	Audit Appraiser II	7	7.00	7	7.00	256,715	291,727
5504	Appraiser II	47	46.00	47	47.00	1,751,415	1,935,565
5518	Property Assessment Spec. III	5	5.00	5	5.00	149,810	160,882
5517	Property Assessment Spec. II	6	6.00	6	6.00	168,339	180,502
2432	Systems Support Analyst II	1	1.00	0	0.00	39,803	. 0
2452	Departmental LAN Analyst II	0	0.00	1	1.00	´ 0	36,351
2758	Administrative Secreatary III	1	1.00	0	0.00	31,056	. 0
3820	Cadastral Supervisor	4	4.00	3	3.00	169,716	133,656
3823	Sr. Cadastral Technician	9	9.00	9	9.00	319,734	336,832
3822	Cadastral Technician	13	13.00	9	9.00	390,483	298,550
2726	Principal Clerk II	1	1.00	1	1.00	31,258	35,077
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	181,292	187,644
2508	Sr. Assessment Clerk	23	20.75	23	23.00	519,696	617,981
2509	Assessment Clerk	66	64.75	66	64.75	1,414,145	1,503,398
2730	Senior Clerk	1	1.00	1	1.00	25,401	26,658
5534	Exemptions Specialist	1	1.00	1	1.00	41,095	43,144
9999	Seasonal - Extra Help	0	0.00	0	0.00	3,500	40,000
	Total	270	265.50	265	263.75	\$9,455,947	\$10,091,057
Salary	Adjustments (9007):					\$65,245	(75,000)
Employe	ee Benefits:					3,172,729	3,034,208
VTO Rec	ductions:					(54,442)	(71,972)
	Total Adjustments					\$3,183,532	\$2,887,236
Program	n Totals	270	265.50	265	263.75	\$12,639,479	\$12,978,293

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31526

MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150

REFERENCE: 1998-99 Proposed Budget; Pg. 43-9

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 -27383 describe the duties.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,385,525	\$3,414,409	\$4,218,243	\$4,313,837	\$4,348,561	0.08
Services & Supplies	844,112	618,439	2,012,488	1,621,769	1,525,461	(5.94)
Fixed Assets	298,342	139,457	693,657	494,700	239,500	(51.59)
CERS Reserve	0	0	0	0	0	0.00
TOTAL DIRECT COST	\$4,527,979	\$4,172,305	\$6,924,388	\$6,430,306	\$6,113,522	(4.93)
PROGRAM REVENUE	(6,887,046)	(7,166,463)	(9,559,789)	(9,580,197)	(9,263,219)	(3.30)
NET GENERAL FUND COST	\$(2,359,067)	\$(2,994,158)	\$(2,635,401)	\$(3,149,891)	\$(3,149,697)	(0.00)
STAFF YEARS	102.50	107.00	109.76	112.50	114.50	(1.70)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salaries & benefit expenditures ended the year within budget. Services and Supplies expenditures exceeded budget due to higher than expected postage costs and the shifting of resources from other programs to this program to support expanded automation efforts including establishing the network to begin recording at the branch offices. The improved economy has generated a substantial increase in recording activity contributing to projected over-realized Program revenues. Note: This Program budget has been reorganized; the previously separate Micrographics and Modernization programs have been consolidated into the Recording Services program. The figures provided above have been adjusted according to this new organization.

1997-98 ACHIEVEMENT OF OBJECTIVES

- All documents submitted for recording were processed and fees were collected and distributed to the appropriate entities.
 - a. Document per recording staff ratio, statewide comparison advent of imaging systems and selective pilot project for electronic recording in two Sourthern California counties reduce validity of comparisons between counties. San Diego county continues to maintain a high level of production.
 - b. All recording fees are collected at the time the recording is filed.
- 2. Same day copies and certified copies are now available at all branch offices.
- The District Attorney fraud investigation fee was collected and posted to the trust fund for use by the District Attorney.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Examine, record or file, image and index all documents submitted to this Office for Recordation or Filing within 24 hours.

- Provide same day service for abstracts, copies or certified copies upon request of a customer visiting any branch office.
- Enter into revenue/sales contracts to provide title companies an indexed digitized image of each recording within 24 hours of the recording.

OUTCOME: Examine/record all valid documents.

OUTPUT: Examine/record 850,000 documents.

OUTCOME: Provide one day record services

OUTPUT: Receive \$800,000 in revenue for providing records.

OUTCOME: Sell images to title companies

OUTPUT: Earn \$500,000 in revenue for the sale of digitized images.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Examining and Recording Documents [33.00 SY; E = \$1,891,262; R = \$4,242,500] including support personnel is:
 - O Mandated/Mandated Service Level.
 - O Offset 100% by revenue.
 - Able to examine and record approximately 650,000 documents totaling over 1,900,000 pages examined and recorded during the fiscal year.
 - O Able to determine and collect fees in excess of \$110,000 for the Public Works Monument Preservation Survey Fund.
 - O Able to collect fees in excess of \$13,150,000 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities.
- 2. <u>Lien Notification/Preliminary Notice</u> (3.00 SY; E = \$144,883; R = \$144,883) including support personnel is:
 - Mandated/Mandated service level.
 - O Offset 100% by revenue.
 - Copies of liens are provided to owners to provide owners complete information on recorded items.
 - Ability to process all lien notifications is required by law.
 - Able to process contractor preliminary notice filings within 5 days of Notice of Completion recording.
- Record Indexing [32 SY; E = \$1,229,567; R = \$1,229,567] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O The contents and type of Recorder's Indices are included in Government Code Sections 27232 through 27257. Production of a daily index is critical to the public, Real Estate and Finance industry, and most economical for the County by saving time that would consequently be lost in increased customer contact and complaints when timely information is not available.
 - O Offset 100% by recording fee revenue.
 - Able to keypunch, verify and produce an index of over 2,400,000 official index records totaling over 700,000 instruments indexed.
- Microfilm Production/Micrographics [8.00 SY; E = \$799,725; R = \$799,725] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by recording fee revenue.
 - O Able to photographically produce permanent microfilm records of over 825,000 documents recorded for a total of over 2,100,000 photographic images.

- 5. Records Information [19.50 SY; E = \$828,315; R = \$828,315] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Offset 100% by revenue generated by this and other activities in this program.
 - O Able to collect over \$500,000 for the County Battered Women and Battered Children fund; over \$300,000 for the State Department of Health; and over \$125,000 in Vital Records Improvement Project Funds in addition to County revenue for copy fees.
 - Able to process all real property copy requests upon demand or within one work day.
 - O Able to data enter approximately 8,000 confidential marriage records; 16,500 public marriages; 18,500 death certificate records; and 44,000 birth records during the 1997-98 fiscal year.
- 6. Systems & Data Control [13.00 sy; E = \$1,019,948; R = \$1,019,948] including support personnel is:
 - Mandated/Discretionary Service level.
 - O Offset 100% by program revenue.
 - Oversee computer program operations in support of department's fee collection, fee audit and correspondence procedures, marriage license data systems and control of Vital Records and automated recording.
 - O Enhance system of Recording Documents through the use of Imaging Technology.
 - O Support and maintain VAX, IBM mainframe and PC-LAN based systems and interfaces and the Automated DEC Recording System.
 - O Process over 150,000 annual entries to vital records.
- 7. Fee Collection (6.00 SY; E = \$199,822; R = \$998,281) including support personnel is:
 - Mandated/Discretionary Service level.
 - Able to process over 150,000 annual entries to vital records.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Recording Documents	\$5,521,481	\$3,783,066	\$4,250,000	\$466,934
Micrographics Fee	719,506	943,753	976,219	32,466
Recording Fee - Modernization	2,391,981	2,846,633	3,057,000	210.367
Copy Duplicate & File Fees	874,477	1,921,245	900,000	(1,021,245)
Certified Copies of Vital Records	52,344	85,500	80,000	(5,500)
Sub-Total	\$9,559,789	\$9,580,197	\$9,263,219	\$(316,978)
Total	\$9,559,789	\$9,580,197	\$9,263,219	\$(316,978)

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, in part, to cover external support costs.

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PROGRAM:	Recording	Services

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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: DOCUMENT EXAMINATION					
% OF RESOURCES: 37%					
OUTCOME (Planned Result)					
EXAMINE/RECORD ALL DOCUMENTS					
EFFECTIVENESS (Input/Outcome)					
COST OF EXAMINING/RECORDING DOCUMENTS	\$1,280,352	\$1,208,488	\$1,476,972	\$1,371,768	\$1,456,762
OUTPUT (Service or Product)					
NUMBER OF DOCUMENTS EXAMINED/RECORDED	642,135	632,559	767,818	700,000	750,000
EFFICIENCY (Input/Output)					
COST PER DOCUMENT EXAMINED/RECORDED	\$1.99	\$1.91	\$1.92	\$1.96	\$1.82
OUIPUI (Service or Product)					
TOTAL REVENUE RECEIVED ON MANDATED EXAMINATION/RECORDING	\$4,504,286	\$4,538,176	\$5,732,590	\$3,958,701	\$4,250,000
EFFICIENCY (Input/Output)					
REVENUE PER DOCUMENT EXAMINED/RECORDED	\$7.01	\$7.17	\$7.47	\$5.66	\$5.67
ACTIVITY B: RECORDS					
% OF RESOURCES: 27%					
OUTCOME (Planned Result)					
ONE DAY RECORD SERVICES					
EFFECTIVENESS (Input/Outcome)					
COST TO PROVIDE RECORD	\$695,952	\$501,073	\$857,678	\$849,929	\$828,315
OUTPUT (Service or Product)					
REVENUE RECEIVED TO PROVIDE RECORD	\$844,094	\$838,879	\$978,851	\$980,000	\$900,000
EFFICIENCY (Input/Output)					
REVENUE RETURN ON MANDATED EXPENDITURE	\$1.21/1	1.67/1	\$1.14/1	1.15/1	1.09/1

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0250	Chief Deputy County Recorder	0	0.00	1	1.00	0	78,379
2427	Associate Systems Analyst	1	1.00	0	0.00	33,306	0
2433	Systems Support Analyst	1	1.00	1	1.00	58,094	60,995
2451	Departmental LAN Analyst I	0	0.00	2	2.00	0	59,285
2453	Departmental LAN Anslyst III	0	0.00	1	1.00	0	48,907
2493	Intermediate Account Clerk	2	2.00	2	2.00	41,298	41,620
2499	Principal Systems Analyst	1	1.00	1	1.00	62,546	65,669
2508	Senior Assessment Clerk	1	1.00	1	1.00	21,981	26,658
2510	Senior Account Clerk	1	1.00	1	1.00	23,160	23,174
2525	Senior Systems Analyst	2	2.00	2	2.00	105,891	121,990
2526	Program Devel. Spec., Assessor	1	1.00	1	1.00	43,234	55, 155
2542	Recorder Information Service Mg	-	1.00	1	1.00	62,546	65,669
2700	Intermediate Clerk Typist	24	23.50	24	23.50	485,764	499,525
2725	Principal Clerk I	1	1.00	1	1.00	28,178	35,077
2726	Principal Clerk II	1	1.00	1	1.00	31,258	35,077
2745 2758	Supervising Clek	1	1.00	1 1	1.00	24,856	26,712
2791	Administrative Secretary III	0 : 15	0.00 15.00	15	1.00 15.00	402,525	29,614
2792	Recordable Document Processor I Recordable Document Processor I		16.00	16	16.00	402,525 488.592	349,289 424,640
2793	Recordable Document Processor I		5.00	5	5.00	183,510	159,445
3020	Computer Operator	1	1.00	1	1.00	26,987	28,350
3071	Senior Index Clerk	4	4.00	4	4.00	96,438	104,038
3040	Microfilm Operator	6	6.00	6	6.00	135,840	142,681
3053	Photo Reduction Technician	2	2.00	2	2.00	52,906	55,560
3119	Dept. Computer Specialist II	2	2.00	Õ	0.00	68,211	0,550
3602	Asst. Div. Chief, Assessor	1	1.00	1	1,00	43,382	40,455
3024	Index Clerk	23	23.00	23	23.00	495,935	534,147
9999	Temporary Extra Help	0	0.00	0	0.00	4,100	97,600
	Total	113	112.50	115	114.50	\$3,020,538	\$3,209,711
Salary	Adjustment					(0)	0
VTO Red	ductions:					(14,438)	0
Premiun	n/Overtime Pay:					133,200	141,200
Employe	ee Benefits:					1,174,537	997,650
	Total Adjustments					\$1,293,299	\$1,138,850
Program	n Totals	113	112.50	115	114.50	\$4,313,837	\$4,348,561

PROGRAM: County Clerk Services DEPARTMENT:

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 31504

MANAGER: GREGORY J. SMITH

ORGANIZATION #: 1150

REFERENCE: 1998-99 Proposed Budget: Pg. 43-15

AUTHORITY: Government Code Section 26800 ET SEQ. Mandates all activities of the County Clerk.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$557,995	\$426,606	\$246,233	\$328,463	\$342,205	4.2
Services & Supplies	29,359	31,656	50,215	48,877	52,278	7.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve*	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$587,354	\$458,262	\$296,448	\$377,340	\$394,483	4.5
PROGRAM REVENUE	(\$1,095,344)	(\$1,318,699)	(\$946,258)	(\$660,440)	\$(963,000)	45.8
NET GENERAL FUND COST	\$(507,990)	\$(860,437)	\$(649,810)	\$(283,100)	\$(568,517)	(100.8)
STAFF YEARS	19.00	14.5	6.25	8.00	8.00	0.0

PROGRAM MISSION

To provide the citizens of San Diego prompt and courteous services and products. Insure confidentiality in the handling of Confidential Marriage records and to streamline and eliminate redundant or antiquated processes that may hinder efficient service delivery.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures for all categories of expenditures were within budgeted levels. Revenues are over-realized due to high than expected Marriage License fees and Fictitious Business Names filings.

1997-98 ACHIEVEMENT OF OBJECTIVES

- The long form of the birth certificate may now be issued at the San Marcos branch office using the automated system.
- 2. The automated Fictitious Business Name filing system is completed and available in the branch offices.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Successfully implement MOA with Health & Human Services Agency (HHSA) to assume responsibility for the sale of birth certificates previously sold by HHSA and to absorb this additional activity using existing staff.
- 2. To establish and expand Saturday services.
- 3. Complete extending automation to all Branch Offices.
- 4. Provide customer service training to all staff.

OUTCOME: Avoid adding staff due to increased workload and improve customer service. OUTPUT: Maintain number of staff while improving customer service and satisfaction.

1998-99 SUBPROGRAM ACTIVITIES

- 1. Central Administration Center/Marriage Facility [4 SY; E = \$197,243; R = \$628,000]including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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 = \$49,310; R = \$120,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Providing the following County Clerk Services:

All functions of the downtown office and the following; fictitious business names filing and proof of publication; index FBN filings; issue vital record abstracts.

- 3. <u>El Caion Branch</u> [1.00 SY; E = \$49,310; R = \$50,000] including support personnel is:
 - O Mandated/Discretionary Service Level.
 - 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 = \$49,310; R = \$75,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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 = \$49,310; R = \$90,000] including support personnel is:
 - O Mandated/Discretionary Service Level.
 - O Providing the following County Clerk Services:

All functions of the downtown office and the following; fictitious business names filing and proof of publication; index FBN filings; issue vital record abstracts.

PROGRAM: County Clerk Services

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
Filing Documents (9821)	\$24,442	\$3,000	\$15,000	\$27,000
Notary Public Fees (9825)	50.021	35,000	50,000	15,000
Marriage Licenses (9152)	384,578	\$350,000	365,000	15,000
Recording Document/FBN's (9861)	285,623	\$4,000	238,000	234,000
Micrographics Fee (9864)	. 0	49,400	. 0	(49,400)
Other - copy (9967)	104,324	149,040	125,000	(24,040)
Other - Misc. (Marriage Ceremony)(9979)	97,270	70,000	170,000	100,000
Total	\$946,258	\$660,440	\$963,000	\$302,560

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Recording Document revenues were previously budgeted in the Recording Services program but booked to this program. The Adopted budget adjusts the budgeted amount, moving the budgeted revenues into this program. Revenues were overrealized due mainly to the robust economy contributing to high levels of Fictitious Business filings, marriages and related recording activity.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: MAINTAIN PUBLIC SERVICES AT REASONABLE COST					
% OF RESOURCES: 21%					
OUTCOME (Planned Result)					
Avoid adding staff to issue or track Fictitious Business Name Filings					
EFFECTIVENESS (Input/Outcome)					
Number of Fictitious Business Name Filings	32,214	32,943	33,242	35,676	36,000
OUTPUT (Service or Product)					
# of staff performing FBN's	4	4	4	5	5
EFFICIENCY (Input/Output)					
# of FBN's performed per staff	8,053	8,235	8,310	7,135	7,200
QUIPUT (Service or Product)					
Revenue for annual Fictitious Business Name Filings	\$426,333	\$438,002	\$429,438	\$430,000	\$432,000
EFFICIENCY (Input/Output)					
Revenue per staff issuing Fictitious Business Names	\$106,583	\$109,500	\$107,359	\$86,000	\$86,400
EFFICIENCY_(Input/Output)					
Average cost per staff issuing Fictitious Business Names	\$26,966	\$28,040	\$30,779	\$28,000	\$29,192

PROGRAM: County Clerk Services

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0230	Chief Deputy County Clerk	1	1.00	1	1.00	65,313	\$71,253
2758	Administrative Secretary III	1	1.00	1	1.00	27,520	34,293
2757	Administrative Secretary II	1	1.00	1	1.00	27,028	24,500
2403	Accounting Technician	1	1.00	1	1.00	26,576	20,973
2430	Cashier	1	1.00	1	1.00	21,201	23,047
2700	Intermediate Clerk Typist	3	3.00	3	3.00	61,491	66,692
9999	Temporary/Extra Help	0	0.00	0	0.00	1,700	8,300
	Total	88	8.00	8	8.00	\$230,829	\$249,058
VTO Re	ductions:					(2,520)	0
Salary	Adjustment					(0)	0
Premiu	m/Overtime Pay:					13,900	13,300
Employ	ee Benefits:					86,254	79,847
Salary	Savings:					(0)	(0)
	Total Adjustments					\$97,634	\$93,147
Progra	m Totals	8	8.00	8	8.00	\$328,463	\$342,205

PROGRAM: Property Tax Administration (AB 818/719)

DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 07104

MANAGER: Robert W. Frazier

ORGANIZATION #: 1150

REFERENCE: 1998-99 Proposed Budget: Pg. 43-20

AUTHORITY:

This program was created with the passage of Assembly Bill 818 in October, 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. In September, 1997 the Governor signed AB-719 extending the program for an additional three years. The Board of Supervisors approved the First Year Agreement under AB-719 on August 4. 1998 (#26).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$473,142	\$1,903,447	\$1,694,512	\$3,077,252	\$2,864,741	(6.9%)
Services & Supplies	582,859	1,385,187	2,564,976	1,684,183	2,414,183	43.3%
Fixed Assets	1,140,899	1,080,367	979,010	657,340	306,873	(53.3%)
CERS Reserve	0	0	0	0	0	
TOTAL DIRECT COST	\$2,196,900	\$4,369,001	\$5,238,498	\$5,418,775	\$5,585,797	(3.1)
PROGRAM REVENUE	(\$4,269,030)	(\$5,536,948)	(\$5,238,498)	(\$5,900,692)	(\$5,585,797)	(5.3)
NET GENERAL FUND COST	(\$2,072,130)	(\$1,167,947)	\$0	(\$481,917)	\$0	(100.0)
STAFF YEARS	49.00	49.00	39.88	51.00	49.00	(3.9%)

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 to continue participation in the program.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salary & benefit expenditures are projected below budgeted allocations, in part due to maintaining vacancies, in part due to \$604,667 of contract extra help reported under Services & Supplies. Services and Supplies is greater than the Adopted Budget due to a mid-year increase in appropriations to fund automation efforts (\$935,000), prior year appropriations (\$177,767) and temporary contract help appropriations moved from Salary & Benefits (\$604,667). Fixed assets exceeded budget due to a mid-year increase in appropriations to fund automation efforts (\$160,143) and prior year appropriations (\$150,240). Revenues are posted from trust funds and are tied to expenses. As noted, the budget has been reorganized. The negative net cost presented in the Adopted Budget was related to the posting of revenues in support of the Administrative program. Those revenues are now posted directly to the Administrative program.

DEPARTMENT: ASSESSOR/RECORDER/CLERK

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. A defense for each assessment appeal case was prepared for all cases scheduled by the Appeals Board.
- 2. Automation enhancements to the property tax system accomplished in FY97/98 include:
 - a. Automated roll correction on the AS/400 was successfully put into production.
 - b. Automoated supplemental assessments on the LAN Client-server system was successfully put into production.
 - c. An RFP to fully automate the Assessor's unsecured property appraisal system was issued.
- a. The goal was to reduce the backlog of new construction assessments to 350 cases; the actual backlog was reduced to 114 cases.
 - b.The goal was to reduce the backlog of reappraisable transfers of ownership to 700 cases; the actual backlog was reduced to 156 cases.
 - c.The goal was to reduce the backlog of late and `no reply' property statements to 500; the actual backlog was reduced to 17 cases.
- 4. The number of Proposition 8 value reductions continues to be monitored, 6,499 Proposition 8 properties were restored to full value during the year.

1998-99 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.
- Enhance the Property Tax system within the County.
 - a. Automate manual procedures wherever possible.
 - Provide online access to internal assessment data to streamline and improve valuation and identification assessment operations.
- 3. Maximize value enrollment capabilities.
 - 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.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Property Valuation: [34 SY; E = \$3,185,265; R = \$3,185,265] 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 SY; E = \$873,476; R = \$873,476] including support personnel.

This activity is a <u>legal requirement</u> and is essential to an orderly process of assessment and collection of property taxes as a source of revenue to the County of San Diego. In fiscal year 1996-97, approximately 800,000 annual property assessments were 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.

DEPARTMENT: ASSESSOR/RECORDER/CLERK

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 4th 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. Systems Development/Equipment Acquisition [2 SY; E = \$1,527,056; R = \$1,527,056] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Offset 100% by Property Tax Administration Program resources.
 - O Develop and implement improvements to the County's Property Tax Administration system.
 - O Acquire approximately \$306,873 in fixed assets to support and improve departmental operations in the area of Property Tax Administration.
 - O Increased from last year by \$963,000 by shifting resources from other sub-program activities in preparation for replacing the remaining modules of the Property Tax System.
 - 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. Funding for system development is increased in anticipation of replacing what remains of the old Property Tax system now used by the three property tax departments (ARCC, Treasurer/Tax Collector, Auditor & Controller).

PROGRAM REVENUE BY SOURCE Change From 1997-98 1997-98 1997-98 1998-99 Budget Source of Revenue Actual Budget Budget \$(314,895) \$5,056,866 \$5,900,692 \$5,585,797 State/County Property Tax System Admin. Modernization IF 181,632 Sub-Total \$5,238,498 \$5,900,692 \$5,585,797 \$(314,895) Total \$5,238,498 \$5,900,692 \$5,585,797 \$(314,895)

Department: ASSESSOR/RECORDER/CLERK

EXPLANATION/COMMENT ON PROGRAM REVENUES

Note: Estimated Revenue for the FY1998-99 Proposed Budget are contingent upon successfully completing a State-County Property Tax Administration Program Agreement under the new AB-719 legislation.

The department's Program Budget has been reorganized. The FY97/98 Estimated Actual of zero General Fund cost, as opposed to the budgeted negative General Fund cost of \$481,917, is due to the reorganization of the budget. The projected revenue to be booked is under budget because the revenue is directly tied to expense, and the expense is ending the year under budget.

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Department: ASSESSOR/RECORDER/CLERK

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
5503	Appraiser III	5	5.00	5	5.00	\$200,284	222,555
5504	Appraiser II	9	9.00	9	9.00	227,457	355,092
5514	Assessor Division Chief II	í	1.00	Ó	0.00	60,992	-0-
2427	Associate Systems Analyst	1	1.00	1	1.00	52,714	55,356
2514	Supervising Assessment Clerk	3	3.00	3	3.00	78,577	84,237
2508	Senior Assessment Clerk	3	3.00	2	2.00	70,022	51,398
2509	Assessment Clerk	13	13.00	13	12.00	253,802	262,796
5518	Property Assessment Spec. III	3	3.00	4	4.00	91,068	114,366
5517	Property Assessment Spec. II	12	12.00	12	12.00	298,035	343,923
7516	Delivery Vehicle Driver	1	1.00	1	1.00	19,609	24,331
9999	Summary Extra Help	0	0.00	0	0.00	1,136,755	811,625
	Total	51	51.00	50	49.00	\$2,489,315	\$2,325,679
Salary	Adjustments: Sal. Adj. (9007)					\$ 99,072	0
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					547,979	539,062
Adjustr	ments In Lieu (9015)					(59,114)	0
	Total Adjustments					\$587,937	\$539,062
Program	n Totals	51	51.00	50	49.00	\$3,077,252	\$2,864,741

PROGRAM: Department Administration DEPARTMENT: ASSESSOR/RECORDER/CLERK

PROGRAM #: 92101

MANAGER: Gregory J. Smith

ORGANIZATION #: 1150

REFERENCE: 1998-99 Proposed Budget; Pg. 43-25

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: <u>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.</u>

The Recorder/Clerk is mandated to provide for the orderly Examination, Recordation, Archiving, and Retrieval of all records submitted for recordation or filling. 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

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$815,055	\$549,066	\$810,649	\$838,517	\$886,762	5.75
Services & Supplies	74,054	620,949	611,119	622,871	689,685	10.73
Fixed Assets	0	0	10,288	0	0	0.00
CERS Reserve	0	0	0	0	0	0.00
TOTAL DIRECT COST	\$889,109	\$1,170,015	\$1,432,057	\$1,461,388	\$1,576,447	7.87
PROGRAM REVENUE	(\$889,109)	(\$484,164)	(\$1,066,473)	(\$1,093,235)	(\$1,162,000)	6.29
NET GENERAL FUND COST	\$0	\$685,851	\$365,584	\$368,153	\$414,447	12.50
STAFF YEARS	6.00	6.00	15.10	15.00	15.00	

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

All expenditures are projected to end the year within budgeted allocations. Revenues, as a prorated allocation of program revenues will complete the year on budget although the department, overall, is projected to over-realizing program revenues. The additional revenues are reported under the line programs.

Note: This Program Budget has been reorganized; the administrative functions associated with the previously separate Recorder/County Clerk department has now been fully integrated with the Assessor. The figures for FY97-98 as well as for the FY98-99 Adopted Budget have been adjusted accordingly.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Interactive management and supervision training was provided to all supervisors; customer service training was provided to all public contact staff.
- All goals of the State/County Property Tax Administration contract were achieved.
- All constituent requests for information or concerns were addressed by either the appropriate functional division or at the direction of the Assessor/Recorder/County Clerk.
- Progress on improving the property tax automation system continue with Board approval and issuance of an RFP to replace the Unsecured system.

PROGRAM: Department Administration

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Provide additional training to prevent work related injuries, to acquire additional management and supervision skills, and to improve customer service.
- 2. Enhance, improve or replace the Property Tax system within the County; comply with the 4th option year negotiated performance objectives defined in the State-County Property Tax Administration Program agreement.
- 3. Respond to all constituent requests for information or complaints.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office: [6.00 SY: E = \$480,771; R = \$354,328] including support personnel.

The Executive Office includes the elected Assessor/Recorder/County Clerk, the Chief Deputy, Special Assistant and Administrative Secretaries (2). The Executive Office oversees all management and policy matters, and directs planning and administrative services. This program is:

- Mandated/Discretionary Service Level.
- Ensures 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.
- Department Administration [9.00 SY; E = \$1,095,676; R = \$807,672] including support personnel, this program
 provides for general administration, budget development, fiscal accounting, personnel and payroll. This program
 also includes funds for the department's leased office space. Specific functions includes;
 - Develop, prepare, and administer the department's five programs and fifteen line-item budgets; prepare fund balance and quarterly reports.
 - 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.
 - Provide for the management and operations of the department's facilities, including offices in the CAC and four branch sites.
 - Account for and control the handling of over \$22 million in program revenues.
 - 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.
 - Coordinate and administer the State-County Property Tax Administration Program.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
CHARGES:				
Modernization Fee (Admin. Support Offset)	\$113,277	\$118,375	\$135,000	\$16,625
Micrographics (Admin. Support Offset)	37,182	37,180	. 0	\$(37,180)
Recording Documents (Admin. Support Offset)	390,289	502,430	537,000	34,570
Property Tax Admin. Fee (Admin. Support Offset)	375,725	395,500	425,000	29,500
Other Miscellaneous	150,000	39,750	65,000	25,250
Sub-Total	\$1,066,473	\$1,093,235	\$1,162,000	\$68,765
Total	\$1,066,473	\$1,093,235	\$1,162,000	\$68,765

Revenue booked to this program represents the cost of Administration allocated across the department, except for State revenues associated with the Property Tax Administration Program (AB818); the legislation prohibits supplanting existing General fund costs. The entry titled Property Tax Administration Fee is a fee charged to the public agencies (except schools) to partially reimburse the County for the cost of performing Property Tax services.

STAFFING SCHEDULE

Class	Title F	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0110	Assessor/Recorder/County Clerk	1	1.00	1	1.00	\$103,462	\$115,149
0210	Chief Deputy County Assessor	1	1.00	1	1.00	94,127	109,398
0250	Chief Deputy County Recorder	1	1.00	0	0.00	71,304	. 0
0249	Special Assistant, County Assess	or O	0.00	1	1.00	0	40,668
2307	Department Personnel Officer III	i 1	1.00	1	1.00	45,522	57,973
2320	Personnel Aide	1	1.00	2	2.00	24,713	57,298
2369	Administrative Services Mgr II	1	1.00	1	1.00	59,070	60,995
2403	Accounting Technician	1	1.00	1	1.00	28,278	29,686
2425	Associate Accountant	1	1.00	1	1.00	30,242	35,719
2494	Payroll Clerk	1	1.00	1	1.00	20,074	22,153
2411	Analyst I	1	1.00	0	0.00	37,422	. 0
2412	Analyst II	0	0.00	1	1.00	. 0	39,292
2510	Senior Account Clerk	1	1.00	1	1.00	22,069	23,174
2511	Senior Payroll Clerk	2	2.00	1	1.00	50,628	27,908
2759	Admin. Secretary IV	1	1.00	1	1.00	32,649	36,919
2758	Admin. Secretary III	1	1.00	1	1.00	31,057	30,933
9999	Summary Extra Help	0	0.00	0	0.00	500	. 0
	Total	15	15.00	15	15.00	\$651,117	\$687,265
Salary	Adjustments:					0	0
Premium	n/Overtime Pay:					400	0
Employe	ee Benefits:					187,572	199,497
Salary	Savings:					(0)	0
VTO Rec	ductions:					(572)	0
	Total Adjustments					\$187,400	\$199,497
Program	π Totals	15	15.00	15	15.00	\$838,517	\$886,762

AUDITOR AND CONTROLLER

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Auditing	\$1,399,877	\$1,159,878	\$1,413,424	\$1,758,562	\$1,756,358	\$(2,204)	(0.1)
County Budget Planning and Implementation	1,312,084	1,286,641	1,317,312	1,449,843	1,289,042	(160,801)	(11.1)
Accounting and Fiscal Control	5,467,878	5,764,882	5,920,368	5,883,135	5,413,316	(469,819)	(8.0)
Purchasing and Contracti	ng* 2,041,464	2,039,967	1,162,920	2,073,162	0	(2,073,162)	(100.0)
Revenue and Recovery	5,835,221	4,654,381	5,425,152	5,827,715	5,588,647	(239,068)	(4.1)
Administrative Support	1,749,649	1,416,606	1,765,816	1,481,676	2,898,874	1,417,198	95.7
TOTAL DIRECT COST	\$17,806,173	\$16,322,355	\$17,004,992	\$18,474,093	\$16,946,237	\$(1,527,856)	(8.3)
TOTAL PROGRAM REVENUE	(3,096,096)	(3,456,627)	(3,988,125)	(4,142,742)	(4,328,166)	(185,424)	4.5
NET GENERAL FUND COST	\$14,710,077	\$12,865,728	\$13,016,867	\$14,331,351	\$12,618,071	\$(1,713,280)	(12.0)
STAFF YEARS	392.51	358.78	314.60	384.50	289.25	(95.25)	(24.8)

^{*} The Purchasing and Contracting division was transferred from the Auditor and Controller to the Department fo General Service in January of 1998.

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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. Produce the Proposed and Adopted Budgets, the Budget Outlook Report, quarterly status reports, and monthly operational reports.
- 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.
- 7. Process 98% of deposit permits within 1 day of receipt.
 - a. Process 24,500 deposit permits.
- Issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization.
 Issue 273,000 warrants.
- Close the fiscal year in a non-deficit condition.
 a. Monitor \$2.2 billion in expenditures and revenues.
- 10. Exercise every legal option available to the County for 100% of the receivables due and payable for collection. a. Collect \$35,000,000 in receivables.

AUDITOR AND CONTROLLER

AUDITING	
EDP Audits	
Efficiency and Effectiveness Au	dits
Fiscal and Compliance Audits	
Special Request Audits	
Permanent	Staff Years
Internal Audits Director	1.0
Performance Audits Manager	1.0
Financial Audits Manager	1.0
EDP Audit Specialist I	0.25
Associate Finance Auditor	8.0
Sr. Finance Auditor	4.0
Associate Performance	
Auditor	3.0
Senior Performance	
Auditor	3.0
Admin. Secretary if	1.01
Dept. Computer Spec. 1	1.0
1	
Tota	23.25

COUNTY BUDGET PLANNII IMPLEMENTATION	-	D
Budget Analysis and Review of I	/lajor	
County Issues		
Capital Improvement Budget		
Preparation		
Coordinate Prog. Budget Prepare	ation	
Financial and Economic Analysis	for	
Program Budget Development		
Permanent	Staff Y	ears
County Budget Director		1.0
Division Chief, County		2.0
Budget Office		
Senior County Budget Analyst		3.0
County Budget Analyst		5.0
Senior Cost Analyst		1.0
Cost Analyst		2.0
Administrative Secretary IV		1.0
Senior Clerk		1.0
Tota	si 14	6.00

	ACCOUNTING AND	
	FISCAL CONTROL	
	Accounting: Enterprise, Special Districts,	
	Grant, Probation, Various COC	
	Departments and Redevelopment	
ĺ	Accounts Receivable	
i	Board Letter Review	
	Capital Project Control	
	Cash Management	
	Contract Review & Fiscal Certification	
i	County Payroll Processing	
ļ	Financial Reporting	
ı	Fiscal Control of Real and Unsecured	
	Property Tax System	
	Fund Balance Projections	
	General Ledger Control	
	Interest Apportionment	
	Line Item Budget Preparation	
	Payment of County Claims	
	Proposition 4 Compliance	
	Revenue Analysis/Forecasting	
	Tax Apportionment	
	Permanent	Staff

}	
Permanent	Staff Years
Acctg. & Fis. Cont. Dir.	1.0
Senior A & C Manager	2.0
A & C Manager III	1.0
A & C Manager II	2.0
Compensation/Systems Coordinator	2.0
A & C Compensation Specialist	0.25
Financial Statement Accountant/A&C	1.0
A&C Prin Acctg Specialist	3.0
Senior Systems Analyst	1.0
Senior Auditor/Accountant	10.0
Assistant Accountant	1.0
Associate Accountant	21.0
Accounting Technician	14.0
A & C Payroll Technician	7.0
EDP Audit Spec. II	1.0
Senior Account Clerk	19.5
Senior Clerk	3.0
Senior Data Entry Operator	1.0
Intermediate Account Clerk	11.5
Data Entry Operator	3.0
Intermediate Clerk	10.0
Cashier	2.0
Admin. Secretary II	1.0
Word Processing Operator	1.0
Total	119.25

REVENUE AND RECOVER	Υ				
Child and Spousal Support Collection,					
Enforcement, and Account Maintena	ince.				
Collection and Enforcement for Juvenile					
and Adult Probation, Welfare, Hospit	tai,				
Mental Health and Various Other					
County Departments.					
Mental and Physical Health Care Billin	ıg,				
Payment Processing and Control, Fi	und				
Disbursement and Financial Reporti	ng :				
Permanent	Staff Years				
Revenue & Recovery Director	1.0				
Admin. Services Mgr II	1.0				
Division Chief, Revenue					
& Recovery	3.0				
Administrative Assistant I	1.0				
Personnel Aide	1.0				
Departmental Personnel Off II	1.0				
Cashier	3.0				
Section Chief, Revenue					
& Recovery	6.0				
Revenue & Recovery Off III	12.5				
Revenue & Recovery Off I	1.0				
Revenue & Recovery Off II	24.0				
Revenue & Recovery					
Officer Trainee	7.0				
Intermediate Account Clerk	14.5				
Senior Accountant	1.0				
Accounting Technician	2.0				
Senior Account Clerk	3.0				
Senior Cashier	1.0				
Storekeeper I	2.0				
Intermediate Clerk Typist	22.0				
Departmental Clerk	1.0				
Administrative Secretary III	1.0				
Legal Procedures Clerk II	1.0				
Department Computer					
Specialist II	1.0				

Total

ADMINISTRATIVE SUPPO	ORT
Executive/Administrative Support to	o the
Auditor and Controller Departmen	nt
Other Departmental Support	
Storeroom	
Controlled Financial Mailings	
Permanent	Staff Years
Chief Financial Officer/	
Auditor and Controller	1.0
Ass't Auditor/Controller	1.0
Sr. A&C Manager	1.0
Group Finance Director	1.0
Administrative Assistant III	1.0
Administrative Assistant 1	1.0
Administrative Secretary IV	1.0
Administrative Secretary III	1.0
Sr. Word Proc. Operator	1.0
Nord Processing Operator	1.0
Mail Processing Technician	2.75
Supervising Stores & Mail Systems	3
Specialist, A&C	1.0
Senior Clerk	0.5
Admin. Secretary III	1.0
ntermediate Clerk Typist	1.5
Desk Top Publishing Spec.	0.5
A&C Payroll Technician	1.0
Debt. Mgmt. Analyst	1.0
Dept. Computer Spec. II	Q.5

Total

111.0

19.75

PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802 MANAGER: Young Choi ORGANIZATION #: 1050

REFERENCE: 1998-99 Proposed Budget - Pg. 44-3

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,385,964	\$1,145,791	\$1,143,821	\$1,480,936	\$1,478,732	(0.1)
Services & Supplies	13,913	14,087	269,603	277,626	277,626	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,399,877	\$1,159,878	\$1,413,424	\$1,758,562	\$1,756,358	(0.1)
PROGRAM REVENUE	(162,170)	(153,826)	(291,315)	(111,250)	(111,250)	0.0
NET GENERAL FUND COST	\$1,237,707	\$1,006,052	\$1,122,109	\$1,647,312	\$1,645,108	(0.1)
STAFF YEARS	24.60	21.80	20.90	29.00	23.25	(19.8)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Direct Cost for this program was \$345,138 under budget primarily due to difficulty in hiring qualified staff. Revenue was over realized by \$180,065.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Established Performance Audit group within the Audits Division.
- Established a CPA contractors pool, and contracted out most of routine financial audits for cast savings.
- Provided staff support to the Audit Sub-Committee of the Board.
- Published Audit Handbook and distributed to County departments.
- Strengthened the audit follow-up process.
- Performed sensitive audits requested by the Board or the CAO, including AIDS Foundation, Medical Examiner, Building Fees, Rural Fire Protection District and Publid Works.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Audits [23.25 SY; E = \$1,731,358; R = \$111,250] including support personnel is:
 - Mandated/Discretionary Service Level.

PROGRAM: Auditing

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.

44-4

Total	\$291,315	\$111,250	\$111,250	\$0 \$0
Interfund Charges Miscellaneous Sub-Total	22,518 67,369 \$291,315	22,500 0 \$111,250	22,500 0 \$111,250	\$0
Fees for Auditing Services	\$201,428	\$88,750	\$88,750	\$0
Source of Revenue	1997-98 Actual	1997-98 Budget	1998·99 Budget	Change From 1997-98 Budget
PROGRAM REVENUE BY SOURCE				Change From

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES					
	1995-96 Actual	1996·97 Actual	1997·98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: AUDIT PROJECTS/REPORTS					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
90% of audit recommendations accepted by auditee 70% of audit recommendations implemented Complete 100% mandated audits	N/A N/A 100%	N/A N/A 100%	90% 70% 100%	90% 70% 100%	90% 70% 100%
EFFECTIVENESS (Input/Outcome)					
Cost to achieve Outcomes	\$1,399,877	\$1,159,878	\$1,203,424	\$1,552,562	\$1,673,159
OUTPUTS (Service or Product)					
Perform 70 audits	114	76	53	70	70
EFFICIENCY (Input/Output)					
Cost per audit	\$12,280	\$15,262	\$22,706	\$22,179	\$23,902

Comments:
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.

PROGRAM: Auditing

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0309	Internal Audits Director	1	1.00		1.00	\$80,306	\$84,034
0307	Financial Audits Manager	'n	0.00	1	1.00	#60,30b 0	78,838
0313	Performance Audits Manager	Ö	0.00	1	1.00	0	78,838
2447	Internal Audits Manager	ž	2.00	ò	0.00	100,368	70,030
2506	EDP Audit Specialist I	1	1.00	1	0.25	55,336	14,525
2501	Senior Auditor/Accountant	ģ	9.00	ò	0.00	388,448	0
2425	Associate Accountant	14	14.00	ŏ	0.00	481,385	ñ
2552	Associate Finance Auditor	0	0.00	8	8.00	0	330,472
2553	Senior Finance Auditor	ŏ	0.00	5	4.00	ŏ	181,755
2556	Associate Performance Auditor	Õ	0.00	4	3.00	ŏ	123,748
2557	Senior Performance Auditor	Ö	0.00	4	3.00	Ŏ	136,362
2758	Admin. Secretary III	1	1.00	1	1.00	27,527	29,614
3118	Dept. Computer Spec. I	1	1.00	1	1.00	26,609	28,601
9999	Extra Help	0	0.00	00	0.00	0	25,000
	Tota1	29	29.00	27	23.25	\$1,159,979	\$1,111,787
Salary	Adjustments:					33,519	43,575
Premium	n/Overtime Pay:					22,089	22,089
Employe	ee Benefits:					361,129	307,572
Salary	Savings:					(89,489)	0
VTO Red	ductions:					(6,291)	(6,291)
	Total Adjustments					\$320,957	\$366,945
Program	n Totals	29	29.00	27	23.25	\$1,480,936	\$1,478,732

PROGRAM: County Budget Planning and Implementation

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81803

MANAGER: Christopher Gilmore

ORGANIZATION #: 1050

REFERENCE: 1998-99 Proposed Budget - Pg. 44-7

AUTHORITY: This program carries out budgetary and economic oversight responsibilities in County Charter Sections 703.4 and 800 and Administrative Code Article VII.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ൂ Change
DIRECT COST Salaries & Benefits	\$1,294,429	\$1,254,301	\$1,226,183	\$1,263,954	\$1,153,153	(8.8)
Services & Supplies	17,655	32,340	91,129	135,889	135,889	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	50,000	0	(100.0)
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,312,084	\$1,286,641	\$1,317,312	\$1,449,843	\$1,289,042	(11.1)
PROGRAM REVENUE	(52,034)	(60,664)	(75,432)	(81,289)	(81,289)	0.0
NET GENERAL FUND COST	\$1,260,050	\$1,225,977	\$1,241,880	\$1,368,554	\$1,207,753	(11.7)
STAFF YEARS	18.85	18.56	16.32	18.00	16.00	(11.1)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Net General Fund Cost is \$126,674 under budgeted appropriations.

1997-98 ACHIEVEMENT OF OBJECTIVES

- The County Budget Office developed a budget plan for fiscal year 1998-99 that was adopted by the Board of Supervisors with less than one-half day for deliberations.
- 2. Produced Proposed and Adopted Budgets, Change Letter, Strategic Plan forms and instructions, preliminary fiscal outlook report, three quarterly budget status reports, and referrals to budget, as well as other policy reports.
- 3. Completed the year with a variance between adopted and actual discretionary County revenue that was less than 1.4% as result of analysis of economic trends and an on-going evaluation of revenue sources, fund balances, and available resources.
- 4. Completed the year with a fund balance that was sufficient to increase contingency reserve by \$10 million.
- 5. Received an award from the Government Finance Officers Association (GFOA) for Distinguished Budget Presentation, and received an "Outstanding" commendation for the budget as a policy document.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This program will be re-engineered to provide more efficient use of staff to develop financial and cost analysis decision-making support to the Chief Administrative Officer and the Chief Financial Officer.

PROGRAM: County Budget Planning and Implementation DEPARTMENT: AUDITOR AND CONTROLLER

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. County Budget Planning and Implementation [16.00 SY; E = \$1,289,042; R = \$81,289] including support personnel is:

- Mandated/Discretionary Service Level
- 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.
- 6.2% offset by program revenue.

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM REVENUE BY SOURCE				Character France
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICES: Interfund Charges	\$75,432	\$81,289	\$81,289	\$0
Sub-Total	\$75,432	\$81,289	\$81,289	\$0
Total	\$75,432	\$81,289	\$81,289	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program vary annually based on normal variations in the A-87 cost recovery program.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: BUDGET DEVELOPMENT AND MANAGEMENT					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Variance between adopted and actual discretionary revenue	2%	2%	1.4%	2% or less	2%
Complete the year with a fund balance sufficient to increase Contingency Reserve by 5% of County Budget using 10% of Budget Office resources (thousands)	n/a	\$18,600	\$20,000	\$10,000	\$10,000
EFFECTIVENESS (Input/Outcome)					
Ratio of cost to maintain accuracy in adopted revenue amount and achieve sufficient fund balance	n/a	.69%	.69%	1.45%	1.3%
OUTCOME (Planned Result)					
Balance and manage Program Budget using 65% of Budget Office resources (billions)	n/a	\$2.188	\$2.222	\$2.270	\$2.206
EFFECTIVENESS (Input/Outcome)					
Ratio of expense used to balance and manage County Budget	n/a	.038%	.038%	.042%	.038%
OUTPUT (Service or Product)					
Major policy & decision budget reports produced using 25% of Budget Office resources	8	9	9	7	;
EFFICIENCY (Input/Output)					
Cost to produce a major budget document	n/a	\$35,740	\$33,972	\$40,273	\$45,144
OUTPUT (SERVICE OR PRODUCT)					
Obtain a good or better rating on 90% of satisfaction surveys	n/a	n/a	n/a	90%	90%
OUTPUT (NEW SERVICE OR PRODUCT)					
Develop ACMF (Auditor & Controller Management Financial Reporting System) to save user time with fiscal management of programs. Customers that gave ACMF satisfactory or better rating	n/a	n/a	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2165	County Budget Office Director	1	1.00	•	1.00	\$90,350	\$81,930
0359	Div Chief, County Budget Office	•	2.00	2	2.00	129,166	135,618
2392	County Budget Analyst	10	10.00	5	5.00	525,410	275,775
2393	Senior County Budget Analyst	3	3.00	3	3.00	182,968	190,127
8801	Senior Cost Analyst	ő	0.00	1	1.00	102,700	54,046
8802	Cost Analyst	ň	0.00	2	2.00	å	93,036
2759	Administrative Secretary IV	ĭ	1.00	1	1.00	35,160	30,756
2730	Senior Clerk	i	1.00	i	1.00	25,401	23,010
9999	Extra Help	0	0.00	0	0.00	0	25,000
	Total	18	18.00	16	16.00	\$988,455	\$909,298
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					312,424	248,517
Salary	Savings:					(32,263)	(0)
VTO Re	ductions:					(4,662)	(4,662)
	Total Adjustments					\$275,499	\$243,855
Program	n Totals	18	18.00	16	16.00	\$1,263,954	\$1,153,153

PROGRAM: Accounting and Fiscal Control

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81801 MANAGER: Stan Riggin ORGANIZATION #: 1050

REFERENCE: 1998-99 Proposed Budget - Pg. 44-11

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,419,679	\$5,678,198	\$5,801,141	\$5,805,054	\$5,345,235	(7.9)
Services & Supplies	39,490	82,078	113,252	72,831	62,831	(13.7)
Other Charges	6,258	4,606	5,975	5,250	5,250	0.0
Fixed Assets	2,451	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,467,878	\$5,764,882	\$5,920,368	\$5,883,135	\$5,413,316	(8.0)
PROGRAM REVENUE	(1,965,023)	(1,975,846)	(2,843,831)	(2,604,767)	(3,120,776)	19.8
NET GENERAL FUND COST	\$3,502,855	\$3,789,036	\$3,076,537	\$3,278,368	\$2,292,540	(30.1)
STAFF YEARS	136.62	137.46	139.25	143.50	119.25	(16.9)

PROGRAM MISSION

To prescribe and control the various accounting and financial systems of the County of San Diego and other governmental entities, as mandated.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Service and Supply expenditures exceeded budget 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. The Net General Fund Cost for this program is \$201,831 under budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Division's primary objectives for 1997-98 were achieved or exceeded within nominal limits. Some fluctuations in fixed external costs (A-87) had minor impact on both positive and negative variances.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Process 98% of deposit permits within 1 day of receipt.
 - a. Process 24,500 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 10,000 fixed asset and minor equipment transactions.
- 3. Achieve an accuracy rate of 100% on Property Tax Bills and the Assessment Roll.
 - a. Process 4,900,000 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 by July 31.
 - a. Monitor \$2.2 billion in expenditures and revenues.
- Achieve an Unqualified Opinion on the County's General Purpose External Financial Reports.
- 7. Comply 100% with appropriation limitations specified in Proposition 4.
- Establish new fiscal and monitoring controls to measure cost and revenue performance under the new Trial Court Funding Act of 1997.

- DEPARTMENT: AUDITOR AND CONTROLLER
- 9. Comply 100% with fiscal and reporting requirements specified by the State Realignment and Proposition 172.
- 10. 100% of official statements for debt issuances will include accurate and complete disclosures pertaining to the County's financial condition.
- 11. Develop an Internal Service Fund structure for the Auditor and Controller and all support departments to be implemented effective 7/1/99.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Budget Accounting Division</u> [10.00 SY; E = \$558,295; R = \$55,820] is:
 - Mandated/Discretionary Service Level.
 - Responsible for preparation of the County's statutorily mandated line-item budget, administration of Board of Supervisors' Policy B-29 and revenue management.
 - 9.99% offset by program revenues.
- 2. Property Tax Services [20.00 SY; E = \$946,311; R = \$1,067,500] is:
 - Mandated/Discretionary Service Level.
 - Responsible for preparation of property tax bills and apportionment of tax revenues.
 - c 112.8% offset by program revenues.
- 3. Controller Branch Office [31.25 SY; E = \$1,298,897; R = \$861,575] is:
 - Mandated/Discretionary Service Level.
 - Responsible for accounting services to several County departments, special districts and enterprise funds.
 - 66.3% offset by program revenues.
- Other Fiscal Control Subactivities [58.00 SY; E = \$2,609,813; R = \$1,135,881] is:
 - Mandated/Discretionary Service Level.
 - Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
 - 43.9% offset by program revenue.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES AND FEES: Fees for Various Accounting Services Interfund Charges Property Tax System Administration Fee AB-2890 Recovered Costs	\$969,559 1,261,895 331,809 280,568	\$969,276 1,135,491 350,000 150,000	\$1,311,100 1,302,176 350,000 157,500	\$341,824 166,685 0 7,500
Sub-Total	\$2,843,831	\$2,604,767	\$3,120,776	\$516,009
Total	\$2,843,831	\$2,604,767	\$3,120,776	\$516,009

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: DEPOSIT PERMITS					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
98% of deposit permits will be processed within 1 day of receipt	98%	98%	98%	98%	98%
EFFECTIVENESS (Input/Outcome)					
Cost to process 98% of Deposit Permits within 1 day of receipt:	26,463	30,843	31,700	31,661	32,900
OUTPUT (Service or Product)					
Number of deposit permits processed	23,935	23,734	24,806	24,000	24,500
EFFICIENCY (Input/Output)					
Cost per Deposit Permit processed:	\$1.11	\$1.00	\$1.30	\$1.28	\$1.34
ACTIVITY B: FIXED ASSET PROPERTY NUMBERS PROCESSED					
₹ OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Process property deletions, transfers, locat changes and distribute bar-coded property tags for 100% of all assets purchased by the County in excess of \$5000	ion 100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to process fixed asset transactions	17,201	19,806	16,000	15,972	12,600
OUTPUT (Service or Product)					
Number of Fixed Asset transactions to be processed	16,014	15,284	31,742	14,000	10,000
EFFICIENCY (Input/Outcome)					
Cost per assigned fixed asset transaction	\$1.07	\$1.30	\$.50*	\$1.14	\$1.26

^{*} Large number of fixed assets deleted from the system this year as fixed asset limit was increased to \$5,000. Fiscal year 1998-99 will become the new base year benchmark.

PERFORMANCE MEASURES					
	1995 - 96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: PROPERTY TAX SERVICES TRANSACTIONS					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Achieve an accuracy rate of 100% for Property Tax Bills roll and tax apportionments	100%	100%	100%	100%	100%
EFFECTIVENESS (Input/Outcome)					
Cost to achieve a 100% accuracy rate in the production of Property Tax Bills and tax apportionment	2,356,161	2,452,000	2,326,716	2,400,000	2,000,000
OUTPUT (Service or Product)					
Number of Property Tax Services Transactions to be processed	4,738,213	4,847,141	4,551,122	4,900,000	.4,900,000
EFFICIENCY (Input/Output)					
Cost per transaction	\$0.50	\$0.51	\$0.51	\$0.49	\$0.41
ACTIVITY D: ACCOUNTS PAYABLE WARRANTS ISSUED (COUNTY & SCHOOL DISTRICTS)					
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Issue 98% of Accounts Payable warrants within 15 days of payment authorization	97%	98%	100%	98%	98%
EFFECTIVENESS (Input/Outcome)					
Cost to issue 98% of Accounts Payable warrants within 15 days of receipt of payment authorization:	930,925	822,842	825,296	868,138	943,484
OUTPUT (Service or Product)					
Number of payable warrants issued	265,269	270,594	253,738	273,000	273,000
EFFICIENCY (Input/Output)					
Cost per warrant issued	\$3.51	\$3.04	\$3.25	\$3.18	\$3.46

STAFFING	SCHEDULE
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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2168	Accounting and Fiscal Director	1	1.00	1	1.00	75,040	89,602
0310	Senior Auditor & Controller Mg		2.00	2	2.00	146,450	141,106
2496	Auditor/Controller Mgr. II (03)		3.00	2	2.00	181,054	108,008
2498	Auditor/Controller Mgr. III (0)		1.00	1	1.00	67,273	70,641
2415	Auditor/Controller Comp Spec	1	1.00	1	.25	52,714	13,998
2429	Revenue & Budget Accountant	2	2.00	3	3.00	105,082	165,465
2525	Senior Systems Analyst	ī	1.00	1	1.00	58,094	60,995
2335	Compensation/Systems Coord.	2	2.00	2	2.00	105,428	110,712
2501	Senior Auditor/Accountant	13	13.00	10	10.00	634,114	509,104
2405	Asst. Account	0	0.00	1	1.00	0	31,694
2425	Associate Accountant	22	22.00	21	21.00	803,190	792,030
2480	A/C Payroll Technician	8	8.00	7	7.00	235,712	216,531
2481	Financial Statement Accountant	0	0.00	1	1.00	0	60,862
2403	Accounting Technician	17	17.00	14	14.00	474,972	405,038
2510	Senior Account Clerk	24	23.50	20	19.50	584,772	505,943
2730	Senior Clerk	3	3.00	3	3.00	70,605	75,848
2430	Cashier	2	2.00	2	2.00	42,117	47,349
3009	Word Processing Operator	1	1.00	1	1.00	21,936	23,047
2493	Intermediate Account Clerk	21	21.00	16	11.5	449,200	257,367
2700	Intermediate Clerk Typist	13	13.00	10	10.00	266,335	220,87 9
3030	Data Entry Operator	3	3.00	3	3.00	64,745	69,132
3069	Senior Data Entry Operator	1	1.00	1	1.00	23,613	24,800
2507	EDP Audits Specialist II	1	1.00	1	1.00	51,949	55,890
2757	Admin. Secretary II	1	1.00	1	1.00	22,797	24,500
2411	Analyst I	1	1.00	0	0.00	31,551	0
9999	Extra Help	0	0.00	0	0.00	14,725	39,725
	Total	144_	143.50	125	119.25	\$4,583,468	\$4,120,266
Salary	Adjustments:					26,714	(3,696)
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,571,057	1,252,971
Salary	Savings:					(351,879)	(0)
VTO Rec	ductions:					(24,306)	(24,306)
	Total Adjustments					\$1,221,586	\$1,224,969
Program	n Totals	144	143.50	125	119.25	\$5,805,054	\$5,345,235

Changes:

DEPARTMENT OF GENERAL SERVICES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Architecture	\$1,636,795	\$2,258,515	\$2,143,473	\$2,509,741	\$1,937,274	\$(572,467)	(22.8)
Facilities Services	15,202,541	15,885,444	15,534,433	16,770,586	16,596,682	(173,904)	(1.0)
Fleet Management	8,811,912	9,499,937	6,539,720	6,463,889	6,353,395	(110,494)	(1.7)
Real Property	1,692,398	1,765,797	2,882,752	2,936,247	3,137,673	201,426	6.9
Document Services (a)	851,773	705,514	1,561,114	1,670,106	2,160,689	490,583	29.4
Management Services	1,460,192	1,518,589	1,932,977	1,590,962	1,567,887	(23,075)	(1.5)
Purchasing & Contracting	2,041,464	1,954,075	2,054,080	2,073,162	2,047,964	(25,198)	(1.2)
TOTAL DIRECT COST	\$31,697,075	\$33,587,871	\$32,648,549	\$34,014,693	\$33,801,564	\$(213,129)	(0.6)
TOTAL PROGRAM REVENUE	(8,261,528)	(7,882,686)	(10,476,504)	(9,574,852)	(10,684,661)	(1,109,809)	11.6
NET GENERAL FUND COST	\$23,435,547	\$25,705,185	\$22,172,045	\$24,439,841	\$23,116,903	\$(1,322,938)	(5.4)
STAFF YEARS	469.14	476.83	466.22	494.75	461.75	(33.00)	(6.7)

⁽a) New program in FY 98-99; combines Printing Services, Mail Services and Records Management.

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Monitor customer satisfaction with the provision of maintenance and repair services provided by County employees
 and contracting.
- 2. Maintain at least a 4.2 customer service satisfaction ratio (on scale of 1.0 to 5.0) on customer service in Facilities Services, Fleet Services and Printing.
- Process 100% of priority mail on the same day.
- Purchase 70% of requistioned line items within 21 days.
 - a. Process \$115,000,000 in purchase orders.
- 5. 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.
- Negotiate and/or process 90% of revenue lease contracts within project time schedules and budgeted cost.
 - a. Negotiate and/or process 75 revenue leases.
- Acquire 75% 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.

⁽b) Transferred from Auditor and Controller's Office during FY 97-98.

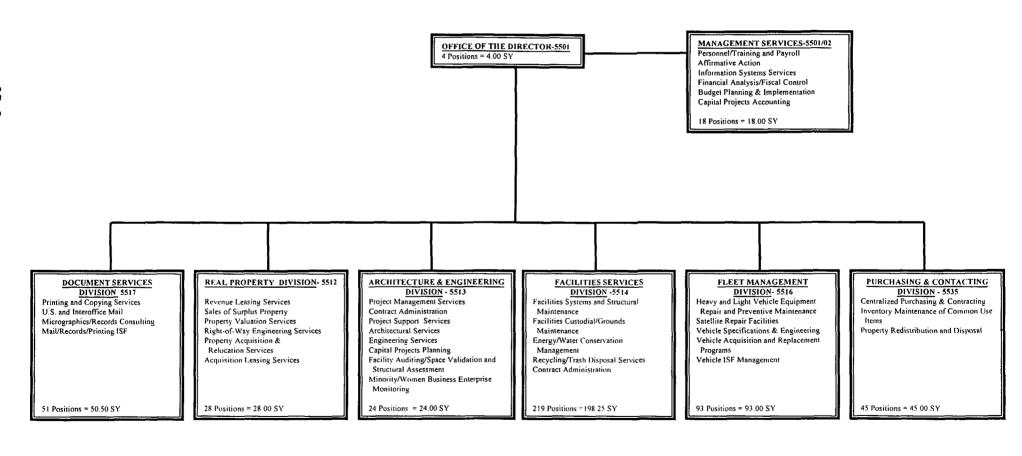
DEPARTMENT OF GENERAL SERVICES

- 8. 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.

Department of General Services (HEADQUARTERS LOCATION: COUNTY OPERATION CENTER) 1998-99 PROGRAM BUDGET



PROGRAM: Revenue and Recovery

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81701

MANAGER: Janet Herrman

ORGANIZATION #: 1050

REFERENCE: 1998-99 Proposed Budget - Pg. 44-17

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).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,213,313	\$4,313,737	\$4,246,461	\$4,546,893	\$4,289,225	(5.7)
Services & Supplies	588,384	327,061	1,159,679	1,280,822	1,299,422	1.5
Other Charges	0	38	20	0	0	0.0
Fixed Assets	33,524	13,545	18,992	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,835,221	\$4,654,381	\$5,425,152	\$5,827,715	\$5,588,647	(4.1)
PROGRAM REVENUE	(368,113)	(580,183)	(777,547)	(814,851)	(1,014,851)	24.5
NET GENERAL FUND COST	\$5,467,108	\$4,074,198	\$4,647,605	\$5,012,864	\$4,573,796	(8.8)
STAFF YEARS	151.02	122.70	119.83	127.50	111.00	(12.9)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The Revenue and Recovery Program actual expenditures in salaries and benefits are \$300,432 less than budgeted. Services and Supplies expenditures are estimated to be \$121,143 under budgeted appropriations. Revenue is \$37,304 under budget due to contract collections not achieving budgeted amounts. The programs Net General Fund Contribution is \$365,279 under budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

Collections of \$44 million dollars in FY 1997-98 were less than budgeted due to the sale of the solid waste program.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Exercise every legal option available to the County for 100% of the receivables which are due and payable.
 a. Collect \$35,000,000 in receivables.
- 2. Re-engineer this program to provide more efficient use of resources for collection of County receivables.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Accounts Receivable Collections [111.00 SY; E = \$5,588,647; R = \$1,014,851] including support personnel is:
 - 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	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES FOR CURRENT SERVICES:				
Collection Fees - Administrative Costs Service Charge on Collected Accounts Solid Waste Fund	287,366 330,844 0	234,851 480,000 0	309,851 580,000 0	75,000 100,000 0
Sub-Total	\$618,210	\$714,851	\$889,851	\$175,000
OTHER REVENUE: Court Fees and Costs - Court Appointed Attorneys Return Check Fees Other Miscellaneous	\$100,000 7,836 51,501	\$100,000 0 0	\$100,000 0 25,000	\$0 0 25,000
Sub-Total	\$159,337	\$100,000	\$125,000	\$25,000
Total Total	\$777,547	\$814,851	\$1,014,851	\$200,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

PROGRAM: Revenue & Recovery	DEPARTMENT: AUDITOR & CONTROLLER
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: Collections of Accounts Receivable					
* OF RESOURCES: 100.0%					
OUTCOME					
% 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	\$5,835,221	\$4,654,381	\$5,425,152	\$5,827,715	\$5,588,647
ОПТРИТ					
Dollars collected	\$89,516,366	\$66,377,936	\$44,004,023	\$62,000,000	\$35,000,000
EFFICIENCY					
Cost per dollar collected (includes A-87 overheads)	\$0.098	\$0.12	\$0.159	\$0.10	\$0.18
County Recoverables Number of Debtors	\$209,516,032 143,000	\$204,827,854 112,055	\$68,000,000 60,600	\$255,000,000 153,000	\$90,000,000 70,000
Vendor Recoverables Vendor Number of Debtors		33,945	\$112,000,000 88,500	87,000	87,000

COMMENTS:

Actual collections for FY97/98 have decreased from FY96/97 actual figures as a result of the mid-year divestiture of the solid waste system, transfer of mental health accounts to the Health and Human Services Agency, and a decrease in the number of patients at Edgemoor Geriatric Hospital. Projected collections for FY98/99 will decrease approximately \$12 million over FY97/98 actuals with the loss of solid waste operations.

During FY97/98, approximately 51% of the total outstanding County recoverable was contracted to a private agency for collection of delinquent receivables. Collections by the vendor for FY97/98 total \$725,074, with the County paying a commission rate of 33 1/3% for this service.

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2167	Revenue and Recovery Director	1	1.00	1	1.00	\$89,617	\$94,447
2369	Administrative Services Mgr II	1	1.00	1	. 1.00	58,094	60,995
0900	Division Chief, Rev. & Recovery		3.00	3	3.00	156,542	163,647
2304	Administrative Assistant I	1	1.00	1	1.00	37,422	39,292
2320	Personnel Aide	1	1.00	1	1.00	29,314	30,782
2328	Departmental Personnel Off. II	1	1.00	1	1.00	48,991	55,332 50,332
2403 2430	Accounting Tech. Cashier	2 3	2.00 3.00	2 3	2.00 3.00	51,674 68,630	59,372
2430 2475		3 7	7.00	6	6.00	68,620 291,759	73,180 262,764
2477	Section Chief, Rev. & Recov. Revenue and Recovery Off. III	15	14.50	13	12.50	453,358	418,821
2478	Revenue and Recovery Off. I	1	1.00	1	1.00	25,554	26,835
2479	Revenue and Recovery Off. II	27	26.00	25	24.00	710,073	678,886
2483	Rev. & Recov. Officer Trainee	9	9.00	7	7.00	184,618	145,481
2493	Intermediate Account Clerk	18	17.50	15	14.50	373,712	333,268
2505	Senior Accountant	1	1.00	1	1.00	47,826	50,227
2510	Senior Account Clerk	4	4.00	3	3.00	97,615	79,974
2513	Senior Cashier	1	1.00	1	1.00	26,088	27,381
2660	Storekeeper I	1	1.00	2	2.00	20,112	41,748
2700	Intermediate Clerk Typist	27	26.50	22	22.00	571,178	493,861
2709	Departmental Clerk	1	1.00	1	1.00	16,185	17,825
2758 2906	Administrative Secretary III	1	1.00	1 0	1.00	32,649	29,614
2905	Legal Procedures Clerk III Legal Procedures Clerk II	i	1.00 1.00	1	0.00 1.00	28,903 22,595	23,563
3039	Mail Clerk Driver	1	1.00	Ó	0.00	21,979	23,703
3119	Dept. Computer Specialist II	1	1.00	1	1.00	36,511	33,263
9999	Extra Help	ó	0.00	Ċ	0.00	0	40,000
		470	······································	447		47 500 000	
	Total	130	127.50	113	111.00	\$3,500,989	\$3,280,558
	Adjustments:					(1,810)	(1,810)
Premiun	n/Overtime Pay:					4,770	4,770
Employe	ee Benefits:					1,240,986	1,025,037
Salary	Savings:					(178,712)	(0)
VTO Rec	ductions:					(19,330)	(19,330)
	Total Adjustments					\$1,045,904	\$1,008,667
Program	n Totals	130	127.50	113	111.00	\$4,546,893	\$4,289,225

PROGRAM: Administrative Support

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101

MANAGER: William J. Kelly

ORGANIZATION #: 1050

REFERENCE: 1998-99 Proposed Budget - Pg. 44-21

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	* Change
DIRECT COST	Actual	Actual	Actual	budget	buuget	change
Salaries & Benefits	\$846,885	\$894,459	\$977,262	\$985,065	\$1,239,213	25.8
Services & Supplies	712,007	471,875	531,261	431,961	732,682	69.6
Other Charges	0	0	76,141	64,650	64,650	0.0
Fixed Assets	190,757	50,272	181,152	0	0	0.0
CERS Reserve	0	0	0	0	362,329	100.0
Management Reserve					500,000	100.0
TOTAL DIRECT COST	\$1,749,649	\$1,416,606	\$1,765,816	\$1,481,676	\$2,898,874	95.6
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$1,749,649	\$1,416,606	\$1,765,816	\$1,481,676	\$2,898,874	95.6
STAFF YEARS	17.54	18.26	18.30	19.50	19.75	1.3

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Service 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 actual expenditures.

1997-98 ACHIEVEMENT OF OBJECTIVES

All 1997-98 objectives were achieved.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The cost of this program is an internal indirect cost to the various departmental programs. During the FY 1998-99 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.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration [19.75 SY; E = \$2,898,874; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Department management, budgeting, personnel, payroll, clerical, and warrant control services.

PROGRAM:	Admini	strative	Support
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: TOTAL PIECES PROCESSED FOR CONTROLLED MA	ILING				
% OF RESOURCES: 100%					
OUTCOME (Planned Result)					
Total pieces processed for controlled mailing	7,174,550	6,807,971	7,028,772	6,820,507	7,100,000
EFFECTIVENESS (Input/Outcome)					
Daily average of controlled mailings in a 260 work day period	27,594	26,185	27,034	26,233	27,000
OUTPUT (Service or Product)					
Average cost of postage	\$0.28	\$0.25	\$0.26	\$0.26	\$0.26
EFFICIENCY (Input/Output)					
Cost of annual postage	\$2,035,968	\$2,008,528	\$1,827,480	\$1,798,648	\$1,810,500

STAFFING SCHEDULE

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2106	Chief Fin. Officer/Auditor & (Contr. 1	1.00	1	1.00	114,255	131,766
2203	Ass't Auditor & Controller	1	1.00	1	1.00	100,248	105,262
0310	Sr. Auditor & Controller Mgr.	1	1.00	1	1.00	73,225	66,084
2302	Administrative Assistant III	1	1.00	1	1.00	43,982	50,101
2411	Analyst I	1	.50	1	1.00	31,551	33,124
2304	Administrative Assistant I	1	1.00	1	1.00	31,551	39,207
2759	Administrative Secretary IV	1	1.00	1	1.00	35,160	36,919
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	27,168	28,528
3009	Word Processing Operator	3	1.00	3	1.00	25,187 70,477	23,047
3076 2658	Mail Processing Technician	3 0	3.00 0.00	3 0	2.75 0.00	70,137 0	67,613 0
2730	Storekeeper II Senior Clerk	1	1.00	1	.50	25,401	13,482
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	34,293
2725	Principal Clerk	Ó	0.00	ó	0.00	J2,049 0	0
2700	Intermediate Clerk Typist	2	2.00	2	1.50	42,217	32,359
2480	A&C Payroll Technician	1	1.00	ī	1.00	26,576	27,908
2420	Debt. Mgt. Analyst	i	1.00	i	1.00	50,184	56,169
3068	Supv. Stores & Mail Sys. Spec.	. i	1.00	i	1.00	27,227	29,277
3120	Dept. Computer Spec. III	1	1.00	1	.50	36,547	19,404
8850	Group Finance Director	0	0.00	1	1.00	0	71,775
8851	Desk Top Publishing Spec.	0	0.00	1	0.50	0	13,391
9999	Extra Help	0	0.00	0	0.00	11,025	98,266
	Total	20	19.50	22	19.75	\$804,290	\$977,975
Salary	Adjustments:					1,103	(5,879)
Premium	n/Overtime Pay:					7,875	7,875
Employe	ee Benefits:					250,701	261,625
Salary	Savings:					(76,521)	(0)
VTO Red	luctions:					(2,383)	(2,383)
	Total Adjustments					\$180,775	\$261,238
Program	ı Totals	20	19.50	22	19.75	\$985,065	\$1,239,213

BOARD OF SUPERVISORS, DISTRICT 1

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
District #1	\$494,901	\$531,436	\$577,719	\$578,950	\$624,113	\$45,163	7.8
TOTAL DIRECT COST	\$494,901	\$531,436	\$577,719	\$578,950	\$624,113	\$45,163	7.8
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$494,901	\$531,436	\$577,719	\$578,950	\$624,113	\$45,163	7.8
STAFF YEARS	7.28	10.00	11.00	11.00	11.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- To continue to improve and maintain services for the County that are cost-effective and quality driven.
- To improve and maintain public safety.
- To manage the regional growth, traffic, and air pollution.
- To expand San Diego County's economy by creating positive government/business relations, and to enhance participation in international trade.
- To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- To preserve 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: 1998-99 Proposed Budget - Pg. 45-2

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter

Sections 500 & 501.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$463,491	\$508,645	\$551,857	\$563,950	\$608,613	7.9
Services & Supplies	31,410	22,791	25,862	15,000	15,500	3.3
TOTAL DIRECT COST	\$494,901	\$531,436	\$577,719	\$578,950	\$624,113	7.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$494,901	\$531,436	\$577,719	\$578,950	\$624,113	7.8
STAFF YEARS	7.28	10.00	11.00	11.00	11.00	0.0

PROGRAM MISSION

See department mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0100 0373 0374 9999	County Supervisor Legislative Assistant II Chief of Staff Temporary Extra Help	1 9 1 0	1.00 9.00 1.00 0.00	1 9 1 0	1.00 9.00 1.00 0.00	\$78,489 372,125 64,728 28,934	\$85,911 420,321 79,928 33,088
	Total	11	11.00	11	11.00	\$544,276	\$619,248
Salary	Adjustments:					\$(150,995)	\$(177,763)
Employe	ee Benefits:					170,669	167,128
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					0	0
	Total Adjustments					\$19,674	\$(10,635)
Program	n Totals	11	11.00	11	11.00	\$563,950	\$608,613

BOARD OF SUPERVISORS, DISTRICT 2

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	‡ Change
District #2	\$459,919	\$537,809	\$602,527	\$630,000	\$670,000	\$40,000	6.4
TOTAL DIRECT COST	\$459,919	\$537,809	\$602,527	\$630,000	\$670,000	\$40,000	6.4
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$459,919	\$537,809	\$602,527	\$630,000	\$670,000	\$40,000	6.4
STAFF YEARS	7.22	10.00	12.00	12.00	12.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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.
- To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- To preserve existing major open space parks and recreation areas.

PROGRAM: Legislative, District 2

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101 MANAGER: Supervisor Dianne Jacob

ORGANIZATION #: 0020 REFERENCE: 1998-99 Proposed Budget - Pg. 46-2

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter

Sections 500 & 501.

	1995-96 _Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	* Change
DIRECT COST Salaries & Benefits	\$432,702	\$500,247	\$559,485	\$617,970	\$655,000	6.0
Services & Supplies	20,839	19,818	43,042	12,030	15,000	24.7
Fixed Assets	6,378	17,744	0	0	0	0.0
TOTAL DIRECT COST	\$459,919	\$537,809	\$602,527	\$630,000	\$670,000	6.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$459,919	\$537,809	\$602,527	\$630,000	\$670,000	6.3
STAFF YEARS	7.22	10.00	12.00	12.00	12.00	0.0

PROGRAM MISSION

See department mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

Total Adjustments

Program Totals

\$141,888

\$617,970

\$170,157

\$655,000

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0100 0373 0374	County Supervisor Legislative Assistant II Chief of Staff	1 10 1	1.00 10.00 1.00	1 10 1	1.00 10.00 1.00	\$78,489 334,054 63,539	\$85,911 318,954 79,978
	Total	12	12.00	12	12.00	\$476,082	\$484,843
Salary	Adjustments:					\$(21,093)	\$33,365
Employ	ee Benefits:					162,981	136,792
Salary	Savings:					(0)	(0)
VTO Re	ductions:					0	0

12.00

12

12.00

12

BOARD OF SUPERVISORS, DISTRICT 3

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
District #3	\$538,756	\$560,053	\$604,882	\$598,713	\$624,113	\$25,400	4.2
TOTAL DIRECT COST	\$538,756	\$560,053	\$604,882	\$598,713	\$624,113	\$25,400	4.2
TOTAL PROGRAM REVENUE	(0)	(15)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$538,756	\$560,038	\$604,882	\$598,713	\$624,113	\$25,400	4.2
STAFF YEARS	8.35	10.00	12.00	12.00	12.00	0.00	0.0

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 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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- To provide the very best customer service.
- o To improve and maintain services for the County that are cost-effective and quality driven.
- To improve and maintain public safety.
- 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.
- To preserve open space, parks and recreational facilities.
- 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

1PROGRAM #: 80101 MANAGER: Supervisor Pamela Slater

ORGANIZATION #: 0030 REFERENCE: 1998-99 Proposed Budget - Pg. 47-2

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$521,431	\$542,595	\$583,844	\$567,717	\$619,113	9.1
Services & Supplies	17,325	17,458	21,038	30,996	5,000	(83.9)
TOTAL DIRECT COST	\$538,756	\$560,053	\$604,882	\$598,713	\$624,113	4.2
PROGRAM REVENUE	(0)	(15)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$538,756	\$560,038	\$604,882	\$598,713	\$624,113	4.2
STAFF YEARS	8.35	10.00	12.00	12.00	12.00	0.0

PROGRAM MISSION

See department mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

PROGRAM: Legislative, District 3

STAFFI	STAFFING SCHEDULE									
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost			
0100 0373 0374 9999	County Supervisor Legislative Assistant II Chief of Staff Temporary Extra Help	1 10 1 0	1.00 10.00 1.00 0.00	1 10 1 0	1.00 10.00 1.00 0.00	\$78,489 373,944 64,501 9,289	\$85,911 354,816 84,006 9,289			
	Total	12	12.00	12	12.00	\$526,223	\$534,022			
Salary	Adjustments:					\$(136,147)	\$(64,983)			
Employ	ee Benefits:					177,641	150,074			
Salary	Savings:					(0)	(0)			
VTO Re	ductions:					0	0			
	Total Adjustments					\$41,494	\$85,091			
Progra	n Totals	12	12.00	12	12.00	\$567,717	\$619,113			

BOARD OF SUPERVISORS. DISTRICT 4

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	ኔ Change
District #4	\$518,930	\$522,512	\$562,373	\$579,000	\$624,113	\$45,113	7.8
TOTAL DIRECT COST	\$518,930	\$522,512	\$562,373	\$579,000	\$624,113	\$45,113	7.8
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$518,930	\$522,512	\$562,373	\$579,000	\$624,113	\$45,113	7.8
STAFF YEARS	7.55	10.00	12.00	12.00	12.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 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.
- 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.
- 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 MANAGER: Supervisor Ron Roberts

ORGANIZATION #: 0040 REFERENCE: 1998-99 Proposed Budget - Pg. 48-2

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$466,957	\$489,837	\$548,145	\$558,400	\$609,113	9.1
Services & Supplies	42,672	19,649	14,228	15,000	15,000	0.0
Other Charges	5,455	13,026	0	5,600	0	(100.0)
Fixed Assets	3,846	0				0.0
TOTAL DIRECT COST	\$518,930	\$522,512	\$562,373	\$579,000	\$624,113	7.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$518,930	\$522,512	\$562,373	\$579,000	\$624,113	7.8
STAFF YEARS	7.55	10.00	12.00	12.00	12.00	0.0

PROGRAM MISSION

See department mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

PROGRAM: Legislative, District 4

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0100 0373 0374 9999	County Supervisor Legislative Assistant II Chief of Staff Temporary Extra Help	1 10 1 0	1.00 10.00 1.00 0.00	1 10 1 0	1.00 10.00 1.00 0.00	\$78,489 332,154 55,037 0	\$85,911 332,975 74,093 0
	Total	12	12.00	12	12.00	\$465,680	\$492,979
Salary	Adjustments:					\$(67,107)	\$(23,696)
Employ	ee Benefits:					159,827	139,830
Salary	Savings:					(0)	(0)
VTO Re	ductions:					0	0
	Total Adjustments					\$92,720	\$116,134
Progra	m Totals	12	12.00	12	12.00	\$558,400	\$609,113

BOARD OF SUPERVISORS, DISTRICT 5

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
District #5	\$547,005	\$636,805	\$644,864	\$678,395	\$700,566	\$22,171	3.3
TOTAL DIRECT COST	\$547,005	\$636,805	\$644,864	\$678,395	\$700,566	\$22,171	3.3
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$547,005	\$636,805	\$644,864	\$678,395	\$700,566	\$22,171	3.3
STAFF YEARS	8.19	11.00	13.00	13.00	13.00	0.00	0.0

MISSION

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services such as Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- To continue to improve and maintain services for the County that are cost-effective and quality driven.
- To improve and maintain public safety.
- O To manage the regional growth, traffic, and air pollution.
- 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.
- To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- To preserve existing major open space parks and recreation areas.

PROGRAM: Legislative. District 5

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101 MANAGER: Supervisor Bill Horn

ORGANIZATION #: 0050 REFERENCE: 1998-99 Proposed Budget - Pg. 49-2

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$517,644	\$621,216	\$611,075	\$656,265	\$678,436	3.4
Services & Supplies	18,993	13,781	33,789	22,130	22,130	0.0
Fixed Assets	10,368	1,808	0	0	0	0.0
TOTAL DIRECT COST	\$547,005	\$636,805	\$644,864	\$678,395	\$700,566	3.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$547,005	\$636,805	\$644,864	\$678,395	\$700,566	3.3
STAFF YEARS	8.19	11.00	13.00	13.00	13.00	0.0

PROGRAM MISSION

See department mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0100 0373 0374	County Supervisor Legislative Assistant II Chief of Staff	1 11 1	1.00 11.00 1.00	1 11 1	1.00 11.00 1.00	\$78,489 427,516 64,039	\$85,911 484,868 68,562
	Total	13	13.00	13	13.00	\$570,044	\$639,341
Salary	Adjustments:					\$(108,018)	\$(142,422)
Employe	ee Benefits:					194,239	181,517
Salary	Savings:					(0)	(0)
VTO Re	ductions:					0	0
	Total Adjustments					\$86,221	\$39,095
Progra	n Totals	13	13.00	13	13.00	\$656,265	\$678,436

BOARD OF SUPERVISORS, GENERAL OFFICE

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	<i>ኒ</i> Change
General Office	\$123,484	\$107,223	\$158,421	\$195,802	\$189,720	\$(6,082)	(3.1)
TOTAL DIRECT COST	\$123,484	\$107,223	\$158,421	\$195,802	\$189,720	\$(6,082)	(3.1)
TOTAL PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$123,484	\$107,223	\$158,421	\$195,802	\$189,720	\$(6,082)	(3.1)
STAFF YEARS	2.32	2.28	2.00	2.00	2.25	0.25	12.5

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Provide support to the Board of Supervisors and the public.
 - 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 MANAGER: Thomas J. Pastuszka

ORGANIZATION #: 0060 REFERENCE: 1998-99 Proposed Budget - Pg. 50-2

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$91,146	\$83,481	\$49,378	\$107,505	\$98,594	(8.3)
Services & Supplies	32,338	23,742	109,043	88,297	91,126	3.2
TOTAL DIRECT COST	\$123,484	\$107,223	\$158,421	\$195,802	\$189,720	(3.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$123,484	\$107,223	\$158,421	\$195,802	\$189,720	(3.1)
STAFF YEARS	2.32	2.28	2.00	2.00	2.25	12.5

PROGRAM MISSION

See Department Mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures are expected to be within budget.

1997-98 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See department objectives.

PROGRAM: Legislative, General Office

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0373 8801	Legislative Assistant II Independent Fiscal Analyst	1	1.00 1.00	3 0	2.25 0.00	26,018 55,380	73,713 0
	Total	2	2.00	3	2.25	\$81,398	\$73,713
Salary	Adjustments:					0	0
Employ	ee Benefits:					26,107	24,881
Salary	Savings:					(0)	(0)
VTO Re	ductions:					00	0
	Total Adjustments		-			\$26,107	\$24,881
Progra	m Totals	2	2.00	3	2.25	\$107,505	\$98,594

CHIEF ADMINISTRATIVE OFFICE

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	ሄ Change
Central County Administration	\$5,859,615	\$5,870,724	\$2,437,459	\$2,916,410	\$2,595,243	\$(321,167)	(11.0)
Memberships, Audits & Other Charges	560,246	1,067,872	545,290	628,201	663,201	35,000	5.6
TOTAL DIRECT COST	\$6,419,861	\$6,938,596	\$2,982,749	\$3,544,611	\$3,258,444	\$(286,167)	(8.1)
TOTAL PROGRAM REVENUE	(2,315,310)	(3,235,111)	(81,477)	(66,073)	(33,103)	32,970	(49.9)
NET GENERAL FUND COST	\$4,104,551	\$3,703,485	\$2,901,272	\$3,478,538	\$3,225,341	\$(253,197)	(7.3)
STAFF YEARS	55.04	52.33	20.77	27.00	20.00	(7.00)	(25.9)

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

1. Fiscal Stability

Implement a Financial Strategic Plan and an Operational Plan; build management reserves; develop quantitative and qualitative goals for departments; implement pay-for-performance principles; restructure long-term debt where economically advantageous; improve budgetary discipline by limiting appropriations to ongoing revenue versus one time monies; improve cash flow; develop a comprehensive financial reporting system; review and reduce overheads; and implement principles of competition and reengineering, with goals of improving service delivery and reducing costs throughout the County.

- a. Budget Reserve -- Establish a management reserve for each department and functional group; incrementally implement a zero-based budgeting program for all County departments and programs; aggressively pursue competition/divestiture options; reduce overheads and 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 to mitigate contract risk exposure; review all contracts to improve performance and cost effectiveness. Review policies and procedures relating to the County's Contract Protest Review Board, making it consistent with current competition and reengineering program.
- c. Economic Development -- Identify and implement contributions made by the County to regional initiatives; continue efforts to streamline regulatory processes to reduce the cost of doing business in San Diego County.
- d. Financial Independence -- Develop and implement initiatives to gain greater financial independence, such as aggressive asset management and pursuit of grants.

Welfare Reform

Implement welfare-to-work programs at no or negligible impact on the budget. Emphasize reforms that stabilize and promote the economic well being of families to create taxpayers instead of tax dependents.

General Management System

Institutionalize the County General Management System as an overall guide to County administrative management principles. The system includes: the development of a Countywide and department-specific strategic, long-range plan and an annual operational plan; the allocation of resources to implement those plans; a reporting system to monitor progress; and a system of evaluation and rewards for achievement. The system also includes the development of effective lines of communication among operating and support departments.

4. Capital Improvements

Complete the Capital Improvement Plan, making commitments toward long-term infrastructure improvements and major maintenance with appropriate financing mechanisms.

5. Customer Service

Implement the customer satisfaction plans prepared by all CAO departments. Train 100% of customer contact staff. Implement action plans to improve areas delineated by phone, baseline and mystery shopper surveys. Conduct two more baseline surveys, regular phone and mystery shopper surveys.

6. Improve Strategic Planning and Intergovernmental Affairs

Increase revenue, defend against unfunded mandates and increase local control. Implement County Strategic Plan as part of the General Management System initiative. Implement an "Effective Family of Government" to emphasize regional cooperation with the 18 municipalities in the region.

7. Improve Marketing of the County

Develop and implement a plan to improve the image and public understanding of the County and its programs. Maximize effectiveness of the County Television Network, including increasing local production.

8. Consolidation, Competition and Reengineering

Promote the County's overall program aimed at reengineering government through effective consolidations and managed competition where practical. Expand the Internal Service Fund concept with the goal of accountability in all County departments and programs. Implement the process for providing an unbiased and consistent evaluation between the County workforce and the private sector and pursue competing service delivery with the private sector in 1998. Seek to resolve outstanding issues with the City of San Diego and other cities with regard to consolidation efforts.

- 9. Implement Administrative Improvements
 - Staff Support -- Continue organizational realignments as needed; pursue threading functions across the departments.
 - b. Human Resources-- Continue management resource review, goal setting and performance evaluations based on payfor-performance principles. Further diversity initiatives, and improve recruitment and retention.
 - c. Streamlining -- Initiate continuous process improvement to simplify internal and external regulations; review and revise internal process guidebooks, such as the Administrative Manual; update policy manuals and make them more accessible Countywide.
 - d. Information Systems -- Implement an IS Plan for an integrated system which fully addresses the organization's automation needs.

10. Internal Affairs/Legal & Ethical Standards

Implement the County's Internal Affairs/Legal and Ethical Standards program Countywide to ensure compliance; establish a system for employee input and recommendations; and provide a forum where employees can raise allegations of improper County government activity without fear of reprisal.

CHIEF ADMINISTRATIVE OFFICE ORGANIZATIONAL STRUCTURE

CHIEF ADMINISTRATIVE OFFICE					
	Staff Years				
Chief Administrative Officer Assistant Chief Administrative Officer CAO Project Manager CAO Staff Officer Administrative Assistant I CAO Office Specialist Senior Clerk CAO/ACAO Secretary III Administrative Secretary III	1.0 1.0 1.0 3.0 1.0 1.0 1.0				
Total	11.0				

STRATEGY AND
INTERGOVERNMENTAL AFFAIRS

Staff Years

CAO Program Manager 1.0
Principal Administrative Analyst 1.0
CAO Staff Officer 2.0
Administrative Secretary III 1.0

Total 5.0

INTERNAL AFFAIRS					
	Staff Years				
CAO Program Manager CAO Staff Officer	1.0 2.0				
Administrative Secretary III	1.0				
Total	4.0				

PROGRAM: Central County Administration DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 80103

ORGANIZATION #: 0200 MANAGER: Lawrence B. Prior III

REFERENCE: 1998-99 Proposed Budget - Pg. 51-4

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	* Change
DIRECT COST						
Salaries & Benefits	\$3,487,877	\$2,897,922	\$1,488,991	\$1,854,103	\$1,591,128	(14.2)
Services & Supplies	2,371,738	2,955,801	948,468	1,062,307	976,488	(8.1)
Fixed Assets	0	17,001	0	0	0	0.0
CERS Reserve	0	0	0	0	27,627	100.0
TOTAL DIRECT COST	\$5,859,615	\$5,870,724	\$2,437,459	\$2,916,410	\$2,595,243	(11.0)
PROGRAM REVENUE	(1,804,327)	(2,685,111)	(81,477)	(66,073)	(33, 103)	(49.9)
NET GENERAL FUND COST	\$4,055,288	\$3,185,613	\$2,355,982	\$2,850,337	\$2,562,140	(10.1)
STAFF YEARS	55.04	52.33	20.77	27.00	20.00	(25.9)

PROGRAM MISSION

- To implement Board of Supervisors' policy direction; to provide administrative leadership for all County operations; and to provide managerial direction and oversight of County programs run by appointed department heads.
- To set goals, objectives and standards for the performance of appointed department heads; and to assure that the 2. 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.
- To operate a public information program which provides County government, County employees, and the public with timely, accurate and useful information in a coordinated manner.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures and staff years are less than budgeted due to staff reductions and the transfer of the Labor Relations function to the Department of Human Resources. Even though revenues associated with Labor Relations were also transferred, actual revenues are higher than budgeted due to allocation of Inactive Waste Site Management Fund and trial courts reimbursement for General Fund support services.

1997-98 ACHIEVEMENT OF OBJECTIVES

The Chief Administrative Officer achieved the overall FY 1997-98 mission of providing leadership and direction for all County operations. Most notably, the CAO established clear performance standards for all County managers and introduced pay-for-performance principles in new labor agreements. With the Board of Supervisors' direction, the CAO successfully stabilized the County budget, setting aside some \$259 million in management reserves. In line with last years's objectives, the CAO also established a full-time customer service center to promote improved service delivery Countywide, and established an Office of Competition and Reengineering to examine ways to provide County services in the most cost-effective manner.

The Executive Office of the Chief Administrative Officer has achieved its own internal goals by improving presentations to the Board Of Supervisors and streamlining docketing procedures, enhancing automation systems in cooperation with the Clerk of the Board, and improving the quality of responses to inquiries from the Board of Supervisors' and the public we serve.

Further details regarding the CAO's Countywide goal achievements are available in a report entitled "Implementation of the CAO's FY 1997-1998 Goals" dated August 22, 1998.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1. Executive Office

- a. Support the Board of Supervisors at all public meetings.
- b. Review, revise and docket Board letters/agenda items.
- c. Assign and coordinate Board agenda referrals.
- d. Support the Board at business and land use hearings.
- e. Review and respond to citizen inquiries on County matters.
- f. Implement the Board of Supervisors' policy directives Countywide.
- g. Implement the County's Internal Affairs program and promote the policy on Legal and Ethical Standards Countywide.

2. Office of Strategy & Intergovernmental Affairs

- a. Advocate the Board of Supervisors' 1998 Federal and State legislative program.
- b. 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, D.C. and Sacramento.
- c. Pursue enactment of State and Federal legislative sponsorship proposals.
- d. Screen State and Federal bills to identify important County issues for Board consideration.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Executive Office [11.0 SY; E = \$1,189,317; R = \$33,103] Implements the Board of Supervisors' policy direction, directs the CAO's overall operation, evaluates the performance of County departments, coordinates the flow of information, provides advice and direction between the Board of Supervisors and County departments and oversees special projects. This activity is:
 - Discretionary Activity/Discretionary Service level.
 - 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; and,
 - 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 [5.0 SY; E = \$1,177,283; 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.
 - Administers contracts for legislative representation in Washington, D.C. and Sacramento.
 - Develops strategic plans for legislative advocacy and interagency relations.
 - Prepares the County legislative program and positions on legislation.
- 3. Office of Internal Affairs [4.0 SY; E = \$228,643=; R = \$0] Oversees County's Legal and Ethical Standards program, ensures compliance through Countywide training. Handles complaints of improper County activities and acts as forum where issues and allegations can be raised without fear of reprisal. This activity is:
 - O Discretionary Activity/Discretionary Service level.
 - O Handles complaints of improper County activities.
 - Oversees training for Legal and Ethical Standards program.

PROGRAM: Central County Administration

1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
35,800 \$21,219 6,414 977 2,672 9,408 0 4,432 555	\$33,483 9,623 1,435 4,187 10,615 0 6,730 0	\$16,775 4,821 719 2,098 5,318 0 3,372 0	\$(16,708) (4,802) (716) (2,089) (5,297) 0 (3,358) 0
	35,800 \$21,219 6,414 977 2,672 9,408 0 4,432 555	35,800 0 \$21,219 \$33,483 6,414 9,623 977 1,435 2,672 4,187 9,408 10,615 0 0 4,432 6,730 555 0	35,800 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

EXPLANATION/COMMENT ON PROGRAM REVENUES

The reduction of revenues from 1997-98 Adopted to 1998-99 CAO Proposed is due to the transfer of the Labor Relations function and associated revenues to the Department of Human Resources.

STAFFI	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
	11016	1031610113		1031010115			COSL
<u>Execut</u>	ive and Administrative Services						
2109	Chief Admin. Officer	1	1.00	1	1.00	150,585	190,786
2206 0347	Asst. Chief Admin. Officer CAO Project Manager	0 1	0.00 1.00	1	1.00 1.00	0 67,043	126,063 63,076
0348	CAO Staff Officer	4	4.00	3	3.00	237,634	188,768
2303 2304	Admin, Assistant II	1	1.00 1.00	0 1	0.00	39,963 31,551	0 33 0//
2369	Admin. Assistant I Admin. Services Manager II	i	1.00	Ó	1.00 0.00	31,551 47,797	33,944 0
2403	Accounting Technician	1	1.00	0	0.00	28,278	0
2751	CAO Office Specialist	0	0.00	1	1.00	0	29,660
2511 2755	Senior Clerk CAD/ACAC Secretary	1 0	1.00 0.00	1	1.00 1.00	20,722 0	22,871 31,572
2758	Admin. Secretary III	1	1.00	i	1.00	32,649	29,130
3008	Sr. Word Processor Operator	1	1.00	0	0.00	27,168	0
3009 9999	Word Processor Operator	1 0	1.00 0.00	0	0.00 0.00	21,936 122,542	0 122,542
	Extra Help	-		_			
Sub-To	tal	14	14.00	11	11.00	\$827,868	\$838,412
<u>0ffice</u> 2276	of Strategy & Intergovernmental		1.00	0	0	120 /5/	0
0347	Dir, Off of Strateg & Intergov CAO Project Manager	Ó	0.00	1	1.00	120,454 0	60,908
2367	Principal Admin Analyst	1	1.00	1	1.00	55,336	48,998
0348	CAO Staff Officer	3	3.00	2	2.00	156,873	105,873
2788 2758	Legislative Secretary Admin. Secretary III	1	1.00 1.00	0 1	0.00 1.00	30,194 32,649	0 34,293
Sub-To	·	7	7.00	5		•	
		,	7.00	,	5.00	\$395,506	\$250,072
0111ce 0347	of Internal Affairs CAO Project Manager	0	0.00	1	1.00	0	63,669
0348	CAO Staff Officer	ŏ	0.00	ż	2.00	ŏ	125,845
2758	Admin. Secretary III	0	0.00	1	1.00	0	29,129
Sub-Tot	tal	0	0.00+	4	4.00+	0	\$218,643
	Relations Office						
0355	Labor Relations Manager	1	1.00	O O	0.00	72,413	0
0356 2746	Labor Relations Specialist Confidential Office Assistant	3 1	3.00 1.00	0	0.00 0.00	179,150 19,732	0
2758	Admin. Secretary III	i	1.00	Ö	0.00	28,399	ŏ
Sub-Tot	al	6	6.00	0	0.00	\$299,694	\$0
	Total	27	27.00	20	20.00	\$1,523,068	\$1,307,127
Salary	Adjustments:					(91,939)	(67,887)
Premium	n/Overtime Pay:					37,000	37,000
	ee Benefits:					480,836	347,481
-	Savings:					(93,192)	(31,607)
_	ductions:					(1,670)	(986)
		· · · · · · · · · · · · · · · · · · ·		· · · · · · · · · · · · · · · · · · ·			
	Total Adjustments	·				\$331,035	\$284,001
Program	Totals	27	27.00	20	20.00	\$1,854,103	\$1,591,128

Net staff reductions are due to Chief Administrative Office reorganization and transfer of Labor Relations to the Department of Human Resources.

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

MANAGER: Lawrence B. Prior III

ORGANIZATION #: 0200

REFERENCE: 1998-99 Proposed Budget - Pg. 51-8

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	‡ Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	543,949	1,063,666	538,855	620,201	655,201	5.6
Other Charges	16,297	4,206	6,435	8,000	8,000	0.0
TOTAL DIRECT COST	\$560,246	\$1,067,872	\$545,290	\$628,201	\$663,201	5.6
PROGRAM REVENUE	(0)	(550,000)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$560,246	\$517,872	\$545,290	\$628,201	\$663,201	5.6
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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual memberships costs were higher than expected due to an unbudgeted membership, the Southern California Water Committee.

1997-98 ACHIEVEMENT OF OBJECTIVES

N/A

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

N/A

1998-99 SUBPROGRAM ACTIVITIES

- . Memberships, Audits, and Other Charges [0.00 SY; E = \$663,201; R = \$0]
 - Mandated Activity/Discretionary Service Level
 - O Costs for this program are summarized as follows:

Services and Supplies	1997-98 Budget	1998-99 <u>Budget</u>	Change From 1997-98 <u>Budget</u>
Independent Audit County Department Audits California State Association of Counties (CSAC) San Diego Association of Governments (SANDAG) Urban County Caucus San Dieguito Joint Powers Authority National Association of Counties Sub-Total	\$ 135,000 150,000 161,385 86,210 20,000 67,606 \$ 620,201	\$ 135,000 150,000 161,385 86,210 20,000 67,606 35,000 \$ 655,201	\$ 0 0 0 0 0 0 0 35,000 \$ 35,000
Other Charges			
Search and Rescue	\$ 8,000	\$ 8,000	\$ <u>0</u>
Sub-Total Total	\$ 8,000 \$ 628,201	\$ 8,000 \$ 663,201	\$ 0 \$ 35,000

CIVIL SERVICE COMMISSION

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
PERSONNEL SERVICES	\$308,859	\$287,624	\$283,445	\$294,888	\$309,007	\$14,119	4-8
TOTAL DIRECT COST	\$308,859	\$287,624	\$283,445	\$294,888	\$309,007	\$14,119	4.8
TOTAL PROGRAM REVENUE	(19,837)	(23,456)	(27,710)	(23,456)	(22,935)	521	(2.2)
NET GENERAL FUND COST	\$289,022	\$264,168	\$255,735	\$271,432	\$286,072	\$14,640	5.4
STAFF YEARS	3.75	3.75	4.00	4.00	4.00	0.00	0.0

MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- Ensure the objective and expeditious adjudication of personnel matters affecting the County Classified Service.

 - 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.

(Note: Future workload (output) is not quantifiable as it is completely externally controlled.)

ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION

Executive Officer
(1.0 staff years)

Represent the Commission as its agent and ensure the provisions of administrative, investigative and advisory services to the Commission.

Civil service Commission Analyst II (1.0 staff years)

Department budget officer, advise the Commission during sensitive and/or complex hearings and investigations; write reports of Commission decisions; negotiate Civil Service Rules; general administrative duties.

Civil Service Commission Analyst I (1.0 staff years)

Screen complaints and advise departments, applicants and employees on merit issues; assist in hearings and investigations.

Civil Service Commission Secretary (1.0 staff years)

Provide secretarial and clerical support; prepare minutes and agendas; schedule hearings & investigations; provide information to County departments and the public.

4.00 Staff Years

PROGRAM: Personnel Services

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201 MANAGER: Larry Cook ORGANIZATION #: 0450

REFERENCE: 1998-99 Proposed Budget - Pg. 52-3

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$289,105	\$269,933	\$218,437	. \$288,195	\$294,081	2.0
Services & Supplies	14,124	17,691	65,008	6,693	8,693	29.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	5,630	0	0	0	0	0.0
CERS Reserve	0	0	0	0	6,233	100.0
TOTAL DIRECT COST	\$308,859	\$287,624	\$283,445	\$294,888	\$309,007	4.8
PROGRAM REVENUE	(19,837)	(23,456)	(27,710)	(23,456)	(22,935)	(2.2)
NET GENERAL FUND COST	\$289,022	\$264,168	\$255,735	\$271,432	\$286,072	5.4
STAFF YEARS	3.75	3.75	4.00	4.00	4.00	0.0

PROGRAM MISSION

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Difference in direct cost reflects the use of temporary and contract employees rather than permanent employees in two positions. Approximately \$35,000 in appropriation savings was used to purchase fixed assets, computer equipment and a copier.

1997-98 ACHIEVEMENT OF OBJECTIVES

All objectives for 1997-98 have been achieved.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Personnel Services [4.00 SY; E = \$309,007; R = \$22,935] including support personnel is:
 - Mandated/Discretionary Service Level

PROGRAM: PERSONNEL SERVICES

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
OTHER:	\$11,047	\$11,259	\$11,425	\$166
APCD	3,446	3,264	3,706	442
Library	3,955	3,767	4,319	552
Airport/Liquid/Solid	3,397	5,166	2,094	(3,072)
Other Miscellaneous	5,865	0	1,391	1,391
Sub-Total	\$27,710	\$23,456	\$22,935	\$(521)
Total	\$27,710	\$23,456	\$22,935	\$(521)

EXPLANATION/COMMENT ON PROGRAM REVENUES

All revenue for this sole program department is from A87 allocations.

PROGRAM: Personnel Services			DEPARTMEN	T: CIVIL SERVIC	E COMMISSION
PERFORMANCE MEASURES			-		
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A:					
% OF RESOURCES: 100%			,		
OUTCOME (Planned Result)					
MANDATED COMMISSION HEARINGS	47	52	57	54	61
OUTCOME (Planned Result)					
INVESTIGATIONS	16	8	10	18	16
OUTCOME (Planned Result)					
STAFF REVIEW/RECOMMENDATION	502	529	460	565	440

STAFFING	SCHEDULE
----------	----------

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0445	CSC Members	0	0.00	0	0.00	. \$0	\$0
0450	CSC Hearing Officer	Ö	0.00	Õ	0.00	0	Õ
0446	Executive Officer	1	1.00	1	1.00	73,498	77,177
2406	Commission Analyst II	1	1.00	1	1.00	48,991	43,364
2407	Commission Analyst I	1	1.00	1	1.00	37,646	43,677
2753	CSC Secretary	1	1.00	1	1.00	35,160	35,111
2772	Confidential Legal Secretary	0	.00	0	.00	0	. 0
9999	Extra Help	0	0.00	0	0.00	10,274	10,274
	CSC Members - estimated salary	/				12,150	12,150
•	included as lump sum CSC Hearing Officers - estima salary included as lump sum	ted				13,500	13,500
	Total	4	4.00	4	4.00	\$231,219	\$235,253
Salary	Adjustments:					(2,500)	4,286
Premiu	n/Overtime Pay:					0	0
Employe	ee Benefits:					60,198	54,542
Salary	Savings:					(0)	(0)
VTO Red	ductions:					(722)	0
	Total Adjustments					\$56,976	\$58,828
	n Totals	4	4.00	4	4.00	\$288,195	\$294,081

CLERK OF THE BOARD OF SUPERVISORS

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
CLERK OF THE BOARD	\$1,430,736	\$2,353,373	\$2,259,495	\$2,463,696	\$2,898,651	\$434,955	17.7
TOTAL DIRECT COST	\$1,430,736	\$2,353,373	\$2,259,495	\$2,463,696	\$2,898,651	\$434,955	17.7
TOTAL PROGRAM REVENUE	(67,127)	(238,211)	(44,781)	(71,475)	(177,596)	(106,121)	148.5
NET GENERAL FUND COST	\$1,363,609	\$2,115,162	\$2,214,714	\$2,392,221	\$2,721,055	\$328,834	13.8
STAFF YEARS	30.31	40.95	43.00	43.00	38.5	(4.50)	(10.5)

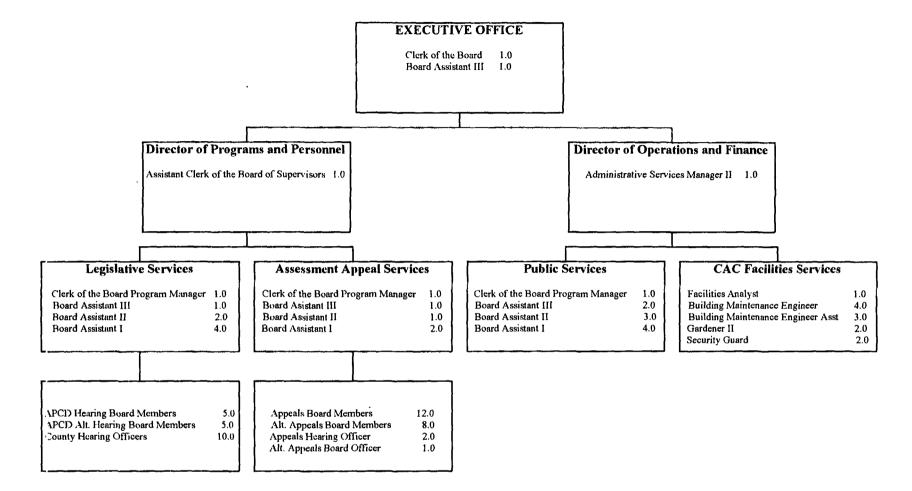
MISSION

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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Respond to information and records requests regarding official records within 24 hours.
 - a. Respond to approximately 150,000 requests for information and referrals.
 - b. Process 18,000 Assessment Appeal applications.
- 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.
- Record the Board of Supervisors Tuesday meetings and prepare the statements of proceedings by 5:00 p.m. Thursday, and for the Wednesday Planning meetings, by 5:00 p.m. Friday; 2 working days following the meetings.
- 4. Disseminate Board actions, send notice of hearings, and order legal publications within 7 days after the meeting.
- Index, prepare, microfilm, and file documents as permanent records within 10 weeks after the meeting being documented.
 - a. Maintain approximately 275,000 official records filed annually.
 - b. Maintain approximately 30,000 Agenda items filed annually.
 - c. Maintain approximately 690,000 transactions annually related to Agenda items.
- 6. Evaluate 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.
- 7. Enhance information and services regarding department mission and activities by June 30, 1999.
 - 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, Board Policies and meeting calendar.
 - b. Reorganize the Department eliminating the Administrative Services Program.
 - c. Develop a new employee evaluation form for program managers.
 - d. Develop monthly operational reports for each program area to track service delivery, review programs, customer service satisfactions and risk identification.
 - e. Establish electronic mailing of Board Agenda and Statements for all subscribers.
 - f. Outsource the printing of Board of Supervisors Agenda material.
 - g. Establish a Public Information Center with reorganized records in the Public Services Program.
 - h. Create a public information resource library.
 - i. Create a research guide for public records.
 - j. Develop an Assessment Appeals training video.
 - k. Conduct annual training for Assessment Appeals Hearing Board Members.
 - l. Hold annual workshop for agents and the public on the Assessment Appeals Process.
 - m. Continue customer service survey card program.
 - n. Implement automation of service call and preventive maintenance program for County Administration Center.
 - o. Install security cameras, remote control gate and roll-up door at County Administration Center loading dock.
 - p. Install fire doors in County Administration Center basement hallway.
 - q. Upgrade emergency lights in the County Administration Center.
 - r. Install fire doors in County Administration Center basement hallway.
 - s. Upgrade emergency lights in the County Administration Center.

Clerk of the Board of Supervisors Organizational Chart



PROGRAM: Legislative/Public Services DEPARTMENT: CLERK OF THE BOARD OF SUPERVISORS

PROGRAM #: 80102

ORGANIZATION #: 0130

MANAGER: Thomas J. Pastuszka REFERENCE: 1998-99 Proposed Budget - Pg. 53-4

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,294,975	\$1,673,867	\$1,682,403	\$1,779,137	\$1,826,551	2.7
Services & Supplies	135,761	683,490	585,867	684,559	1,122,100	63.9
Fixed Assets	0	5,016	0	0	0	0.0
Reimbursements	(0)	(9,000)	(8,775)	0	(50,000)	(100.0)
CERS Reserve	0	0	0		0	0.0
TOTAL DIRECT COST	\$1,430,736	\$2,353,373	\$2,259,495	\$2,463,696	\$2,898,651	17.7
PROGRAM REVENUE	(67,127)	(238,211)	(44,781)	(71,475)	(177,596)	148.5
NET GENERAL FUND COST	\$1,363,609	\$2,115,162	\$2,214,714	\$2,392,221	\$2,721,055	13.7
STAFF YEARS	30.31	40.95	43.00	43.00	38.5	(10.5)

PROGRAM MISSION

Please refer to the department summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Expenditures were less than appropriations in the amount of \$96,734 in salaries and benefits and \$98,692 in services in supplies.

1997-98 ACHIEVEMENT OF OBJECTIVES

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.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to department summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program; which is Mandated/Discretionary, are summarized as follows:

Executive Office [4.00 SY; E = \$336,070; R = \$2,000]

- Mandated/Discretionary Service Level;
- Plans, directs, and coordinates all departmental activities and programs;
- Provides procedural and technical support to the Board of Supervisors, Housing Authority, Flood Control, Sanitation Districts, Redevelopment Agency, four Assessment Appeals Boards, Air Pollution Control Board, Air Pollution Control District Hearing Board, and Industrial Development Authority;

PROGRAM: Legislative/Public Services DEPARTMENT: CLERK OF THE BOARD OF SUPERVISORS

- 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.
- Formulates and monitors the department and Board General Office budgets;
- Provides technical assistance in the preparation of the Board District Office budgets; and,

2. <u>Legislative Services</u> [7.5 SY; E = \$404,384; R = \$9,626]

- Mandated/Discretionary Service Level;
- 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;
- Provides information and assistance to County staff and the public regarding various hearing agendas;
- Transmits agendas and statements of proceedings to appropriate automated environment and Records Section for county-wide access;
- Coordinates the docketing of legislative business brought before the Board;
- Maintains the Board meeting calendar:
- O Processes legal publications;
- Receives and processes Air Pollution Control District Hearing Board petitions for rule variances;
- Attends meetings and records the actions of the various legislative bodies;
- Prepares Statements of Proceedings;
- Responds to County staff and public inquiries regarding Board actions and processing of documents;
- Processes legal documents and disseminates material following Board meetings, such as Minute Orders, Resolutions, Ordinances, Notices of Completion, Notices of Determination/Exemption, Major Use Permits, Board Policies, and contracts/agreements;
- Clerks the Air Pollution Control District Hearing Board meetings
- Certifies transcripts.
- Processes payroll and personnel actions for the Department, Board General Office, Board Members and Board Staff.

Assessment Appeals Services [5.00 SY; E = \$244,561; R = \$1,200]

- Mandated/Discretionary Service Level;
- Responds to inquiries regarding equalization of property taxes;
- Receives, reviews, and processes assessment appeals applications;
- Prepares written instructions for applicants;
- Receives, coordinates, and processes requests for hearing resets;
- Schedules, provides legal notice, prepares agendas, clerks, and prepares Minutes and maintains records for all appeals;
- Prepares statistical reports; and,
- Finalizes written findings, prepares Board Members' meeting schedules, maintains attendance records, and provides support to the four hearing boards.

4. <u>Public Services</u> [10.00 SY; E = \$966,429; R = \$164,770]

- Mandated/Discretionary Service Level;
 - One time increase in expenses and revenue due to Document Management System Project
- 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;
- Coordinates and maintains Lobbyist Registration forms;
- O Acts for the Board of Supervisors as Filing Official for Conflict of Interest filings;
- Maintains files on Incompatible Activities;
- Provides administrative support to County Hearing Officers for Nuisance Abatement and Taxi Cab license hearings;
- O Schedules Board Hearing and Conference Rooms and prepares the Master Calendar;
- Responds to records and information inquiries from Board, County staff and public; and,
- 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.

5. Facilities Services [12.00 SY; E = \$947,207; R = \$0]

- Mandated/Discretionary Service Level;
- Responsible for maintenance, security, grounds landscaping, custodial services and space planning for the County Administration Center (CAC) complex;
- 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	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
	Actual			
CHARCEC				
CHARGES: Other Miscellaneous	0	0	100,000	100,000
Legal Service to other Govt Agencies	\$1,101	\$425	\$0	\$(425)
Service to Property Owners	7,276	4,475	5,500	1,025
Charges to Air Pollution Control District	7,336	40,825	5,626	(35,199)
Notary Public Fees	0	40,823	15,000	15,000
Services to Government	7,490	11,000	5,900	(5,100)
Services to doverrallent	7,490	11,000	3,900	(3,100)
Sub-Total	\$23,203	\$56,725	\$132,026	\$75,301
OTHER REVENUE:				
Op Tsfr from CATV	\$0	\$0	\$0	\$0
Other - Miscellaneous	16,496	8,175	35,870	27,695
Other Sales Taxable	4,764	6,575	9,700	3,125
Sub-Total	\$21,260	\$14,750	\$45,570	\$30,820
Total	\$44,463	\$71,475	\$177,596	\$106,121

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue sources change in the FY 1998-99 as a result of the development of Notary Public and other services as well as a document management system project.

PERFORMANCE MEASURES			1996-97		
	1994-95 Actual	1995-96 Actual	Estimated Actual	1996-97 Budget	1997-98 Budget
ACTIVITY A: Executive Office					
% OF RESOURCES: 8.3%					
OUTCOME (Planned Result) Respond to information and records requests within 24 hours.	N/A	N/A	1	1	1
EFFECTIVENESS (Input/Outcome) Cost of resources	N/A	N/A	N/A	162,206	203,780
OUTPUT (Service or Product) Referrals logged and processed Phone calls received Documents prepared and distributed	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	3,570 61,884 8,208
EFFICIENCY (Input/Output)	N/A	N/A	N/A	N/A	N/A
ACTIVITY B: Legislative Services					
OF RESOURCES: 11%					
OUTCOME (Planned Result) Timely preparation and distribution of agendas, statements of proceedings, and legal notices	N/A	N/A	1	1	1
EFFECTIVENESS (Input/Outcome) Cost of resources	N/A	N/A	N/A	263,936	263,674
OUTPUT (Service or Product) Board of Supervisors agenda prepared,					
printed and distributed 6 calendar days prior to scheduled meeting	N/A	N/A	100%	100%	100%
Statements of proceedings are completed by 2 working days following the meeting Board actions are disseminated, and legal publications ordered within 7 working	N/A	N/A	100%	100%	100%
days afer the meeting Original documents are indexed, prepared, microfilmed and filed within 10 weeks	N/A	N/A	100%	100%	100%
after the meeting.	N/A	N/A	13 weeks	10 weeks	10 weeks
EFFICIENCY (Input/Output)	N/A	N/A	N/A	N/A	N/A

Program Totals

STAFFING SCHEDULE 1997-98 1997-98 1998-99 1998-99 1997 - 98 1998-99 Budget Budget Budget Budget Budget Budget Class Title Positions Staff Yrs Positions Staff Yrs Cost Cost \$90,022 2110 Clerk of the Board of Supervisors 1.00 1.00 \$85,736 1 Assistant Clerk of the Board 2208 1.00 1 1.00 54,914 77,763 2369 Admin Services Manager II 48,991 54,105 1 1.00 1.00 1 5911 45,880 43,364 Facilities Analyst 1.00 1.00 2913 Clerk of Board Program Manager 3 3.00 3 3.00 133,227 139,905 5 2902 Clerk of Board Assistant III 5 184,944 5.00 5.00 181,239 2900 Clerk of Board Assistant II 6 6.00 6 6.00 159,853 185,302 2904 Clerk of Board Assistant I 10.00 9.5 218,135 248,383 10 10 2759 Admin Secretary IV 1 1.00 0 0.00 35,160 25,246 2403 Accounting Technician 1 1.00 0 0.00 ٥ 0 2511 Senior Payroll Clerk 1.00 0 0.00 25,022 0 0 5885 Building Maintenance Supervisor 1.00 0.00 35,341 1 5884 134,226 Building Maintenance Engineer 4 4.00 4 4.00 125,111 6200 3.00 3 89,572 Building Maint Eng Assistant 3 3.00 81,135 6305 Gardener II 2 2.00 2 2.00 41,616 45,784 7098 Security Guard 2 2.00 2 2.00 46,964 44,728 9999 Extra Help 0 0 0 0 46,447 39 Tota1 43 43.00 38.50 \$1,341,334 \$1,386,781 0 Salary Adjustments: 0 Pay - Boards, Commissions, Unclassified (AAB Hearing Boards): 18,200 18,200 Employee Benefits: 463,576 421,570 Salary Savings: (38,965)(0) VTO Reductions: 0 (5,008)Total Adjustments \$437,803 \$439,770

43.00

39

38.50

\$1,779,137

\$1,826,551

43

COUNTY COUNSEL

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
County Counsel	\$9,474,780	\$9,820,843	\$10,448,072	\$10,431,581	\$11,343,552	\$911,971	8.7
TOTAL DIRECT COST	\$9,474,780	\$9,820,843	\$10,448,072	\$10,431,581	\$11,343,552	\$911,971	8.7
FUND BALANCE	(0)	(0)	(0)	(0)	(117,273)	(117,273)	(100.0)
TOTAL PROGRAM REVENUE*	(2,296,743)	(1,912,595)	(2,101,325)	(1,882,090)	(1,805,865)	76,225	(4.1)
NET GENERAL FUND COST	\$7,178,037	\$7,908,248	\$8,346,747	\$8,549,491	\$9,420,414	\$870,923	10.2
STAFF YEARS	123.2	123.63	128.00	128.00	130.00	2.00	1.6

^{*} These figures do not include revenue received or budgeted for legal services in the administration of estates, which for the 1998-99 budget is \$475,000. These amounts appear in the Public Administrator's <u>program</u> budget and in County Counsel's <u>line-item</u> 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.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 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 85% of the County Counsel opinions which take less than 20 hours to complete will be completed in 30 days or less. For 1998-99, we will continue to retain this objective. In addition, we will complete 85% of all assignments with a due date of July 31, 1999 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 litigation exposure by enhanced risk management efforts.
 - a. Coordinate efforts with departments with high exposure, the Chief Administrative Officer and the Risk Manager in order to improve the departments' risk management efforts (e.g. Sheriff's Department and Department of Social Services).
 - Continue to build expertise on risk exposure issues and to provide feedback to departments, CAO and Risk Manager.
- 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.
 - Seek agreement with the Department of Social Services, making on-going social worker training mandatory no matter what the length of service.
 - For 1998-99, we will provide additional training for County personnel.
- Protect children and preserve families, if possible, through quality representation of and advice to the Department
 of Social Services in Juvenile Dependency matters.

For 1998-99, our objectives will include:

- a. Have 96% of juvenile dependency petitions sustained after contested hearings.
- b. Have 94% 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	$\frac{1.00}{1.00}$								
1 Position - 1 Staff	Year								

LITIGATION DIVISION		ĺ	ADMINISTRATIVE SERVICE	ES
<u>S</u>	taff Years			Staff Years
Chief Deputy County Counsel Senior Deputy County Counsel Senior Litigation Investigator Litigation Investigator Confidential Paralegal	1.00 30.00 1.00 1.00 1.00 44.00		Administrative Services Manager Legal Support Services Manager Confidential Legal Secretary Associate Accountant Legal Support Supervisor II Legal Procedures Clerk II	1.00 1.00 22.00 1.00 2.00 4.00 31.00
44 Positions - 44 Staff Year:	s		31 Positions - 31 Staff	Years
CLAIMS DIVISION			ADVISORY DIVISION	
<u>S</u> :	taff Years			Staff Years
Public Liability Claims Supervisor Claims Representative Legal Procedures Clerk II	1.00 2.00 1.00 4.00		Chief Deputy County Counsel Senior Deputy County Counsel Deputy County Counsel	$\begin{array}{c} 1.00 \\ 14.00 \\ \underline{1.00} \\ 16.00 \end{array}$
4 Positions - 4 Staff Years				
		-	16 Positions - 16 Staff	Years

JUVENILE DEPENDENCY DIVISION							
	Staff Years						
Chief Deputy County Counsel Senior Deputy County Counsel Deputy County Counsel Confidential Paralegal Confidential Legal Secretary Legal Procedures Clerk III Legal Procedures Clerk II Litigation Investigator	1.00 15.00 3.00 2.00 5.00 1.00 5.00 2.00 34.00						
34 Positions - 34 Staff Year	S						

PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

1PROGRAM #: 81101

MANAGER: John J. Sansone

ORGANIZATION #: 0300

REFERENCE: 1998-99 Proposed Budget - Pg. 54-3

AUTHORITY: This program carries out the provisions of the Government Code (Section 27640-27645), the Education Code (Section 4011), and the County Charter (Section 704) which require that County Counsel defend and prosecute all civil actions and proceedings in which the County or any of its officers is concerned or is a party in his/her official capacity, including defense of any action against any County officer, employee or servant for acts in the course and scope of employment; to represent the County, its officers and judicial officers in other civil actions; and to render legal services to the County, its officers, boards and commissions, school districts and special districts.

Mandate: This program is mandated, but service levels are discretionary.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,720,011	\$9,038,214	\$9,554,032	\$9,427,538	\$10,189,881	8.1
Services & Supplies	698,970	554,117	816,009	1,004,043	899,738	(10.4)
Fixed Assets	55,799	228,512	78,031	0	0	0.0
CERS Reserve	0	0	0	0	253,933	100.0
TOTAL DIRECT COST	\$9,474,780	\$9,820,843	\$10,448,072	\$10,431,581	11,343,552	8.7
PROGRAM REVENUE	(2,296,743)	(1,912,595)	(2,101,325)	(1,882,090)	(1,923,138)	2.2
NET GENERAL FUND COST	\$7,178,037	\$7,908,248	\$8,346,747	\$8,549,491	\$9,420,414	10.2
STAFF YEARS	123.2	123.63	128.00	128.00	130.00	1.6

Note: The 1998-99 budgeted revenue figure does not include \$475,000 in revenue from the Administration of Estates which appears in the Public Administrator's program budget.

PROGRAM MISSION

See Departmental Mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 estimated actuals differ from the budget due to the mid-year addition of two attorney positions and the addition of trial court funding revenue. Service and supply reductions reduced expenditures from budgeted levels.

1997-98 ACHIEVEMENT OF OBJECTIVES

For 1997-98 the following objectives were met:

- 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 95% of all advisory assignments were completed in a timely fashion.
 - b. Output 94% of advisory assignments taking less than 20 hours to complete were completed within 30 days.
- 2. Protect children and preserve families, if possible, through quality representation of and advice to the Department of Social Services in Juvenile Dependency matters.
 - a. The County prevailed in 99% of the Juvenile dependency hearings.
 - b. The County prevailed in 95% of the Juvenile dependency appellate matters.

- 3. Attempt to reduce litigation exposure by enhanced risk management efforts.
 - a. Coordinated efforts with departments with high exposure, the Chief Administrative Officer and the Risk Manager in order to improve the departments' risk management efforts (e.g. Sheriff's Department and Department of Social Services).
 - b. Continue to build expertise on risk exposure issues and to provide feedback to departments, CAO and Risk Manager.
- 4. Reduce potential litigation and operational problems by providing better preventive law efforts.
 - a. Provided enhanced training of County staff in personnel and employment matters, employee discipline, contracting, subpoenas, public record requests, conflict of interest, etc.
 - b. Conducted 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 1998-99, we will provide additional training for County personnel.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See departmental outcome and output objectives.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Litigation</u> [44.00 SY; E = \$3,839,356; R = \$611,216] is:
 - Mandated/Discretionary Service Level
 - O Unchanged in net staffing level.
- 2. Advisory [16.00 SY; E = \$1,396,130; R = \$222,260] is:
 - Mandated/Discretionary Service Level
 - Two attorney positions were added, one for the Competition Group and one for Health and Human Services.
- 3. Claims [4.00 SY; E = \$349,032; R = \$55,565] including support personnel is:
 - Discretionary/Discretionary Service Level
 - Unchanged in net staffing level.
- 4. Juvenile Dependency Division [34.00 SY; E = \$2,966,775; R = \$472,303] including support personnel is:
 - Mandated/Discretionary Service Level
 - O Unchanged in net staffing level.
 - To represent the Department of Social Services in its dependency program.
- 5. Administration/Administrative Services [32.00 SY; E = \$2,792,259; R = \$444,521] is:
 - 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: County Counsel			DEPARTMENT:	COUNTY COUNSEL
PROGRAM REVENUE BY SOURCE		-		
				Change From
C C. D	1997-98	1997-98	1998-99	1997-98
Source of Revenue	Actual	Budget ——————	Budget 	Budget
CHARGES FOR CURRENT SERVICES:				
Aid from Other Gov't Agency	85,888	0	0	0
Aid from Other Gov't Agency	\$88,920	\$0	\$89,551	\$89,551
License Fee — Freeway Call Box	5,705	0	0	0
Legal Services - Other Government Agencies	354,275	447 ,7 30	400,000	(47 <i>,7</i> 30)
Legal Services - Administering Estates	555,821	400,000	475,000	75,000
Interfund Charges - Charges in Road Fund	421,828	483,050	350,000	(133,050)
Interfund Charges - Charge in APCD	163,120	139,397	139,397	0
Interfund Charges - COF	715	0	0	
Charge in Internal Service Fund	0	0	388,225	388,225
Charge in Airport Enterprise Fund	90,104	6,588	6,588	0
Charge in Liquid Waste Enterprise Fund	42,783	52,588	52,588	0
Charge in Transit Enterprise Fund	4,684	7,000	7,000	0
Charge in Solid Waste Enterprise Fund**	268,083	300,000	0	(300,000)
Charge in Special District	63,600	0	112,516	112,516
Charge in Library Fund	4,137	737	2,000	1,263
Property Tax Syst Adm Fee	0	0	113,000	113,000
Sub-Total	\$2,149,663	\$1,837,090	\$2,135,865	\$298,775
FUND BALANCE/RESERVE	0	0	117,273	117,273
OTHER REVENUE:				
Third Party Recoveries	\$432,760	\$400,000	\$100,000	\$(300,000)
Revenue App. Prior Year - Charges Current Service	(20,499)	0	0	0
Revenue App. Prior Year - Other Revenue	- 0	0	0	0
Recovered Expenditures	73,030	40,000	40,000	0
Other - Miscellaneous	22,192	5,000	5,000	0
Sub-Total Sub-Total	\$507,483	\$445,000	\$262,273	\$(182,727)
Total Revenue	\$2,657,146	\$2,282,090	\$2,398,138	\$116,048
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(555,821)	\$(400,000)	\$(475,000)	\$(75,000)
Total	\$2,101,325	\$1,882,090	\$1,923,138	\$41,048

These amounts are subtracted from the revenue totals because they are counted in the Public Administrator's program budget and in County Counsel's <u>line-item</u> budget.

EXPLANATION/COMMENT ON PROGRAM REVENUES

During the upcoming fiscal years the Solid Waste Enterprise Fund will not be providing revenue; however, the fund balance/reserve shown above comes from trash plant divestiture proceeds. In addition, trial court funding revenue earned for legal services is being allocated to the Public Safety Group.

ST	Δ	F	F	T	N	G	S	ì	F	n	11	1	F

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	72,024	83,729
2369	Admin. Services Manager II	ī	1.00	1	1.00	58,094	60,995
2403	Accounting Technician	i	1.00	Ó	0.00	28,278	0
2425	Associate Accountant	ò	0	1	1.00	0	33,223
2700	Intermediate Clerk Typist	6	6.00	٥	0.00	128,893	0
2730	Senior Clerk	2	2.00	0	0.00	50,802	0
2770	Confidential Legal Secretary	Ō	0	26	26.00	0	840,242
2771	Confidential Legal Sec. I	1	1.00	0	0.00	30,667	0
2772	Confidential Legal Sec. II	20	20.00	0	0.00	643,881	0
2773	Confidential Legal Sec. III	5	5.00	0	0.00	178,351	0
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	43,268	46,482
2786	Legal Support Supervisor II	Ó	0	2	2.00	, 0	61,978
2906	Legal Procedures Clerk III	1	1.00	1	1.00	28,903	30,343
2907	Legal Procedures Clerk II	4	4.00	10	10.00	90,959	226,252
3901	Chief Deputy County Counsel	3	3.00	3	3.00	331,860	348,563
3902	County Counsel	1	1.00	1	1.00	125,490	131,766
3905	Deputy County Counsel V	4	4.00	4	4.00	412,764	443,795
3906	Deputy County Counsel IV	17	17.00	18	18.00	1,549,520	1,758,268
3907	Deputy County Counsel III	37	37.00	38	38.00	2,829,990	3,111,306
3908	Deputy County Counsel II	4	4.00	4	4.00	186,128	211,892
3930	Litigation Investigator	1	1.00	3	3.00	49,682	135,934
3933	Sr. Litigation Investigator	1	1.00	1	1.00	51,443	55,996
3934	Confidential Paralegal	0	٥	13	13.00	0	505,869
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	53,336	54,026
3936	Legal Assistant II	13	13.00	0	0.00	419,875	0
3937	Juvenile Dependency Invest.	2	2.00	0	0.00	88,258	0
	Total	128	128.00	130	130.00	\$7,452,466	\$8,140,659
Salary	Adjustments:		·			0	279,745
Employe	ee Benefits:					2,179,171	1,975,276
Salary	Savings:					(192,398)	(205,799)
VTO Red	ductions:					(11,701)	0
	Total Adjustments					\$1,975,072	\$2,049,222
		420	450.00	470	470.00		
Prograi	n Totals	128	128.00	130	130.00	\$9,427,538	\$10,189,881

PROGRAM: Equal Opportunity Management Office

DEPARTMENT: EQUAL OPPORTUNITY MANAGEMENT OFFICE

PROGRAM #: 81206 MANAGER: Victor A. Nieto

ORGANIZATION #: 0210 REFERENCE: 1998-99 Proposed Budget - Pg. 55-3

AUTHORITY: N/A

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$396,347	\$396,032	\$393,627	\$425,327	\$32,461	(92.4)
Services & Supplies	32,421	35,772	28,191	14,957	0	(100.0)
TOTAL DIRECT COST	\$428,768	\$431,804	\$421,818	\$440,284	\$32,461	(92.6)
PROGRAM REVENUE	(89,451)	(96,790)	(82,268)	(105,825)	(0)	(100.0)
NET GENERAL FUND COST	\$339,317	\$335,014	\$339,550	\$334,459	\$32,461	(90.3)
STAFF YEARS	6.90	6.80	6.70	7.00	0.00	(100.0)

On 6/3/98 (#15), the Board of Supervisors acted to eliminate the Equal Opportunity Management Office effective 7/2/98. The budget for FY 1998-99 was established to meet operating costs for the first two days of the fiscal year.

DEPARTMENT OF HUMAN RESOURCES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Human Resources	6,977,522	\$7,793,831	9,498,518	11,171,031	12,270,998	\$1,099,967	9.85
TOTAL DIRECT COST	\$6,977,522	\$7,793,831	\$9,498,518	\$11,171,031	\$12,270,998	\$1,099,967	9.85
TOTAL PROGRAM REVENUE	(3,579,081)	(4,354,740)	(5,222,677)	(5,319,430)	(5,849,525)	(530,095)	9.97
NET GENERAL FUND COST	\$3,398,441	\$3,439,091	\$4,275,841	\$5,851,601	\$6,421,473	\$569,872	9.74
STAFF YEARS	104.69	104.51	103.94	111.58	107.58	(4.00)	(3.58)

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.

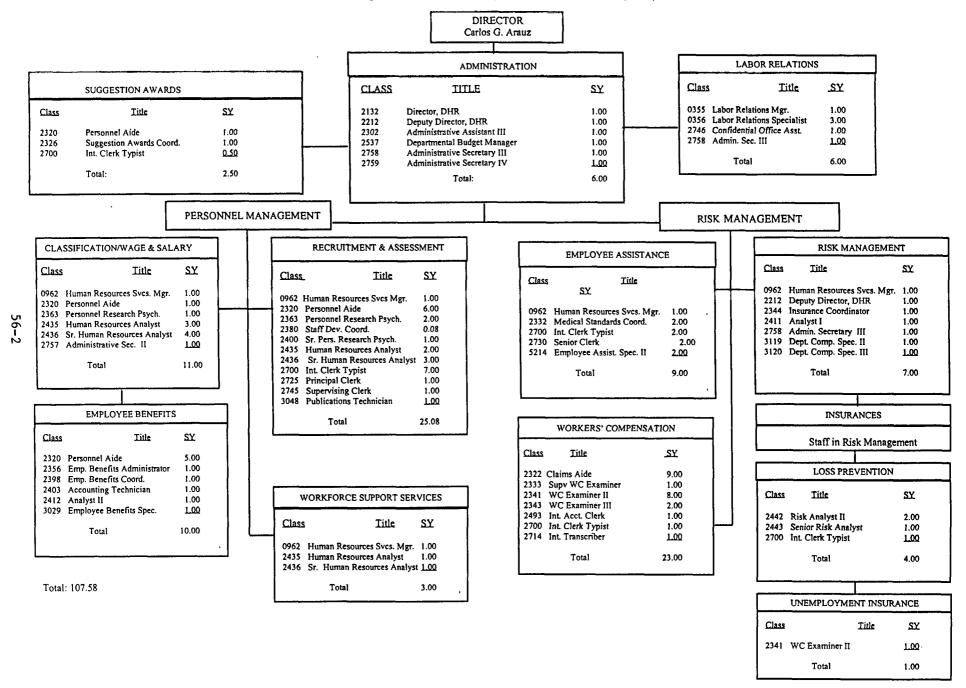
1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 1. Provide lists of qualified applicants to departments by processing 95% of all new and supplemental requisitions for classes with established employment lists within two work days of receiving the appropriate paper work and process the remaining 5% within three working days.
 - Recruit, examine and establish 300 employment lists of qualified applicants.
- 2. Respond to 100% of requests to classify and compensate positions within the fiscal year by completing position reviews, classifying new positions, performing major organizational studies, conducting salary surveys, reviewing classification specifications and responding to classification/compensation inquiries.
 - a. Conduct 1,000 position reviews for classification, organizational assessment or salary purposes.
 - b. Conduct six major organizational studies (i.e., department consolidation, program transfers, program elimination or reductions).
 - c. Conduct six salary surveys to determine prevailing rates of County key classes.
- Manage the cost of the Workers' Compensation Program through the case management of 2,250 indemnity claims, i.e., 630 open lost-time claims.
 - a. Contact 90% 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.
- Provide benefits to County employees/dependents, COBRA participants, employees of six Joint Powers Agreements, and Judges of Municipal/Superior Courts.
 - a. Ensure enrollment of 35,000 eligible current and former County employees & their dependents in County sponsored benefits plans in accordance with County ordinance, and Federal and State mandates (Consolidated Omnibus Benefits Reconciliation Act (COBRA), Family Medical Leave Act (FMLA), and the Health Insurance Portability and Protection Act (HIPPA)).

^{**} Note: The total decrease of eleven (11.00) staff years for the Department of Human Resources is offset by a mid-year transfer of six (6.00) staff years from the CAO's office associated with Labor Relations, and one staff year (1.0 SY) which was added to assume responsibilities transferred from the Equal Opportunity Management Office (EOMO), for a net decrease of four (4.00) staff years for the Department.

DEPARTMENT OF HUMAN RESOURCES

Headquarters Location: County Administration Center (CAC)



DEPARTMENT: HUMAN RESOURCES

PROGRAM #: 81201

MANAGER: Carlos G. Arauz

ORGANIZATION #: 0500

REFERENCE: 1998-99 Proposed Budget - Pg.56-3

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 IIIm; Article III, Sections 60, 60.1, 60.2; Article XXVIa, Section 479; Board Policy, Section C; Administrative Manual, Section 0080; State laws: California Constitution, California Family Rights Act of 1991, California Labor Code 6400, 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), Health Insurance Protection and Portability Act (HIPPA), and Fair Labor Standards Act (FLSA).

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,318,576	\$5,356,327	\$5,879,046	\$5,873,589	\$6,708,137	14.21
Services & Supplies	1,553,809	2,268,493	3,515,905	5,134,704	5,310,909	3.43
Other Charges	14,350	0	0	0	0	0
Fixed Assets	90,787	94,011	103,567	162,738	98,000	(39.78)
Operating Transfers	0	75,000	0	0	0	0
CERS Reserve	0	0	0	0	153,952	100.0
TOTAL DIRECT COST	\$6,977,522	\$7,793,831	\$9,498,518	\$11,171,031	\$12,270,998	9.85
PROGRAM REVENUE	(3,579,081)	(4,354,740)	(5,222,677)	(5,319,430)	(5,849,525)	9.97
NET GENERAL FUND COST	\$3,398,441	\$3,439,091	\$4,275,841	\$5,851,601	\$6,421,473	9.74
STAFF YEARS	104.69	104.51	103.94	111.58	107.58	(3.58)

PROGRAM MISSION

See department mission on the Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 actual is less than budget due primarily to savings in services and supplies.

Revenue is less than budget primarily because of savings in Workers' Compensation, Employee Assistance, and Risk Management; collection of revenue for these units is based on actual expenditures.

Mid-year staffing changes included the addition of 6.0 SY associated with the transfer of Labor Relations, and 1.0 SY associated with responsibilities transferred from EOMO.

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

1997-98 ACHIEVEMENT OF OBJECTIVES

- Exceeded the outcome objective of 95% by processing 100% of new and supplemental requisitions within two days; exceeded the output objective by 25% by processing 375 employment lists.
- 2. Achieved 100% of outcome objective; achieved 100% of output objective of conducting position reviews; exceeded output objective of classifying new positions within 30 days by 14%; achieved 100% of output objective of conducting six major organizational studies; and achieved 100% of output objective of conducting six major salary surveys.
- 3. Achieved 92.3% of the goal of managing open lost-time Workers' Compensation claims (reduced number of claims); contacted 82% of injured workers who filed non-litigated, lost-time claims. The transition into managed competition and also turnover of staff during this process negatively impacted the division's ability to achieve the 90% that was projected.
- 4. Achieved 100% of the goal.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to the Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration [6.0 SY; E = \$780,562; R = \$176,488] includes the Director's Office and is:
 - Mandated/Discretionary Service Level.
 - Responsible for establishing and implementing County policies regarding human resources.
 - Responsible for administration and oversight of all human resource services.
 - Responsible for coordinating all department responses to County Executives and the Board of Supervisors referrals (Executive/Board presentations, administrative studies and program inquiries).
 - Responsible for budget development and administration, personnel and payroll services, purchasing and receiving, facilities and equipment management.
 - O Responsible for development and administration of County-wide Temporary Help Contracts.
 - Responsible for obtaining and managing department resources.
 - Responsible for automation planning and coordination which includes the development and implementation of the Department Business Automation Plan.
 - Offset 22.6% by revenue from the Flex Plan forfeitures.
- Classification/Compensation [11.0 SY; E = \$795,358; R = \$49,542] is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Responsible for the maintenance of the Compensation Ordinance and Compensation Plan in conformance with the County Charter.
 - Responsible for implementing Board-directed staff reductions, consolidations, reorganizations, and new programs
 - Responsible for providing staff support for personnel analysis of proposals relating to organizational effectiveness, human resource utilization, 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 and analysis to DCAO group managers on human resources issues.
 - Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions and for implementing new agreements and changes with the Board of Supervisors and Auditor and Controller.
 - Increased 1.0 SY to accommodate the retained responsibilities previously supported by the Equal Employment Opportunity Office.
 - Offset 6.23% by A-87 and salary survey sales revenues.
- 3. <u>Recruitment, Assessment, and Development</u> [25.08 SY; E = \$1,725,804; R = \$246,978] is:
 - Mandated/Discretionary Service Level.
 - o Decreasing 1.50 SY as follows: -0.5 SY Staff Development Specialist, and -1.0 SY Human Resources Services Manager.

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

- Responsible for designing test instruments and job descriptions with subject matter experts, conducting job interviews and administering written examinations.
- Responsible for accepting and evaluating applications.
- Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
- 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.
- Responsible for representing the County with community organizations and special boards relating to major personnel issues.
- O Responsible for organizational training and development.
- Responsible for assisting departments in preparing non-technical management and supervisory training.
- Responsible for executive recruitment.
- Offset by 14.3% revenue: 8.52% by A-87 revenue, and 5.79% Flex Forfeitures.

4. Labor Relations [6.0 SY; E = \$563,909; R = \$34,264] is:

- Mandated/Discretionary Service Level.
- O Responsible for negotiating labor contracts with ten unions for 26 bargaining units.
- Responsible for administering labor agreements and providing labor relations advice to the Chief Administrative Officer and Department management.
- Responsible for negotiating various special issues, i.e., impact bargaining relating to managed competition.
- Responsible for advising departments on discipline matters.
- Responsible for conducting training, including dispute resolution and discipline case advocacy institutes.
- Offset 6.08% by A-87 revenues.

5. Workforce Support Services [3.0 SY; E = \$329,340; R = \$14,490] is:

- Mandated/Discretionary Service Level.
- Decreasing 0.5 SY Career Counselor.
- Responsible for providing placement services and career transition planning to employees whose employment is at risk to special circumstances such as lay off due to reengineering or reorganization.
- Responsible for contributing to risk management and the reduction of lost wages by returning workers with on-the-job injuries to work early, and providing placement services to employees referred by EAP and to qualified disabled workers who require reasonable accommodations.
- Responsible for providing consultation, training and technical assistance to County departments in order to ensure implementation of federal American with Disabilities Act (ADA) Title I employment provisions; assisting Medical Standards and County departments prepare essential job functions for use in preemployment standards and fitness-for-duty medical examinations.
- Responsible for developing, implementing and managing the County-wide Career Development Program.
- Responsible for the administration of the employee protection programs including meetings with employee organizations.
- Offset 4.4% by A-87 revenues.

6. <u>Suggestion Awards</u> [2.5 SY; E = \$128,408; R = \$0] is:

- Discretionary/Discretionary Service Level.
- Responsible for implementing the Countywide Suggestion Awards Program.
- Responsible for coordinating suggestion evaluations, awards and ceremonies.
- Responsible for tracking County savings generated through the Do It Better By Suggestion (D.I.B.B.S.)
 Program.

7. Employee Benefits [10.0 SY; E = \$1,076,851; R = \$1,118,393] is:

- Mandated/Discretionary Service Level.
- Decreasing 1.0 SY Personnel Aide.
- 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
- Responsible for conducting open enrollment.
- Responsible for administering Federal and State leave programs (Family Medical Leave, California Family Rights Act Leave, and County leave programs [Military, Disability, Miscellaneous, etc.]).
 Responsible for complying with the federally mandated COBRA by offering/administering continuation of
- Responsible for complying with the federally mandated COBRA by offering/administering continuation of group coverage to eligible employees and their dependents.

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

- 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.
- Offset 100% by revenue from Flex Plan forfeitures. (A)
- (A) Last minute change letter expenditure reductions were not properly reflected in a reduction to budgeted revenue. Actual revenue will be less than budgeted by this amount.
- 8. <u>Employee Assistance</u> [9.0 SY; E = \$2,323,218; R = \$1,536,998] is:
 - Mandated/Discretionary Service Level.
 - Decreasing 3.0 SY: -1.0 SY Human Resources Assistant II, -1.0 SY Employee Assistance Specialist I, and -1.0 SY Employee Assistance Specialist II.
 - Decreasing pre-employment medical appropriations by \$230,248.
 - 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.
 - Responsible for implementation of County Alcohol and Drug Use Policy.
 - O Responsible for implementation of federally mandated Omnibus Employee Drug/Alcohol Testing Program.
 - Responsible for case management of employees receiving rehabilitation as a result of referral through the Alcohol and Drug Use Policy.
 - Responsible for transitional services for those facing layoff.
 - Responsible for organizational interventions for stress and potentially volatile worker relationships.
 - Responsible for pre-authorization of mental health benefits.
 - Responsible for counseling employees experiencing personal problems and for referring them to appropriate community-based services.
 - Offset 66.16% by revenue from the Employee Benefits Internal Service Fund.
- 9. Loss Prevention [4.0 SY; E = \$229,437; R = \$229.437] is:
 - Mandated/Discretionary Service Level.
 - Responsible for safety services including inspections, training and coordinating with departments on Cal-OSHA matters.
 - Responsible for the Department of Motor Vehicles (DMV) Pull Notice Program.
 - Responsible for assisting departments with employee safety matters.
 - Responsible for providing loss trend analysis.
 - Responsible for coordinating loss prevention training.
 - Offset 100% by revenue from the Employee Benefits Internal Service Fund.
- 10. Risk Management [7.0 SY; E = \$501,975; R = \$501,975] is:
 - Mandated/Discretionary Service Level.
 - Responsible for evaluation and administration of risk management issues.
 - Offset 100% by revenue from the Employee Benefits Internal Service Fund.
- 11. Workers' Compensation [23.0 SY: E = \$1.878.606: R = \$1.878.606] is:
 - Mandated/Mandated Service Level.
 - Decreasing 5.0 SY: -1.0 SY Supervising Clerk, -1.0 SY Intermediate Transcriber Typist, and -3.0 SY Workers' Compensation Claims Aide as part of managed competition.
 - Responsible for evaluating claims and administering State-mandated benefits.
 - Offset 100% by revenue from the Employee Benefits Internal Service Fund.
- 12. Unemployment Insurance/SDI [1.0 SY; E = \$62,354; R = \$62,354] is:
 - Mandated/Discretionary Service Level.
 - Responsible for overseeing all Unemployment Insurance and State Disability Insurance (SDI) claims activity for the County.
 - Offset 100% by revenue from the Employee Benefits Internal Service Fund.
- 13. Insurances [0.0 SY; E = \$1,875,176; R = \$0] is:
 - Mandated/Mandated Service Level.
 - Decreasing \$218,074 as a result of reduced premiums.
 - Responsible for insurance needs related to: real and personal property; aircraft & hull liability; airport premises & hangar keepers' liability; boiler & machinery; faithful performance bond; money & securities bond; and evaluation of insurance requirements for contracts.

PROGRAM REVENUE BY SOURCE Change From 1997-98 1997-98 1998-99 1997-98 Source of Revenue Actual Budget Budget **Budget** A-87 CHARGES FOR CURRENT SERVICES: 120,862 \$101,355 131,882 30,527 Road Fund 36,609 6,630 Air Pollution Control District 30,704 37,334 Airport Enterprise Fund 6,085 5,186 6,849 1,663 14,879 2,156 Liquid Waste Fund 12,419 14,575 21,226 26,695 (26,695) Solid Waste Fund 0 37,604 50,634 13,030 Library fund 41,686 4,000 Other Service to Government Agencies 8,971 4,000 O Sub-Total \$250,318 \$217,963 \$245,274 \$27,311 OTHER REVENUE: 249,825 Workers' Compensation Administrative Cost 3,558,216 3,632,191 3,882,016 Unemployment Insurance Administrative Cost 58,678 58,287 62,354 4,067 Flex Plan Forfeitures 1,145,989 1,145,989 1,394,881 248,892 166,904 Aid from Other Government 0 0 0 n Fund Balance n n U 265,000 265,000 0 Operating Transfer from Internal Serv. Fund 0 Recovered Expenditures 42,572 n n U 0 Other Miscellaneous 0 Sub-Total \$4,972,359 \$5,101,467 \$5,604,251 \$502,784 \$530,095 Total \$5,222,677 \$5,319,430 \$5,849,525

EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 97-98 actual revenues are \$96,753 less than FY 97-98 budget primarily because of savings in Workers' Compensation administration. Collection of Workers' Compensation Administrative Cost revenue is based on actual program expenditures.
- FY 98-99 A-87 Charges for Current Services budgeted revenue reflects changes in the Auditor/Controller's A-87 cost plan.
- Budgeted FY 98-99 Workers' Compensation (WC) administration cost revenue increased in direct relation to increased WC budget unit costs.
- Budgeted FY 98-99 Unemployment Insurance (UI) administration cost revenue increased in direct relation to increased UI budget unit costs.
- Budgeted FY 98-99 Flex Plan forfeitures revenue increased in direct relation to increased benefits administration costs. (A)

(A) Last minute change letter expenditure reductions were not properly reflected in a reduction to budgeted revenue. Actual revenue will be less than budgeted by this amount.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: RECRUITMENT, ASSESSMENT & DEVELOPMENT					
% OF RESOURCES: 14.06%					
OUTCOME (Planned Result) Process 95% of all new and supplemental requisitions within two days	3,192	3,401	3,382	3,000	3,000
EFFECTIVENESS Cost of processing a requisition	\$385	\$350	\$356	\$421	\$575
OUTPUT Establish and process employment lists	391	389	375	300	300
EFFICIENCY (65% of unit) Cost of establishing and processing an employment list	\$2,143	\$1,987	\$2,084	\$2,742	\$3,739
ACTIVITY B: CLASSIFICATION/COMPENSATION					
% OF RESOURCES: 5.1%					
OUTCOME Respond to 100% of requests to classify and compensate positions within the fiscal year.	0%	0	100%	100%	100%
EFFECTIVENESS Cost to complete requests submitted	\$0	\$0	\$469,548	\$573,491 ¹	\$636,286
<u>OUTPUT</u> Conduct position reviews	0	0	1,000²	1,000	1,000
EFFICIENCY Cost to review positions	\$0	\$0	\$187	\$230	\$254
OUTPUT Classify new positions within 30 days	0	0	574	500	1,000
EFFICIENCY Cost to classify new position	0	\$0	\$163	\$230	\$127
OUTPUT Conduct major organizational studies	0	0	6	6	6
EFFICIENCY Cost to perform organizational studies	\$0	\$0	\$9,390	\$11,483	\$12,725
QUTPUT					
Conduct salary surveys	0	0	6	6	6
EFFICIENCY					
Cost to perform salary surveys	\$0	\$0	\$6,260	\$7,655	\$8,483

¹ FY 97-98 Budgeted column reflects the total cost of the unit. Unit staff diverted to other projects during FY 97-98. ² FY 97-98 third quarter actuals reflected for all other indicators; updated data not available from database which is being converted.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY C: WORKERS' COMPENSATION (WC)					
% OF RESOURCES: 12.6%					
OUTCOME Manage open lost-time Workers' Compensation claims	2,696	2,250	2,077	2,250	2,250
<u>EFFECTIVENESS</u> Administrative Cost per lost-time claim	\$503	\$610	\$636	\$561	\$690
OUTPUT Contact injured workers who file non-litigated, lost-time claims	498	414	610	630	630
<u>EFFICIENCY</u> Percentage of claimants contacted	85%	79%	82%	90%	90%
ACTIVITY D: EMPLOYEE BENEFITS					
% OF RESOURCES: 8.78%					
OUTCOME Provide benefits for eligible former and current employees and their dependents	0	0	100%	100%	100%
EFFECTIVENESS Cost of providing benefits	\$0	\$0	\$748,971	\$869,501	\$1,076,851
OUTPUT Enroll eligible current and former County employees and their dependents in County sponsored plans	0	0	35,000	35,000	35,000
EFFICIENCY Cost of enrolling eligible current & former employees and dependents	\$0	\$0	21.39	\$24.84	\$30.76

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
							
0352	Chief, Personnel Standards	1	1.00	0	0.00	58,819	0
0353	Risk Manager	1	1.00	0	0.00	66,772	0
0354	Personnel Services Manager	4	4.00	0	0.00	256,473	0
0355	Labor Relations Manager	0	0.00	1	1.00	0	81,645
0356 0357	Labor Relations Specialist	0 1	0.00 1.00	3 0	3.00 0.00	0 70,552	205,098 0
0367	Employee Benefits Manager Employee Asst. Prog. Manager	1	1.00	Ď	0.00	65,146	0
0962	Human Resources Svcs. Manager	ò	0.00	5	5.00	05,140	343,571
2132	Director, Human Resources	1	1.00	1	1.00	137,832	144,348
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	163,591	160,785
2302	Administrative Assistant III	1	1.00	1	1.00	44,409	48,984
2320	Personnel Aide	13	13.00	13	13.00	361,008	389,614
2322	Claims Aide	12	12.00	9	9.00	346,862	277,038
2326	Suggestion Awards Coordinator	1	1.00	1	1.00	40,110	44,241
2332	Medical Standards Coordinator	2	2.00	2	2.00	89,179	102,866
2333	Supervising WC Examiner	1	1.00	1 9	1.00	56,456 302 504	59,282
2341 2343	Workers' Comp. Examiner II Workers' Comp. Examiner III	9 2	9.00 2.00	2	9.00 2.00	392,506 97,982	417,472 102,866
2343 2344	Insurance Coordinator	1	1.00	1	1.00	46,625	48,958
2356	Employee Benefits Administrator		0.00	i	1.00	0	34,246
2361	Career Counselor	1	0.50	Ó	0.00	20,238	0
2363	Personnel Research Psychologist	: 2	2.00	3	3.00	98,208	144,910
2364	Senior Personnel Analyst	2	2.00	٥	0.00	97,065	0
2365	Staff Development Specialist	1	0.50	0	0.00	22,461	. 0
2373	Associate Personnel Analyst	7	7.00	0	0.00	310,863	0
2374	Human Resources Coordinator	5	5.00	0	0.00	282,280	0
2380	Staff Development Coordinator	1	0.08	1	0.08	3,802	4,110
2398 2400	Employee Benefits Coordinator Sr. Per. Research Psychologist	1 1	1.00 1.00	i	1.00 1.00	48,862 51,492	46,635 59,282
2403	Accounting Technician	i	1.00	i	1.00	28,278	25,643
2411	Analyst I	1	1.00	1	1.00	31,547	33,124
2412	Analyst II	1	1.00	1	1.00	44,409	46,635
2435	Human Resources Analyst	0	0.00	6	6.00	0	275,826
2436	Sr. Human Resources Analyst	0	0.00	8	8.00	0	465,240
2441	Risk Analyst I	1	1.00	0	0.00	41,250	0
2442	Risk Analyst II	1	1.00	2	2.00	44,409	89,961
2443	Senior Risk Analyst	1	1.00	1	1.00	48,991	51,433
2493	Intermediate Account Clerk	1	1.00	1	1.00	22,069	22,329
25 37 2700	Departmental Budget Manager	0 10	0.00 9.50	1 12	1.00 11.50	0 207,786	67,639 257,035
2714	Intermediate Clerk Typist Intermediate Transcriber	2	2.00	1	1.00	43,471	254,925 26,063
2725	Principal Clerk I	1	1.00	i	1.00	29,464	32,360
730	Senior Clerk	i	1.00	ż	2.00	21,404	48,637
745	Supervising Clerk	3	3.00	1	1.00	80,205	30,933
746	Confidential Office Assistant	0	0.00	1	1.00	. 0	24,578
2747	Human Resources Asst. I	1	1.00	0	0.00	20,416	0
748	Human Resources Asst. II	3	3.00	0	0.00	70,727	0
2757	Administrative Secretary II	0	0.00	<u>1</u>	1.00	0	26,441
758	Administrative Secretary III	2	2.00	3	3.00	65,298	95,249
2759	Administrative Secretary IV	1	1.00	1	1.00	35,160	36,919
1009	Word Processor Operator	1 1	1.00	0 1	0.00 1.00	18,103 33,580	0 35 278
102 9 1048	Employee Benefits Specialist Publications Technician	1	1.00 1.00	1	1.00	33,589 24,146	35,278 26,625
5048 5119		1	1.00	1	1.00	33,299	36,460
3119 3120	Dept. Computer Specialist II Dept. Computer Specialist III	1	1.00	1	1.00	44,409	46,635
211	Employee Asst. Specialist I	i	1.00	ò	0.00	37,127	0
214	Employee Asst. Specialist II	3	3.00	2	2.00	125,418	87,782
9999	Extra Help	ő	0.00	Ō	0.00	54,585	429,986
	Total	114	111.58	108	107.58	\$4,435,153	\$5,032,652

Salary Adjustments:

14,318

341,822

Class Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
Extraordinary Pay (Suggestion Awards)):				15,000	15,000
Adjustment in Lieu of Position Cuts:					0	(123,934)
Employee Benefits:					1,545,062	1,442,597
Salary Savings:					(116,178)	0
VTO Reductions:					(19,766)	0
Total Adjustments					\$1,438,436	\$1,675,485
Program Totals	114	111.58	108	107.58	\$5,873,589	\$6,708,137

INFORMATION SERVICES

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Account Management	\$1,062,782	\$982,454	\$1,069,7 50	\$1,088,221	\$879,870	\$(208,351)	(19.2)
Application Systems	5,657,946	6,020,720	6,691,574	6,871,748	6,403,544	(468,204)	(6.8)
Operations	6,898,632	6,587,951	6,282,786	7,006,392	6,846,633	(159,759)	(2.3)
Telecommunications	2,853,910	2,912,315	3,222,540	2,928,178	3,064,997	136,819	4.7
Dept. Administration	1,594,809	1,278,057	3,163,311	1,211,407	1,318,938	107,531	8.9
TOTAL DIRECT COST	\$18,068,079	\$17,781,497	\$20,429,961	\$19,105,946	\$18,513,982	\$(591,964)	(3.1)
TOTAL PROGRAM REVENUE	(785,802)	(871,872)	(3,021,950)	(1,062,836)	(1,321,130)	(258,294)	24.3
NET GENERAL FUND COST	\$17,282,277	\$16,909,625	\$17,408,011	\$18,043,110	\$17,192,852	\$(850,258)	(4.8)
STAFF YEARS	225.33	208.21	200.45	233.17	224.17	(9.00)	(3.9)

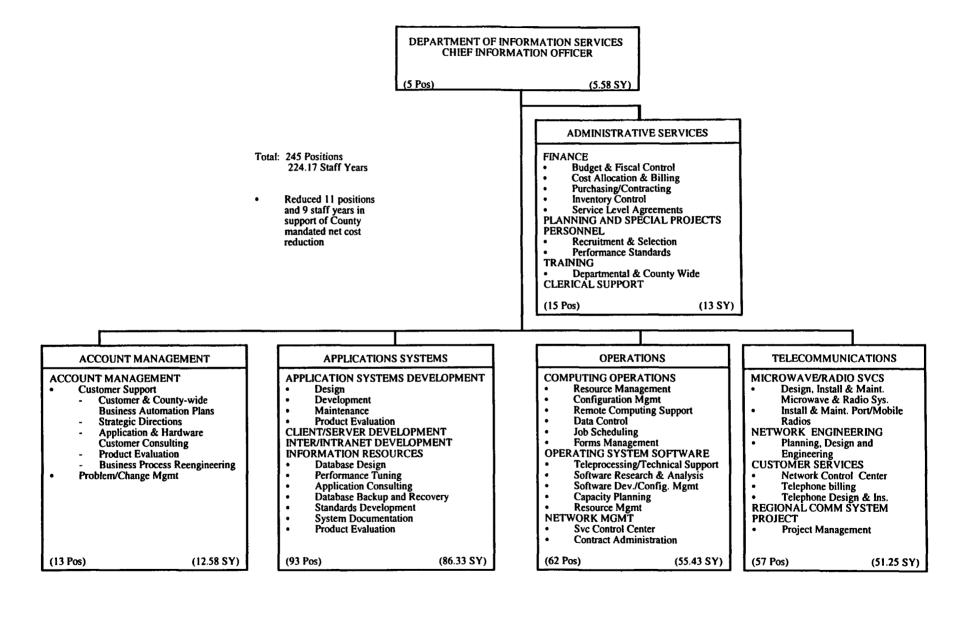
MISSION

Deliver value added information services through the application of technology-based solutions that benefit and lead to improved departmental efficiency in providing County services.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

- 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.
- 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.
 - Prior service level agreements have been and will be impacted by the priority given to Year 2000 reengineering of our customers application systems portfolios.
- 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 4,200 hours of CICS CPU time.
 - b. Process 1,188 hours of TSO CPU time.
- 5. Maintain production runs without termination due to application errors at above 99.5%.
 - a. Process 12,237 hours of Batch CPU time.

County of San Diego Department of Information Services



PROGRAM: Account Management

PROGRAM #: 81401

MANAGER: Amy Sheridan, Manager

DEPARTMENT: INFORMATION SERVICES

ORGANIZATION #: 0750

REFERENCE: 1998-99 Proposed Budget - Pg. 57-3

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6 Paragraph (d), which states that the Department of Information Services is responsible for provision of assistance to the Chief Administrative Officer in the development, implementation, monitoring, review and revision of the County's strategic plans for automation.

,	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	‡ Change
DIRECT COST Salaries & Benefits	\$1,052,639	\$971,160	\$1,054,641	\$1,075,721	\$867,370	(19.4)
Services & Supplies	10,143	11,294	15,109	12,500	12,500	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,062,782	\$982,454	\$1,069,750	\$1,088,221	\$879,870	(19.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$1,062,782	\$982,454	\$1,069,750	\$1,088,221	\$879,870	(19.1)
STAFF YEARS	15.00	13.52	13.93	15.58	12.58	(19.3)

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.

1997-98 ACTUAL TO 1997-98 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.

1997-98 ACHIEVEMENT OF OBJECTIVES

Met objective of maintaining an overall customer satisfaction rating of very good to excellent (4.5 on a scale of 1 to 5). Provided support to 52 customer agencies.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Maintain an overall DIS Customer satisfaction rating of very good to excellent (4.5 on scale of 1-5). Provide support to 52 customer agencies.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Program Management [1.00 SY; E = \$96,707; R = \$0] is responsible for planning, directing, coordinating and monitoring the Account Management Division that provides computer related support to all levels of County government. The function is:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.

PROGRAM: Account Management

- 2. <u>Account Management</u> [11.58 SY; E = \$783,163; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - O Decrease in appropriations in Salaries & Benefits due to the transfer of positions to Departmental Administration.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: ACCOUNT MANAGEMENT					
% OF RESOURCES: 77%					
OUTCOME (Planned Result)					
Customer Satisfaction Rating	4.5	4.7	4.5	4.5	4.5
EFFECTIVENESS (Input/Outcome)					
Program Cost	\$1,062,782	\$982,454	\$1,069,750	\$1,088,221	\$879,870
OUTPUT (Service or Product)					
Customer Agencies Supported	52	52	52	52	52
EFFICIENCY (Input/Output)		•			
Customer Agencies/Support Staff *	4.06	4.33	3.73	4.33	5.2

^{*} Based on Account Manager staff years.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$71,659	\$70,158
0983	Data Security Admin	1	1.00	ò	0.00	46,395	0
2539	DIS Account Spec II	12	12.00	9	9.00	701,580	540,647
2539	DIS Account Spec III	Ō	0.00	1	1.00	. 0	67,089
2700	Intermed Clerk Typist	1	1.00	1	1.00	21,936	23,047
9999	Extra Help	1	0.58	1	0.58	10,451	10,451
	Total	16	15.58	13	12.58	\$852,021	\$711,392
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					267,011	191,731
Salary	Savings:					(39,016)	(31,458)
VTO Re	ductions:					(4,295)	(4,295)
	Total Adjustments					\$223,700	\$155,978
Program	n Totals	16	15.58	13	12.58	\$1,075,721	\$867,370

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

MANAGER: Steve Reuel, Deputy Director

ORGANIZATION #: 0750

REFERENCE: 1998-99 Proposed Budget - Pg. 57-7

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6, Paragraph (c), which states that the Department of Information Services is responsible for planning, design, development, implementation, maintenance and enhancement of information systems applications.

						_
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	X Change
DIRECT COST Salaries & Benefits	\$4,994,502	\$5,081,203	\$5,371,554	\$6,790,866	\$6,351,862	(6.5)
Services & Supplies	657,877	939,517	1,320,020	80,882	51,682	(36.1)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	5,567	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,657,946	\$6,020,720	\$6,691,574	\$6,871,748	\$6,403,544	(6.8)
PROGRAM REVENUE	(0)	(0)	(734,060)	(350,000)	(509,494)	45.6
NET GENERAL FUND COST	\$5,657,946	\$6,020,720	\$ 5,957,514	\$6,521,748	\$5,894,050	(9.6)
STAFF YEARS	74.1	74.81	75.26	88.33	86.33	(2.3)
			40.			

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 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.

1997-98 ACHIEVEMENT OF OBJECTIVES

Met objective of maintaining overall customer satisfaction rating of very good to excellent (4.6 to 5.0 on a scale of 1 to 5) on all completed Applications Service Requests. Actual rating was 4.8.

Met objective of completing 97% of all 50 hour requests within 30 days. Actual figure was 100%.

Did not meet objective of completing 80% of all service requests requiring over 50 analyst hours within original etimated date of completion. Actual figure was 76%.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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. Prior level agreements have been and will continue to be impacted by the priority given to Year 2000 reengineering of our customers application systems portfolios.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Program Management [1.58 SY; E = \$111,484; R = \$0] including support personnel is responsible for planning, directing and coordinating its divisions which provide and maintain the availability of application systems at specified operating levels. The function is:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
- Application Programs [75.75 SY; E = \$5,726,942; R = \$509,494] develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels.
 The function is:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Decreased one Associate Systems Analyst position (Class 2427), reduced by one Administrative Secretary III position (Class 2758) deleted in support of a County mandated cost mediuction.
 - Increased in appropriations in Salaries & Benefits due to step and benefit changes, and negotiated salary increases.
 - Increased \$577,900 and \$22,100 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.
 - Increased \$159,494 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. <u>Information Resources</u> [9.00 SY; E = \$565,118; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Increased in appropriations in Salaries & Benefits due to step and benefit changes, and negotiated salary increases.

PROGRAM REVENUE BY SOURCE Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
MISCELLANEOUS:				
9176 AB189 - Criminal Justice	\$0	\$0	\$0	\$0
9740 Aid from Other Govt. Agencies	53,517	0	0	0
9918 AB2890 - Recovered Costs	\$654,420	\$350,000	\$509,494	\$159,494
9989 Recovered Expenses	26,123	0	0	0
Sub-Total	\$734,060	\$350,000	\$509,494	\$159,494
Total	\$734,060	\$350,000	\$509,494	\$159,494

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					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: APPLICATION PROGRAMS					
% OF RESOURCES: 87%					
OUTCOME (Planned Result)					
Customer Satisfaction Rating	4.6	4.6	4.8	4.6	4.6
EFFECTIVENESS (Input/Outcome)					
Analyst labor rate per hour	\$50.89	\$51.93	\$52.52	\$52.52	\$52.47
OUTPUT (Service or Product)					
50 hr requests complete w/i 30 days	96%	99%	100%	97%	97%
EFFICIENCY (Input/Output)					
Average cost per Service Request *	\$2,616	\$3,247	\$3,117	\$2,603	n/a
OUTPUT (Service or Product)					
Over 50 hr complete w/i target	74%	81%	76%	80%	n/a
EFFICIENCY (Input/Output)					
Average cost per Service Request *	\$2,616	\$3,247	\$3,117	\$2,603	n/a

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$63,621	\$66,801
0972	Data Base Administrator	i	1.00	i	1.00	60,054	63,059
2231	Deputy Director, DIS	i	1.00	i	1.00	86,297	90,611
2427	Assoc Systems Analyst	40	39.00	39	39.00	2,050,623	2,158,884
2499	Principal Sys Analyst	5	5.00	5	5.00	301,645	328,345
2525	Senior Systems Analyst	12	12.00	11	11.00	697,128	675,619
2527	Data Base Specialist III	3	3.00	3	3.00	163,986	173,432
2528	Data Base Specialist II	2	2.00	2	2.00	86,740	102,021
2529	Data Base Specialist I	- Ī	1.00	ī	1.00	39,317	42,297
2533	DIS QA Analyst III	1	1.00	1	1.00	55,637	58,428
2545	App Sys Engineer II	9	9.00	9	9.00	433,410	461,008
2546	Sr App Sys Engineer	5	5.00	5	5.00	249,283	285,869
2700	Intermed Clerk Typist	2	2.00	2	2.00	40,432	43,365
2730	Senior Clerk	<u>1</u>	1.00	1	1.00	23,398	24,578
2758	Admin Sec III	1	1.00	Ô	0.00	27,527	0
3824	DIS Multimedia Spec	1	1.00	1	1.00	35,608	44,351
9999	Extra Help	10	3.33	10	3.33	1,123,041	659,871
	Total	96	88.33	93	86.33	\$5,537,747	\$5,278,539
Salary	Adjustments:					12,035	0
Adjust	In Lieu Of Position Cuts:					(4,745)	(4,745)
Premius	m/Overtime Pay:					0	0
Employe	ee Benefits:					1,479,562	1,307,062
Salary	Savings:					(209,649)	(209,241)
VTO Red	ductions:					(24,084)	(19,753)
	Total Adjustments					\$1,253,119	\$1,073,323
Program	n Totals	96	88.33	93	86.33	\$6,790,866	\$6,351,862

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

MANAGER: Bruce Rademacher, Deputy Director

ORGANIZATION #: 0750

REFERENCE: 1998-99 Proposed Budget - Pg. 57-12

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6, Paragraph (b), which states that the Department of Information Services is responsible for management of the Central Computer Facility and designated distributed sites.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	X Change
DIRECT COST Salaries & Benefits	\$3,327,412	\$2,712,273	\$2,568,349	\$2,952,346	\$2,734,725	(7.4)
Services & Supplies	3,196,329	3,007,669	2,669,803	2,968,669	2,891,732	(2.6)
Other Charges	279,889	699,527	703,909	830,811	890,720	7.2
Fixed Assets	95,002	168,482	340,725	254,566	0	(100.0)
CERS Reserve	0	0	0	0	329,456	100.0
TOTAL DIRECT COST	\$6,898,632	\$6,587,951	\$6,282,786	\$7,006,392	\$6,846,633	(2.3)
PROGRAM REVENUE	(432,822)	(476, 121)	(1,446,249)	(329,910)	(329,910)	0.0
NET GENERAL FUND COST	\$6,465,810	\$6,111,830	\$4,836,537	\$6,676,482	\$6,516,723	(2.4)
STAFF YEARS	69.75	55.33	48.78	62.43	55.43	(11.2)

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The 1997-98 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. Revenue is increased because of transfer of trial court funds.

1997-98 ACHIEVEMENT OF OBJECTIVES

Met objective of maintaining availability of all computer platforms for prime time business days at above 99%. Actual figure was 99.7%. Met objective of processing 3,313 hours of CICS CPU time. Actual figure was 3,621. Met objective of processing 1,122 hours of TSO CPU time. Actual figure was 1,131.

Met objective of maintaining production runs without abends at 99.5% or higher. Actual figure was 99.5%. Met objective of processing 10,388 hours of batch CPU time. Actual figure was 10,487.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Maintain the availability of all computer platforms for prime time business days at above 99%.
 - a. Process 4,200 hours of CICS CPU time.
 - b. Process 1,188 hours of TSO CPU time.
- 2. Maintain production runs without abends at above 99.5%.
 - a. Process 12,237 hours of Batch CPU time.

PROGRAM: Operations DEPARTMENT: INFORMATION SERVICES

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

 Program Management [5.43 SY; E = \$159,445; 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:

- Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.
- 2. <u>Computing Operations</u> [35.00 SY; E = \$3,339,943; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Increase or reclass of one DIS System Programmer IV (Class 2518).
 - Decreased or reclassed two Data Entry Operators positions (Class 3030), one DIS Systems Programmer II (Class 2522), one Intermediate Clerk Typist (Class 2700), one data Control Technician (Class 3031), One Senior DIS Computer Operator (Class 3111) and three DIS Computer Operator (Class 3112) in support of a County mandated net cost reduction.
 - Increased \$30,706 in Services and Supplies appropriations for legally mandated contract cost-of-living adjustments for computer hardware maintenance and software license fees.

Increased \$60,585 in Services and Supplies appropriations for mainframe software.

- 3. Operating System Software [14.00 SY; E = \$2,530,178; 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:
 - 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 in appropriations in Services and Supplies to meet net County net cost mandates.
- 4. <u>Network Management</u> [1.00 SY; E = \$817,067; R = \$0] including support personnel, designs, installs and maintains the data communications network; repairs network failures, and coordinates hardware repairs with vendors; supports design and implementation of distributed network; and designs, implements, and maintains Local Area Networks. This function is:
 - Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.

PROGRAM: Operations

	ce of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARG	ES:				
9176	AB189 Criminal Justice Facilities	\$26,602	0	0	0
9740	Aid from Other Govt. Agencies	864,254	0	0	0
9782	Interfund Charges-Road Fund	77,312	47,000	47,000	0
9783	Interfund Charges-APCD	222	150	150	0
9786	Charges in Internal Service Fund	70,520	60,000	60,000	0
9787	Charges in Airport Ent Fund	129	110	110	0
9788	Charges in Liq Waste Fund	158	200	200	0
9790	Charge in Solid Waste Ent Fund	552	250	250	0
9792	Charges in Spec Dists	66,914	8,000	8,000	0
9793	Charges in Library Fund	614	200	200	0
9802	Operating Transfer from Road Fund	35,270	0	0	0
9865	Recording Fee Modernization	80,545	0	0	0
9971	Other Svcs/Other Govmt Agencies	222,147	214,000	214,000	0
9989	Recovered Expenditures	1,010	0	0	0
Sub-T	otal	\$1,446,249	\$329,910	\$329,910	\$0
Total		\$1,446,249	\$329,910	\$329,910	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues have been adjusted based on 1997/1998 actuals. Trial Court funding is not reflected.

DEPARTMENT: INFORMATION SERVICES PROGRAM: Operations

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: COMPUTING OPERATIONS					
% OF RESOURCES: 60%					
OUTCOME (Planned Result)					•
% of network uptime	99.6	99.8	99.7	99.0	99.0
EFFECTIVENESS (Input/Outcome)					
Cost to maintain online platforms *	\$1,464,855	\$1,170,746	\$1,279,831	\$1,279,831	\$1,202,627
OUTPUT (Service or Product)					
CICS CPU hrs **	3,092	3,271	3,621	3,313	4,200
EFFICIENCY (Input/Output)					
Cost per CICS CPU hour	\$291.74	\$291.22	\$291.42	\$291.42	\$223.91
OUTPUT (Service or Product)					
TSO CPU hrs **	834	1,063	1,131	1,122	1,188
EFFICIENCY (Input/Output)					
Cost per TSO CPU hour	\$417.34	\$391.35	\$280.16	\$280.16	\$220.70
OUTCOME (Planned Result)					
% of production runs w/o ABEND	99.4	99.5	99.5	99.5	99.5
EFFECTIVENESS (Input/Outcome)					
Cost to maintain production runs *	\$3,188,908	\$3,779,375	\$3,727,603	\$3,727,603	\$2,993,351
OUTPUT (Service or Product)					
Batch CPU hrs **	8,105	9,773	10,487	10,388	12,237
EFFICIENCY (Input/Output)					
Cost per batch CPU hour	\$454.45	\$454.58	\$358.84	\$358.84	\$244.61

Based on published rates.Does not include DIS utilization.

PROGRAM: Operations

Class	Títle	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2231	Deputy Director, DIS	1	1.00	1	1.00	74,670	86,248
2467	DIS LAN Sys Analyst III	i	1.00	i	1.00	58,094	60,995
2487	EDP Distr Network Coord	i	1.00	Ö	0.00	52,714	0
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	55,315	60,419
2518	DIS Systems Programmer IV	2	2.00	3	3.00	119,583	194,463
2520	DIS Systems Programmer III	7	7.00	7	7.00	413,472	419,791
2522	DIS Systems Programmer II	5	5.00	4	4.00	260,569	226,864
2524	DIS Systems Programmer 1	1	1.00	2	2.00	46,492	87,237
2532	DIS QA Analyst II	2	2.00	2	2.00	86,415	92,245
2650	Stock Clerk	1	1.00	1	1.00	21,016	22,063
2700	Intermed Clerk Typist	ż	2.00	1	1.00	40,432	23,047
2758	Admin Secy III	ī	1.00	1	1.00	27,527	29,614
3012	Production Control Tech II	Ó	0.00	. 2	2.00	. 0	65,886
3013	Production Control Tech III	0	0.00	1	1.00	0	34,864
3026	Data Process Supvr II	1	1.00	0	0.00	43,354	0
3030	Data Entry Operator	6	6.00	4	4.00	123,758	89,039
3031	Data Control Tech IV	1	1.00	0	0.00	29,785	0
3032	Data Control Tech III	3	3.00	3	3.00	72,214	79,974
3033	Data Control Tech II	1	1.00	0	0.00	18,496	0
3069	Senior Data Entry Oper	3	3.00	2	2.00	70,839	49,600
3111	Senior DIS Comp Oper	7	7.00	6	6.00	219,788	207,787
3112	DIS Computer Operator	13	12.00	10	10.00	354,612	304,306
9999	Extra Help	10	3.43	10	3.43	61,313	17,613
	Total	70	62.43	62	55.43	\$2,250,458	\$2,152,055
Salary	Adjustments:					5,572	0
Premius	m/Overtime Pay:					90,700	90,700
Employe	ee Benefits:					735,298	607,814
Salary	Savings:					(112,703)	(99,187)
VTO Rec	ductions:					(16,979)	(16,657)
	Total Adjustments					\$701,888	\$582,670
Program	r Totals	70	62.43	62	55.43	\$2,952,346	\$2,734,725

PROGRAM: Telecommunications

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 82303

MANAGER: Barbra Burgess, Manager

ORGANIZATION #: 0750

REFERENCE: 1998-99 Proposed Budget - Pg. 57-17

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	‡ Change
DIRECT COST Salaries & Benefits	\$2,457,817	\$2,442,329	\$2,593,577	\$2,468,753	\$2,593,209	5.0
Services & Supplies	396,093	469,986	628,963	459,425	471,788	2.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,853,910	\$2,912,315	\$3,222,540	\$2,928,178	\$3,064,997	4.7
PROGRAM REVENUE	(350,603)	(395,618)	(842,441)	(382,926)	(481,726)	25.8
NET GENERAL FUND COST	\$2,503,307	\$2,516,697	\$2,380,099	\$2,545,252	\$2,583,271	1.5
STAFF YEARS	50.48	48.39	49.01	51.25	51.25	0.0

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual variance in salaries and benefits reflect salary savings from position vacancies and are used to fund contract staff.

1997-98 ACHIEVEMENT OF OBJECTIVES

Met objective of maintaining an overall customer satisfaction rating of very good to excellent (4.5 to 5.0 on a scale of 1 - 5) on all completed Telephone Service Requests. Actual figure was 4.5. Met objective of processing 3,300 Telephone Service Requests. Actual figure was 3,489.

Met objective of providing 90% turnaround time on completion of hardware orders. Actual figure was 90%. Met objective of processing 1,400 hardware orders. Actual figure was 1,618.

Did not meet objective of maintaining an average repair time of handheld radios at 1.5 hours or less. Actual figure was 1.6. Did not meet objective of repairing 950 radios. Actual figure was 604.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.
- Provide a 90% turnaround time on completion of hardware orders as follows: 1 to 10 stations in 5 days or less;
 or more stations in 8 days or less.
 - a. Process 1,400 hardware orders.
- Maintain average repair time of handheld radios at 1.5 hours or less.
 - Repair 850 radios.

PROGRAM: Telecommunications DEPARTMENT: INFORMATION SERVICES

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

 Program Management [2.25 SY; E = \$294,655; R = \$170,843] 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.
- Increased by \$78,199 in appropriations and matching revenues from the Capital Outlay Fund due to increase in Services and Supplies costs associated with the Regional Communications System project.
- 2. <u>Telecommunications Engineering</u> [3.00 SY; E = \$202,827; R = \$0] including support personnel is responsible for the design of the San Diego County Telephone, Data, and Video Network. The function is:
 - Discretionary/Discretionary Service Level.
 - Increase in salaries and benefits due to reclassifications and transfers.
- 3. <u>Microwave/Radio Services</u> [31.00 SY; E = \$1,896,152; 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:
 - Discretionary/Discretionary Service Level.
 - Increased \$45,916 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.
- 4. <u>Telecommunications Services</u> [15.00 SY; E = \$671,363; 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:
 - Discretionary/Discretionary Service Level.

PROGRAM: Telecommunications

	AM REVENUE BY SOURCE	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
FEES:					
9210	Rents and Concessions	\$116,346	\$150,000	\$150,000	\$0
9694	License Fee	0	0	. 0	0
	Communications Svcs	0	1,000	1,000	0
	Aid from Other Govt. Agencies	58,088	0	0	0
9746	Other Governmental Agencies	0	0	0	0
9782	Chg in Road Fund	236	5,000	5,000	0
9784	Interfund Chgs	0	0	0	0
9785	Chg in COF	656,818	193,613	292,413	98,800
9786	Chg in Internal Service Funds	10,621	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	2,000	2,000
9994	Other Sales Revenue	332	2000	0	(2,000)
9996	Other Sales - Taxable	0	0	0	0
9998	Work Authorization-Excess Cost	0	0	0	0
Sub-T	otal	\$842,441	\$382,926	\$481,726	\$98,800
Total		\$842,441	\$382,926	\$481,726	\$98,800

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE NEASURES					
	1995-96 ctual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: TELECOMMUNICATIONS SERVICES					
% OF RESOURCES: 30%					
OUTCOME (Planned Result)					
Customer satisfaction rating	4.7	4.7	4.5	4.5	4.5
EFFECTIVENESS (Input/Outcome)					
Cost for TSR service *	\$27,732	\$32,316	\$32,316	\$41,517	\$41,517
OUTPUT (Service or Product)					
TSR's processed	3,200	2,805	3,489	3,300	3,300
EFFICIENCY (Input/Output)					
Cost per service request	\$8.67	\$11.52	\$9.26	\$12.58	\$12.58
OUTCOME (Planned Result)					
% hardware orders processed on time	90%	90%	90%	90%	90%
EFFECTIVENESS (Input/Outcome)					
Cost to process hardware orders *	\$25,876	\$24,783	\$24,783	\$25,528	\$26,804
OUTPUT (Service or Product)					
# of hardware orders	1,622	1,690	1,618	1,400	1,400
EFFICIENCY (Input/Output)					
Cost per hardware order	\$15.95	\$14.66	\$15.31	\$18.23	\$19.15
ACTIVITY B: MICROMAVE/RADIO SERVICES					
% OF RESOURCES: 31%					
OUTCOME (Planned Result)					
Radio repair time (hours)	1.3	1.5	1.6	1.5	1.5
EFFECTIVENESS (Input/Outcome)					
Cost of repair service *	\$23,368	\$24,741	\$17,079	\$30,607	\$23,078
QUTPUT (Service or Product)					
Radios repaired	995	1,000	604	950	850
EFFICIENCY (Input/Output)					
Cost per radio repair	\$23.48	\$24.74	\$28.28	\$32.22	\$27.15

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
	_			_			
0987	Comm Systems Manager	1	1.00	1	1.00	\$66,816	\$70,158
0992	Telecomm Sys Manager	1	1.00	1	1.00 1.00	66,816	64,388
2403	Accounting Technician	1	1.00	1	-	28,278	25,896
2493	Intermed Account Clerk	3	3.00	3	3.00 1.00	65,299	66,359
2615	Electronics Pts Storekpr	1	1.00	1		23,086	24,490
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	25,675	26,962
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,153	23,047
2730	Senior Clerk	1	1.00	1	1.00	25,401	26,658
2757	Admin Secretary II	2	2.00	2	2.00	52,052	55,996
2809	Senior Telecomm Network Analyst		1.00	1	1.00	43,185	41,468
2818	Telecomm Network Analyst	6	6.00	5	5.00	230,540	204,171
3119	Dept Comp Op Spec II	1	1.00	1	1.00	30,789	33,139
3627	Assoc Comm Network Eng	0	0.00	2	2.00	0	99,617
3629	Prin Comm Network Eng	0	0.00	1	1.00	0	67,562
3670	Senior Electronics Engr	1	1.00	0	0.00	67,978	0
3672	Assoc Electronics Engr	1	1.00	0	0.00	53,829	0
6148	Telecomm Technician IV	2	2.00	2	2.00	98,876	103,830
6149	Telecomm Technician III	3	3.00	3	3.00	134,892	141,675
6150	Telecomm Technician II	20	20.00	20	20.00	787,233	840,448
6151	Telecomm Technician I	2	2.00	2	2.00	64,280	64,096
6153	Asst Comm Sys Mgr	1	1.00	1	1.00	46,655	50,217
9999	Extra Help	7	1.25	7	1.25	27,930	99,705
	Total	57	51.25	57	51.25	\$1,958,763	\$2,129,882
Salary	Adjustments:					(6,779)	0
Premius	n/Overtime Pay:					37,315	37,315
Employe	ee Benefits:					578,544	529,617
Salary	Savings:					(89,540)	(94,055)
VTO Rec	ductions:					(9,550)	(9,550)
	Total Adjustments					\$509,990	\$463,327
Program	n Totals	57	51.25	57	51.25	\$2,468,753	\$2,593,209

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

MANAGER: Graham D. Lynch, Chief Info Officer

ORGANIZATION #: 0750

REFERENCE: 1998-99 Proposed Budget - Pg. 57-22

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	<i>ង</i> Change
DIRECT COST Salaries & Benefits	\$844,160	\$848,233	\$822,304	\$845,441	\$1,016,715	20.3
Services & Supplies	342,560	418,551	2,326,562	365,966	302,223	(17.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	408,089	11,273	14,445	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,594,809	\$1,278,057	\$3,163,311	\$1,211,407	\$1,318,938	8.9
PROGRAM REVENUE	(2,377)	(0)	800	(0)	(0)	0.0
NET GENERAL FUND COST	\$1,592,432	\$1,278,057	\$3,164,111	\$1,211,407	\$1,318,938	8.9
STAFF YEARS	16.18	16.16	13.45	15.58	18.58	19.3

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures in Salaries & Benefits reflect discrepancy between Salary Savings and Vacancy Rates and use of student workers.

1997-98 ACHIEVEMENT OF OBJECTIVES

90% of accounts receivable were collected within 90 days of invoicing; less than the FY1997-98 objective of 100%. 2,260 invoices were processed; 10 more than the objective of 2,250.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Collect 96% of all accounts receivable within 90 days of invoicing.
 a. Process 2,100 invoices.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Office of the Director [5.58 SY; E = \$422,061; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Modified by transfer of one DIS Account Specialist II (Class 2539) and III (Class 2540), and transfer of Data Security Administrator (Class 0983).

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

2. Administrative Services [13.00 SY; E = \$896,877; R = \$0] The Administrative Services Division provides centralized support services to departmental divisions including: budget/fiscal, purchasing and contracting, facility management and capital planning, planning and special projects, inventory control, personnel, training, and special studies. The function is:

- Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
- Increased in Salary and Benefits appropriations due to step and benefit changes and negotiated salary increases, transfers and additions.
- Decreased \$63,743 in Services and Supplies appropriations to meet the structural balancing and salary increases.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
MISCELLANEOUS: 9989 Recovered Expenditures	\$(800)	\$ 0	\$0	\$0
Sub-Total	\$(800)	\$0	\$0	\$0
Total	\$(800)	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in account 9989 reflect correction of account.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A:					
ACCOUNTS RECEIVABLE		•			
% OF RESOURCES: 23%					
OUTCOME (Planned Result)					
% accts receive collected w/i 90 days	91%	92%	90%	97%	96%
EFFECTIVENESS (Input/Outcome)					
Cost per dollar collected *	\$.15	\$.14	\$.16	\$0.22	\$.20
OUTPUT (Service or Product)					
Invoices processed	2,270	2,245	2,260	2,250	2,100
EFFICIENCY (Input/Output)					
Cost per invoice processed *	\$30.02	\$30.28	\$28.45	\$31.88	\$30.56
ACTIVITY B: TRAINING					
% OF RESOURCES: 23%					
OUTPUT (Service or Product)					
DIS training sessions	964	1,320	905	919	1,118
EFFICIENCY (Input/Output)					
Cost per training session **	\$203.00	\$149.21	\$217.56	\$213.37	\$145.89

^{*} 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.

Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2123	Chief Information Officer	1	1.00	1	1.00	\$105,234	99,556
2302	Admin Assistant III	ż	2.00	ž	2.00	89,327	102,866
2303	Admin Assistant II	2	2.00	2	2.00	79,372	80,507
2307	Dept Personnel Ofc III	ĩ	1.00	· 1	1.00	55,336	48,998
2369	Admin Services Mgr II	1	1.00	0	0.00	58,094	0
2383	Tech Training Coordinator	1	1.00	0	0.00	48,991	0
2403	Accounting Technician	i	1.00	1	1.00	28,278	29,686
2413	Analyst III	1	1.00	1	1.00	48,991	51,039
2425	Associate Accountant	1	1.00	1	1.00	37,234	41,053
2493	Intermed Account Clerk	ż	2.00	2	2.00	44,138	41,792
2511	Senior Payroll Clerk	- <u>1</u>	1.00	1	1.00	26,576	27,908
0983	Data Security Admin	Ó	0.00	1	1.00	0	70,790
2537	Dept Budget Manager	ŏ	0.00	1	1.00	Ŏ	60,995
2539	DIS Account Specialist II	Ŏ	0.00	1	1.00	0	51,537
2540	DIS Account Specialist III	ŏ	0.00	1	1.00	Ö	55, 195
2700	Intermed Clerk Typist	Ŏ	0.00	1	1.00	0	23,047
2759	Admin Secretary IV	ī	1.00	1	1.00	29,652	31,885
9999	Extra Help	2	0.58	2	0.58	10,451	10,451
	Total	17	15.58	20	18.58	\$661,674	\$827,305
Salary Adjustments:						6,261	0
Premium/Overtime Pay:						0	0
Employee Benefits:						210,142	228,332
Salary Savings:						(30,590)	(36,876)
VTO Reductions:						(2,046)	(2,046)
	Total Adjustments					\$183,767	\$189,410
Program Totals		17	15.58	20	18.58	\$845,441	\$1,016,715

INFORMATION/ELECTRONIC SYSTEMS AND EQUIPMENT

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Communications Equipment	\$2,935,016	\$160,832	\$391,736	\$0	\$0	\$0	0.0
Telephone Utilities	7,728,035	9,061,624	12,337,477	10,710,975	11,205,852	494,877	4.6
TOTAL DIRECT COST	\$10,663,051	\$9,222,456	\$12,729,213	\$10,710,975	\$11,205,852	\$494,877	4.6
TOTAL PROGRAM REVENUE	(422,580)	(321,262)	(661,572)	(311,500)	(538,333)	(226,833)	72.8
NET GENERAL FUND COST	\$10,240,471	\$8,901,194	\$12,067,641	\$10,399,475	\$10,667,519	\$268,044	2.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide central management of communications equipment acquisitions and telephone utility expenses in a cost-effective manner.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

PROGRAM: Communications Equipment DEPARTMENT: INFORMATION/ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

MANAGER: Graham D. Lynch, Chief Info Officer

ORGANIZATION #: 0800

REFERENCE: 1998-99 Proposed Budget - Pg. 58-2

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	X Change
DIRECT COST Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	2,342,910	0	0	0	0	0.0
Fixed Assets	592,106	160,832	391,736	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,935,016	\$160,832	\$391,736	\$0	\$0	0.0
PROGRAM REVENUE	· (0)	(0)	(455,030)	(0)	(0)	0.0
NET GENERAL FUND COST	\$2,935,016	\$160,832	\$(63,294)	\$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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actuals reflect mid-year, Board approved transfers of County departmental funds to this program for centralized acquisition of communications equipment.

1997-98 ACHIEVEMENT OF OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1998-99 SUBPROGRAM ACTIVITIES

- 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: Communications Equipment	DEPARTMENT: INFORMATION/ELECTRONIC SYSTEMS & EQUIPM					
PROGRAM REVENUE BY SOURCE				Change From		
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget		
CHARGES:						
9804 Op Tsfr from CATV	\$455,030	\$0	\$0	0		
Sub-Total	\$455,030	\$0	\$0	\$0		
Total	\$455,030	\$0	\$ 0	\$0		

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues have been adjusted based on 1997/1998 actuals.

DEPARTMENT: INFORMATION/ELECTRONIC SYSTEMS & EQUIPMENT PROGRAM: Telephone Utilities

PROGRAM #: 82305

ORGANIZATION #: 0800 MANAGER: Graham D. Lynch, Chief Info Officer REFERENCE: 1998-99 Proposed Budget - Pg. 58-3

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	X Change
DIRECT COST Services & Supplies	\$6,876,004	\$8,235,061	\$11,643,079	\$11,018,895	\$11,545,852	4.8
Fixed Assets	1,148,635	1,118,246	973,239	0	0	0.0
Less Reimbursements	(296,604)	(291,683)	(278,841)	(307,920)	(340,000)	10.4
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,728,035	\$9,061,624	\$12,337,477	\$10,710,975	\$11,205,852	4.6
PROGRAM REVENUE	(422,580)	(321,262)	(206,542)	(311,500)	(538,333)	72.8
NET GENERAL FUND COST	\$7,305,455	\$8,740,362	\$12,130,935	\$10,399,475	\$10,667,519	2.6
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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

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.)

1997-98 ACHIEVEMENT OF OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see Department of Information Services, Telecommunications Program.

1998-99 SUBPROGRAM ACTIVITIES

- Telephone Utilities [0.00 SY; E = \$11,205,852; R = \$538,333] provides centralized management of County-wide telephone utility costs. The Function is:
 - Discretionary/Discretionary Service Level.
 - ٥ Decreased \$1,000,000 in one-time funding for consultant services and network services contract.
 - Decreased \$146,950 from recompete of TCG contract.
 - Increased \$349,650 in Services & Supplies appropriations for for SanConTel System maintenance increases. Ω
 - Increased \$37,472 for Health and Human Services Telecommunications Enhancement..
 - Increased \$150,880 in Services & Supplies appropriations for Emergency Communications Center. ۵
 - Increased \$18,325 in Local Law Enforcement Block Grants Program.
 - Increased \$159,120 in Services & Supplies appropriations for Jail Information Management System (JIMS).
 - Increased \$71,251 in Rents and Leases.
 - Decreased \$34,116 in Microwave Bypass.
 - Increased \$64,450 in Services & Supplies appropriations for Jail Communications System.
 - Increased \$525,815 in Services & Supplies appropriations for additional SanConTel System services negotiated under Amendment 7 to the contract with GTE Customer Networks.
 - Rebudgeted \$331,060 of FY 1997-98 funding for Consultant services.

PROGRAM: Telephone Utilities

PROGRAM REVENUE BY SOURCE							
Source	e of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget		
8998	Fund Balance Reserves	\$0	\$0	\$331,060	\$331,060		
9189	CAL ID	0	0	. 0	0		
9694	License Fee Fwy Call Box	4,348	7,000	6,000	(1,000)		
9717	Prop Tax Sys Adm Fee	0	. 0	0	0		
9746	Aid from Other Govt. Agencies	5,326	0	0	0		
9782	Charge in Road Fund	31,127	31,127	30,000	(1,127)		
9783	Charge in APCD	0	0	0	0		
9785	Charge in COF	0	0	0	0		
9788	Charge in Liquid Waste	14,823	14,823	10,000	(4,823)		
9793	Charge in Library	107,332	141,273	141,273	0		
9804	Operating Transfer from CATV	25 ,266	0	0	0		
9879	Contract Cities - Law Svs.	0	94,419	0	(94,419)		
9989	Recovered Expenditures	\$18,320	\$14,000	\$20,000	\$6,000		
9995	Other - Misc.	0	8,858	0	(8,858)		
Sub-1	otal	\$206,542	\$311,500	\$538,333	\$226,833		
Total		\$206,542	\$311,500	\$538,333	\$226,833		

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variances between FY 97-98 actual and budgeted revenues reflect Board approved transfers of revenues from customer departments for telecommunications and data equipment and services.

- O Decrease in FY 98-99 Budgeted Revenue in Account 9879 is completion of one-time monies.
- Increase in FY 98-99 Budgeted Revenue from Fund Balance Reserves 8998 of \$331,060 for consultant contract on the Telecommunications Recompete.

MEDIA AND PUBLIC RELATIONS

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	* Change
Media & Public Relations ¹	\$1,076,844	\$2,022,260	\$1,997,174	\$1,519,229	\$1,688,329	\$169,100	11.1
TOTAL DIRECT COST	\$1,076,844	\$2,022,260	\$1,997,174	\$1,519,229	\$1,688,329	\$169,100	11.1
TOTAL PROGRAM REVENUE	(1,076,844)	(1,829,981)	(1,997,174)	(1,519,229)	(1,688,329)	(169,100)	11.1
NET GENERAL FUND COST	\$0	\$192,279	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	6.79	13.82	18.30	19.00	22.00	3.00	15.8

MISSION

It is the mission of Media & Public Relations to provide accurate, up-to-date information on County government services and issues to the media and public, consistent with the Board of Supervisors' goals and priorities, via media outreach, printed materials, special events, the Internet and the County Television Network.

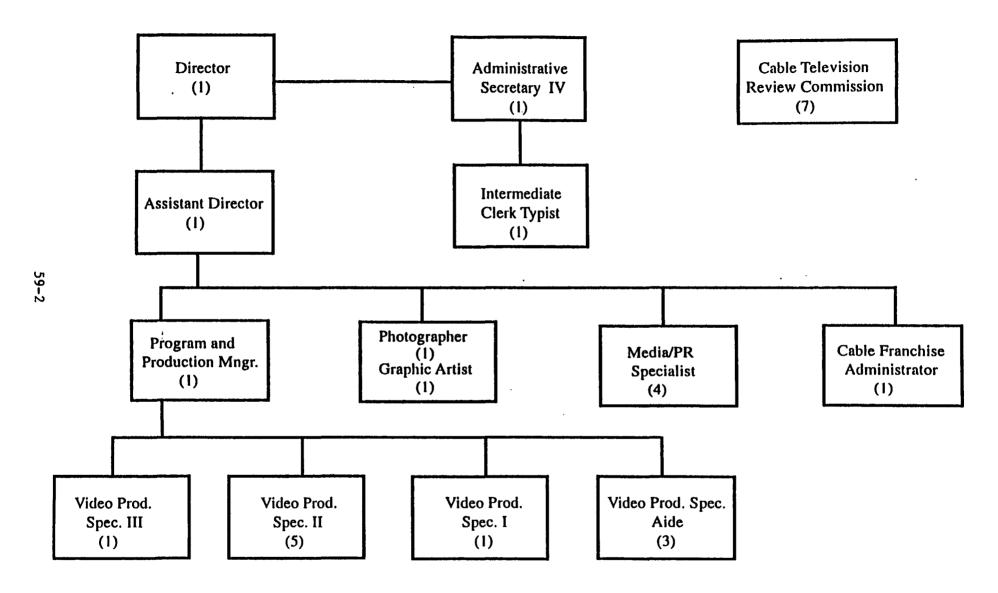
1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

Provide information on County programs, policies and events to 2.7 million citizen/customers of San Diego County.

- Direct public information, publications 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 10 meetings with all Public Information Officers and those responsible for press releases to be sure information dissemination reflects current County priorities and objectives.
- Prepare and produce publications that inform citizens of county services, including the County annual report, budget highlights booklet and updated County brochure.
- 3. Increase number of original programming productions created for broadcast on County Television Network to a minimum of 40 new programs. These will publicize County programs and facilities, plus educate and inform our customers about the important issues facing the County.
- Manage the internal communications program including publication of least 12 editions of "County News" for all employees, and a series of at least 6 employee meetings designed to facilitate dialogue with the CAO.
- 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 in fiscal year 1997-98 as a result of the reorganization of the Chief Administrative Offive (CAO). The department merged with the Cable Television Department, which includes Video services and the Office of Media and Public Relations (formerly with the CAO) The actual amounts have been constructed to reflect the combined history of both, thus 1996-97 shows a net general fund cost.

Department of Media and Public Relations Proposed Organization for FX 98-99



PROGRAM: Media and Public Relations

DEPARTMENT: MEDIA AND PUBLIC RELATIONS

PROGRAM #: 05970

MANAGER: Jack Merker

ORGANIZATION #: 5970

REFERENCE: 1998-99 Proposed Budget - Pg. 59-3

AUTHORITY: Part 76 of the F.C.C. Rules designates state and local governments to regulate cable television activities. Section 53066 of the Government Code specifically authorizes the County to regulate this activity. Chapter 16 of the County Code is the County Cable Television Licensing Ordinance. The Commission is authorized by Article XXX11 of the Administrative Code, which also in Section 125.2 establishes and specifies media and public relations functions.

	1995-96 Actual	1996-97 Actual ¹	1997-98 Actual	1997-98 Budget	1998-99 Budget	* Chango
	Actual	Accuai	Actual	budget	budget	Change
DIRECT COST Salaries & Benefits	\$279,011	\$655,160	\$885,441	\$863,285	\$1,295,074	50.0
Services & Supplies	148,166	200,198	348,142	324,044	310,781	(4.1)
Other Charges	0	0	15,000	68,000	58,000	(14.7)
Fixed Assets	92,593	127,062	268,295	263,900	0	(100.0)
Operating Transfers	557,074	1,039,840	480,296	0	0	0.0
CERS Reserve	0	0	0	0	24,474	100.0
TOTAL DIRECT COST	\$1,076,844	\$2,022,260	\$1,997,174	\$1,519,229	\$1,688,329	11.1
PROGRAM REVENUE	(1,076,844)	(1,829,981)	(1,997,174)	(1,519,229)	(1,688,329)	11.1
NET GENERAL FUND COST	\$0	\$192,279	\$0	\$0	\$0	0.0
STAFF YEARS	6.79	13.82	18.30	19.00	22.00	15.8

PROGRAM MISSION

(See departmental mission statement)

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Salary and benefit expenditures exceeded adopted budget due to mid-year staffing additions. Services & Supply and Fixed Asset expenditures were over Adopted Budget due to prior year expenditures.

1997-98 ACHIEVEMENT OF OBJECTIVES

Centralized review of all County news releases; increased media coverage of County programs and issues.

Upgraded County publications (redesigned County News newsletter, consolidated Annual Budget highlights booklets).

Implemented Employee Outreach Program (Town Hall meetings, Open Phone, County News).

Provided support for annual State of the County event, Board conferences, and other activities highlighting County accomplishments.

Upgraded County of San Diego's permanent display in State Capital.

Improved production quality of Board of Supervisors meeting telecasts on County Television Network.

Increased amount of information provided to the public on County services and issues by increasing the number of videos produced for and shown on CTN.

The Department of Media and Public Relations (MPR) was established in fiscal year 1997-98 as a result of the reorganization of the Chief Administrative Office (CAO). The department merged the Cable Television Department, which includes Video Services, and the Office of Media and Public Relations (formerly with the CAO). The actual amounts have been constructed to reflect the combined history of both, thus 1996-97 shows a net cost.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

(See departmental outcome and output objectives)

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Media & Public Relations</u> [22.00 SY; E = \$1,688,329; R = \$1,688,329]:
 - O Discretionary Activity/Discretionary Service Level
 - Responsible for Cable Grant Award program and the televising of the Board of Supervisors' sessions.
 - Responsible for all County publications, the employee newspaper, major public events, news releases and media outreach.
 - Operate and produce programming for the County Television Network.
 - Offset 100% by revenue.

Total	\$1,997,174	\$1,519,229	\$1,688,329	\$169,100
Sub-Total	\$1,997,174	\$1,519,229	\$1,688,329	\$169,100
Recovered Expenditures (9989) CATV Fund Balance/Reserve Decrease (8998)	2,624 805,153	135,878	0	(135,878)
Operating Transfer from General Fund (9801)	0	96,290	96,290	0
License Fees (9159)	\$1,189,397	\$1,287,061	\$1,592,039	\$304,978
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
PROGRAM REVENUE BY SOURCE				Change From

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Media & Public Relations is offset 100% by cable franchise license fees.
- O Interest is earned on the CATV fund balance and is budgeted in the CATV Fund Interest Earned Account in Org 5971.

STAFFING SCHEDULE 1997-98 1997-98 1998-99 1998-99 1997-98 1998-99 Budget Budget Budget Budget Budget Budget Class Title Positions Staff Yrs Positions Staff Yrs Cost Cost 2759 Director, Office of Media & Public Relations \$59,213 58,005 1.00 75,639 1.00 1 1 2274 Asst. Director, Off of Media 1.00 1 1.00 62,181 1.00 50,112 50,053 0966 1.00 1 Cable Franchise Administrator 1 198,002 5 5.00 210,639 2318 Video Production Spec. II 5.00 101,916 35,608 2337 3 3.00 0 0.00 Public Information Specialist 1 1.00 44,351 2357 Photographic Audio Visual Spec. 1.00 2758 Admin. Secretary III 1.00 0 0.00 27,527 1 1 0 34,293 0.00 1.00 2759 Admin. Secretary IV 0 0.00 1 1.00 18,510 2700 Intermediate Clerk 0 35,392 40,056 1 1.00 2329 Broadcast Program Specialist 1 1.00 1 1.00 0 30,721 3817 **Graphic Artist** ٥ 0.00 3 3.00 0 8804 0.00 94,638 Video Production Spec. Aide 0 200,780 48,985 Media/PR Specialist 0 0.00 4 4.00 0 8851 1 1.00 0 8852 Video Production Spec III 0 0.00 8853 Video Production Spec I 0 0.00 1 1.00 0 31,545 0.00 0.00 6,600 0 0472 CATV Review Commissioner 0 9999 5 5.00 0 0.00 77,075 77,075 Extra Help 19 22 22.00 Total 19.00 \$649,450 \$1,019,466 Other Extraordinary Pay: 7,000 7,000 Salary Adjustments: 31,599 0 Employee Benefits: 181,392 269,433 Salary Savings: 0 (5,331)VTO Reductions: (825) (825)Total Adjustments \$213,835 \$275,608 Program Totals 19 19.00 22 22.00 \$863,285 \$1,295,074

TREASURER-TAX COLLECTOR

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
TAX COLLECTION	\$2,990,070	\$3,092,893	\$3,549,546	\$3,738,457	\$3,968,685	\$230,228	6.2
TREASURY	1,913,660	1,787,720	2,560,053	2,684,614	2,506,680	(177,934)	(6.6)
DEPARTMENT OVERHEAD	654,425	635,717	643,137	629,443	668,991	39,548	6.3
TOTAL DIRECT COST	\$5,558,155	\$5,516,330	\$6,752,736	\$7,052,514	\$7,144,356	\$91,842	1.3
TOTAL PROGRAM REVENUE	(3,083,034)	(3,776,460)	(5,278,423)	(5,038,145)	(4,917,915)	120,230	(2.4)
NET GENERAL FUND COST	\$2,475,121	\$1,739,870	\$1,474,313	\$2,014,369	\$2,226,441	\$212,072	10.5
STAFF YEARS	97.79	93.66	92.44	112.25	113.66	1.41	1.3

MISSION

To perform the duties of the County Tax Collector and Treasurer according to State law and the County Charter. The Tax Collection program bills and collects secured and unsecured taxes for all local government taxing agencies. The Treasury program provides financial services including centralized management of banking, investment, disbursement and accountability of all funds for the County, schools and special districts emphasizing safety, liquidity and yield.

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

See attached program summary pages.

TREASURER-TAX COLLECTOR DEPARTMENT

TREASURER-TAX COLLECTOR	? - 1201
	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

Staff Years Permanent | 1.0 Mgr. Adm Svcs Admin. Asst. I 1.0 1.0 Admin. Secy. III Sr. Payroll Clerk 1.0 Prin. Systems Analyst 1.0 Dept. LAN Analyst III 1.0 Dept. Systems Eng. II 1.0 Dept, Computer Spec. II 1.0 SUB TOTAL 8.0 Non-Permanent 0.33 8.33 TOTAL

TREASURY ACCOUNTING - 1211

Investments: Accounting

Staff Years <u>Permanent</u> Investment Manager 1.0 Asst. Investment Mgr. 2.0 Mgr. Receipts & Deposits 1.0 Tax Pmt. Processor 1.0 Senior Accountant 1.0 Associate Accountant 1.0 Accounting Technician 1.0 Sr. Account Clerk 1.0 Admin. Secy. II 1.0 Senior Cashier 1.0 1.5 Cashier

SUB TOTAL

TOTAL

Non-Permanent

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	6.0
Sr. Clerk	3.0
Legal Proc. Clerk III	1.0
Legat Proc. Clerk II	1.0
Admin. Secy. II	2.0
Int. Account Clerk	9.0
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
Invest., Unsec. Taxes	4.0
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	22.0
Non-Permanent	_0.75
TOTAL	22.75

CASHIERING & PAYMENT PROCESSING - 1251

Bank Deposits; Cash Receipts; Mail Payments

<u>Permanent</u>	Staff Years
Sr. Tax Pmt. Processor	1.0
Tax Payment Processor	3.0
Cashier	1.5
Photo Reduction Technician	1.0
Int. Clerk Typist	<u>1.0</u>
SUB TOTAL	7.5
Non-Permanent	1.83
TOTAL	9.33

BONDS - 1281

12.5

1.25

13.75

Administer Improvement Bonds; Deferred Compensation Mgmnt.

	Staff Years
Supv. Deferred Com	p. 1.0
Sr. Account Clerk	1.0
Int. Account Clerk	1.0
TOTAL	3.0

TAX COLLECTION ACCOUNTING - 1271

Fund Accountability; Tax Fund Records

<u>Permanent</u>	Staff Years
Senior Accountant	1.0
Accounting Technician	1.0
Senior Account Clerk	2.0
Int. Account Clerk	3.0
SUB TOTAL	7.0
Non-Permanent	0.17
TOTAL	7.17

PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401

MANAGER: Bart Hartman

ORGANIZATION #: 1200

REFERENCE: 1998-99 Proposed Budget - Pg. 60-3

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998 · 99 Budget	* Change
DIRECT COST Salaries & Benefits	\$2,524,765	\$2,539,463	\$2,521,228	\$2,920,983	\$3,056,442	4.6
Services & Supplies	457,321	553,430	1,004,452	792,474	843,768	6.5
Other Charges	. 0	0	0	0	0	0.0
Fixed Assets	7,984	0	23,866	25,000	0	(100.0)
CERS Reserve	0	0	0	0	68,475	100.0
TOTAL DIRECT COST	\$2,990,070	\$3,092,893	\$3,549,546	\$3,738,457	\$3,968,685	6.2
PROGRAM REVENUE	(819,884)	(1,139,798)	(2,521,965)	(2,203,507)	(2,331,102)	5.8
NET GENERAL FUND COST	\$2,170,186	\$1,953,095	\$1,027,581	\$1,534,950	\$1,637,583	6.7
STAFF YEARS	74.78	71.96	69.64	87.33	88.58	1.4

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Direct costs are \$188,911 under budget. Salaries and benefit costs are \$399,755 under budget. Services and supplies costs are \$211,978 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.

1997-98 ACHIEVEMENT OF OBJECTIVES

- 1. Collected 98.23% of Current Secured Tax charge.
 - a. Collected \$1,652,874,952 in Secured Taxes.
- 2. Collected 97.49% of Current Secured Tax bills.
 - a. Collected 1,775,154 Secured Tax payments.
- Collected 99.10% of Unsecured Tax bills.
 - a. Collected 91,936 Unsecured Tax bills.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 1. Achieve at least 96% collection of Current Secured Tax charge.
 - a. Collect \$1,620,000,000 in Secured Taxes.
- 2. Collect at least 96% of Current Secured Tax bills.
 - a. Collect 1,790,000 Secured Tax payments.
- Collect 98% of all Unsecured Taxes.

a. Collect 116,000 Unsecured Tax bills.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Current_Secured Tax Collection</u> [43.04 SY; E = \$1,986,182; R = \$1,696,385] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 85.4% by program revenue and collects \$1,620,000,000 in taxes.
 - Expediting deposits of collected taxes for increased investment earnings.
 - Adding one Departmental LAN Analyst III, deleting one Tax Payment Processor, reclassifying one Senior Systems Analyst to Principal Systems Analyst and adding extra help funding for improved EDP support.
 - Receiving a transfer of one Intermediate Account Clerk from the Treasury program.
 - Increasing revenue by \$127,595 due to increased AB-2890 Recovered Costs revenue.
- 2. Prior Year Tax Collection [20.74 SY; E = \$889,451; R = \$591,447] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 66.5% by program revenue and collects \$32,000,000 in taxes.
 - Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.
 - Reclassifying one Intermediate Account Clerk to Legal Procedures Clerk II and one Senior Account Clerk to Legal Procedures Clerk III to support the public tax sale.
- 3. Unsecured Tax Collection [24.80 SY; E = \$1,093,052; R = \$43,270] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 4.0% by program revenue and collects \$110,000,000 in taxes.
 - Incorporating on-line computer systems for improved taxpayer service and collection procedures.
 - Deleting one Investigator, Unsecured Taxes to fund improved EDP support.

PROGRAM: Tax Collection

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$ 658,302	\$706,833	\$609,000	\$(97,833)
Redemption Fees/Cost Recovery of Public Auctions	254,052	164,979	247,000	82,021
Returned Check Fees	33,025	22,000	29,000	7,000
Escheatment of Unclaimed Money	0	0	0	0
Other Miscellaneous Fees	161,162	26,000	34,812	8,812
Aid From Other Government Agency	0	0	0	0
Pooled Money Fund	209,308	283,695	283,695	0
Property Tax System Administration (AB-2557)	682,580	720,000	720,000	0
AB-2890 Recovered Costs	523,536	280,000	407,595	127,595
Sub-Total	2,521,965	2,203,507	2,331,102	127,595
Tota1	\$2,521,965	\$2,203,507	\$2,331,102	\$127,595

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.

PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
ACTIVITY A: CURRENT SECURED TAXES					
* OF RESOURCES: 50*					
OUTCOME (Planned Result)					
Tax Charge Collected	97.16%	97.79%	98.23%	96.00%	96.00%
EFFECTIVENESS (Input/Outcome)					
Cost/Current Tax Bill Issued	\$1.07	\$0.96	\$1.24	\$1.40	\$1.50
OUTPUT (Service or Product)					
Tax Bills and Statements	1,279,824	1,455,005	1,404,648	1,300,000	1,320,000
Tax Payments	1,704,528	1,746,996	1,775,154	1,780,000	1,790,000
Refunds	35,940	47,784	45,194	40,000	40,000
Service Request	145,428	122,994	121,732	125,000	115,000
EFFICIENCY (Input/Output)			·	•	•
Payments per Staff Hour	25.27	27.52	28.41	20.66	19.91
ACTIVITY B: PRIOR YEAR SECURED TAXES					
% OF RESOURCES: 22%					
OUTCOME (Planned Result)					
Prior Year Tax Charge Collected	41.30%	46.38%	54.77%	41.50%	45.00%
EFFECTIVENESS (Input/Outcome)					
Cost/Prior Year Parcel	\$21.98	\$22.98	\$25.89	\$25.92	\$29.65
OUTPUT (Service or Product)					
Prior Year Parcels	33,822	33,490	32, 189	32,000	30,000
Prior Year Tax Payments	20,694	21,150	20,178	19,500	19,500
EFFICIENCY (Input/Output)					
Payments Per Staff Hour	.52	.54	.54	.46	.45
ACTIVITY C: UNSECURED TAXES					
OF RESOURCES: 28%					
OUTCOME (Planned Result)					
Tax Charge Collected	98.71%	99.27%	99.10%	98.00%	98.00%
EFFECTIVENESS (Input/Outcome)					

	PROGR	AM:	Tax	Co11	lection
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget
Cost/Tax Bill Issued	\$8.14	\$8.11	\$10.00	\$8.92	\$9.11
OUTPUT (Service or Product)					
Tax Bills Issued	108,293	114,106	94,695	120,000	120,000
Tax Bills Collected `	101,081	109,906	91,936	114,000	116,000
EFFICIENCY (Input/Output)					
Tax Payments per Staff Hour	2.10	2.31	2.02	2.12	2.24

NOTE: Costs from FY97-98 on 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 from FY97-98 on are not strictly comparable to costs in prior fiscal years.

CTA	-		SCH	FDIII	_
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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$28,278	\$29,686
2430	Cashier	2	1.50	2	1.50	33,596	35,581
2449	Manager Unsecured Taxes	1	1.00	1	1.00	50,192	54,004
2450	Asst. Mgr. Unsecured Taxes	1	1.00	1	1.00	45,136 0	49,787
2453	Dept. LAN Analyst III	0	0.00	2	1.00 2.00	87,880	47,823 92,258
2454	Tax Services Division Chief	2	2.00 1.00	1	1.00	60,992	64,040
2455	Manager Secured Taxes	1	2.00	2	2.00	71,336	75,198
2456 2457	Assistant Division Chief	2 4	4.00	3	3.00	99,049	78,425
2458	Tax Payment Processor	1	1.00	1	1.00	28,212	29,624
2461	Senior Tax Payment Processor Dept. Systems Engineer II	1	1.00	i	1.00	49,253	54,329
2493	Intermediate Account Clerk	16	16.00	16	16.00	338,871	356,814
2499	Principal Systems Analyst	ő	0.00	1	1.00	0	60,995
2505	Senior Accountant	1	1.00	1	1.00	47,826	43,370
2510	Senior Account Clerk	13	13.00	12	12.00	326,609	313,600
2525	Senior Systems Analyst	1	1.00	0	0.00	58,094	Ō
2700	Intermediate Clerk Typist	14	13.00	14	13.00	268,077	268,968
2730	Senior Clerk	6	6.00	6	6.00	152,406	157,783
2745	Supervising Clerk	1	1.00	1	1.00	24,856	28,487
2757	Administrative Secretary II	3	3.00	3	3.00	79,344	83,385
2906	Legal Proc. Clerk III	0	0.00	1	1.00	0	24,457
2907	Legal Proc. Clerk II	0	0.00	1	1.00	0	22,073
3053	Photo Reduction Technician	1	1.00	1	1.00	26,453	27,780
3119 5715	Dept. Computer Specialist II	1	1.00	1 4	1.00	31,473	36,866
9999	Investigator, Unsec. Taxes Extra Help	5 28	5.00 10.83	30	4.00 12.08	194,823 118,872	163,640 159,443
	Total	106	87.33	108	88.58	\$2,221,628	\$2,358,416
Salary	Adjustments:					0	18,020
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					770,239	711,019
Salary	Savings:					(59,612)	(19,741)
VTO Rec	ductions:					(11,272)	(11,272)
	Total Adjustments					\$699,355	\$698,026
Program	Totals	106	87.33	108	88.58	\$2,920,983	\$3,056,442

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701

MANAGER: Neil J. Rossi

ORGANIZATION #: 1200

REFERENCE: 1998-99 Proposed Budget - Pg. 60-9

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427,

6440-6632, and 10600-09.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	‡ Change
DIRECT COST Salaries & Benefits	\$693,641	\$ 618 , 867	\$653,434	\$747,603	\$770,929	3.1
Services & Supplies	1,167,313	1,088,347	1,190,935	1,536,511	1,686,511	9.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	52,706	80,506	715,684	400,500	30,000	(92.5)
CERS Reserve	0	0	0	0	19,240	100.0
TOTAL DIRECT COST	\$1,913,660	\$1,787,720	\$2,560,053	\$2,684,614	\$2,506,680	(6.6)
PROGRAM REVENUE	(2,263,150)	(2,636,662)	(2,756,458)	(2,834,638)	(2,586,813)	(8.7)
NET GENERAL FUND COST	\$(349,490)	\$(848,942)	\$(196,405)	\$(150,024)	\$(80,133)	(46.6)
STAFF YEARS	15.28	14.07	14.32	16.50	16.75	1.5

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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Direct costs are \$124,561 under budget. Salary and benefit costs are \$94,169 under budget. Services and supplies costs are \$345,576 under budget. Fixed assets costs are \$315,184 over budget due to the requirement to include prior year expenditures.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Achieved an average rate of return of 3.82% on funds invested in the Pooled Money Fund.
 - Earned \$68,619,714 in interest on funds invested in the Pooled Money Fund.
 - b. Deposited 1,375,262 investment items.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- Achieve an average rate of return of 4.00% on funds invested in the Pooled Money Fund.
 - Earn \$68,000,000 in interest on funds invested in the Pooled Money Fund.
 - b. Deposit 1,421,000 investment items.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Treasury</u> [13.75 SY; E = \$2,368,216; R = \$2,541,513] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset entirely by program revenue.
 - Adding funding for extra help for clerical support for investment processing and reports.
 - Maximizing safety, liquidity and yield of the Pooled Money Fund.
- 2. General Obligation and Improvement Bonds [3.00 SY; E = \$138,464; R = \$45,300] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Maintaining bond and coupon payment activity service levels.
 - Transferring one Intermediate Account Clerk to the Tax Collection program.
 - Managing the Deferred Compensation Program and providing information to employees.

PROGRAM REVENUE BY SOURCE				Charact Francis
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:				
Pooled Money Fund Service	\$2,663,841	\$2,743,738	\$2,540,913	\$(202,825)
Audit Fees, Improvement Bonds	0	100	600	500
Miscellaneous	5,299	800	300	(500)
Collection Fees-Admin Costs	87,318	90,000	45,000	(45,000)
Sub-Total	\$ 2,756,458	\$2,834,638	\$2,586,813	\$(247,825)
Total	\$2,756,458	\$2,834,638	\$2,586,813	\$(247,825)

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 Improvement Bond Acts of 1911, 1913 and 1915.

PROGRAM:	Treasury
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PERFORMANCE MEASURES					
	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-9 Budge
ACTIVITY A: TREASURY					
% OF RESOURCES: 94%					
OUTCOME (Planned Result)					
Avg. Rate of Return to Investment Fund	3.99%	3.77%	3.82%	3.50%	4.00
EFFECTIVENESS (Input/Outcome)					
Investment Fund Earnings/Direct Cost	48.51	44.91	39.89	29.43	29.08
OUTPUT (Service or Product)					
Investment Transactions	1,964	1,365	1,952	2,010	1,400
Items Deposited	1,318,924	1,429,183	1,375,262	1,370,000	1,421,000
Deposit Permits Proofed	23,916	23,732	24,805	23,500	23,800
Discover Card Payments	N/A	13,482	21,122	N/A	15,200
EFFICIENCY (Input/Output)					
Items Deposited/Staff Hour	51.6	61.8	58.2	52.5	51.4
ACTIVITY B: BONDS					
* OF RESOURCES: 6*					
OUTCOME (Planned Result)					
Bonds and Coupon Transactions	32,425	42,855	41,407	41,000	42,000
EFFECTIVENESS (Input/Outcome)	5 -, 1 -	,	,	41,000	42,000
Bonds & Coupon Transactions/Staff Hour	7.79	10.26	9.92	9.82	10.06
OUTPUT (Service or Product)					
Deferred Compensation Transactions	12,721	16,153	18,746	14,000	20,000
EFFICIENCY (Input/Output)	•	•	•		
Deferred Compensation Trans./Staff Hour	6.12	7.74	8.98	6.70	9.58

STAFFING	SCHEDULE
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Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0288	Investment Manager	1	1.00	1	1.00	\$88,300	\$95,503
2403	Accounting Technician	i	1.00	i	1.00	23,827	29,686
2425	Associate Accountant	į	1.00	i	1.00	39,399	30,863
2430	Cashier	ż	1.50	ż	1.50	34,926	37,371
2448	Supv., Deferred Compensation	ī	1.00	ī	1.00	29,464	42,927
2457	Tax Payment Processor	i	1.00	1	1.00	25,530	26,816
2490	Assistant Investment Manager	ż	2.00	2	2.00	89,570	96,330
2491	Manager Receipts & Deposits	ī	1.00	- <u>1</u>	1.00	53,314	55,972
2493	Intermediate Account Clerk	ż	2.00	i	1.00	40,665	23,174
2505	Senior Accountant	ī	1.00	1	1.00	47,826	50,227
2510	Senior Account Clerk	ż	2.00	2	2.00	50,802	50,700
2513	Senior Cashier	1	1.00	1	1.00	26,088	27,381
2757	Administrative Secretary II	1	1.00	1	1.00	27,028	28,394
9999	Extra Help	0	0.00	2	1.25	0	16,419
	Total	17	16.50	18	16.75	\$576,739	\$611,763
Salary	Adjustments:					(1,883)	0
Premiu	m/Overtime Pay:					0	0
Employee Benefits:						190,808	177,544
Salary	Savings:					(15,257)	(15,574)
VTO Rec	ductions:					(2,804)	(2,804)
	Total Adjustments					\$170,864	\$159,166
Progran	n Totals	17	16.50	18	16.75	\$747,603	\$770,929

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101

ORGANIZATION #: 1200

MANAGER: Phil Steed

REFERENCE: 1998-99 Proposed Budget - Pg. 60-14

AUTHORITY: This program was developed for the purpose of carrying out County Charter Section 602 which states that the Treasurer-Tax Collector duties shall be performed by one person elected by general law.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ኔ Change
DIRECT COST Salaries & Benefits	\$617,315	\$594,135	\$617,567	\$596,049	\$620,188	4.0
Services & Supplies	37,110	41,582	25,570	33,394	33,798	1.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	15,005	100.0
TOTAL DIRECT COST	\$654,425	\$635,717	\$643,137	\$629,443	\$668,991	6.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$654,425	\$635,717	\$643,137	\$629,443	\$668,991	6.3
STAFF YEARS	7,73	7.63	8.48	8.42	8.33	(1.1)

PROGRAM MISSION

To provide management and administrative services needed to direct and support the operations of the Treasurer-Tax Collector.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Direct costs are \$13,694 over budget. Salaries and benefit costs are \$21,518 over budget due to operational incentive plan and retirement costs. Services and supplies costs are \$7,824 under budget.

1997-98 ACHIEVEMENT OF OBJECTIVES

- Provided the leadership and necessary support services to achieve the Treasurer-Tax Collector Department's program
 objectives.
 - a. Supplied Department-wide personnel management and payroll services.
 - b. Provided budget preparation and administration for the Treasurer-Tax Collector.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

- 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.

1998-99 SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

- 1. Department Overhead [8.33 SY; E = \$668,991; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing management and control support for the department.

STAFFII	NG SCHEDULE						
Class	Title	1997-98 Budget Positions	1997-98 Budget Staff Yrs	1998-99 Budget Positions	1998-99 Budget Staff Yrs	1997-98 Budget Cost	1998-99 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$ 94,731	\$102,451
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	82,309	89,029
0280	Chief Deputy Treasurer	1	1.00	1	1.00	82,309	89,029
2304	Admin Asst I	1	1.00	1	1.00	37,422	39,292
2369	Admin Services Manager II	1	1.00	1	1.00	58,094	60,995
2511	Senior Payroll Clerk	1	1.00	1	1.00	26,576	27,908
2758	Administrative Secretary III	1	1.00	1	1.00	32,649	34,293
2759	Administrative Secretary IV	1	1.00	1	1.00	35,160 (800	36,919
9999	Extra Help		.42		0.33	4,800	4,800
	Total	9	8.42	9	8.33	\$454,050	\$484,716
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					. 0	0
Employe	ee Benefits:					142,784	136,257
Salary	Savings:					(0)	(0)
VTO Rec	ductions:					(785)	(785)
	Total Adjustments					\$141,999	\$135,472
Program	n Totals ·	9	8.42	9	8.33	\$596,049	\$620,188

CAPITAL

CAPITAL

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	% Change
Capital Outlay Fund	\$ 37,425,625	\$ 52,133,038	\$ 61,355,435	\$20,680,278	\$ 25,112,619	\$ 4,432,341	21.4
County Health Complex	2,376,089	2,657,198	2,221,416	2,466,063	2,522,656	56,593	2.3
Criminal Justice Facilities	65,017,738	58,697,918	67,842,635	18,667,013	19,278,628	611,615	3.3
County Library	0	0	0	o	1,143,000	1,143,000	100.0
TOTAL DIRECT COST	\$ 104,819,452	\$ 113,488,154	\$131,419,486	\$41,813,354	\$ 48,056,903	\$ 6,243,549	14.9
TOTAL PROGRAM REVENUE	(78,185,001)	(14,673,419)	(88,989,248)	(12,113,843)	(9,491,477)	2,622,366	21.7
PUND BALANCE	316,527	0	(151,615)	(172,033)	0	172,033	100
NET GENERAL FUND COST	26,950,978	98,814,735	42,278,623	29,527,478	38,565,426	3,449,150	11.7
STAFF YEARS	0	0	0	0	0		

NOTE:

The Capital Improvements Budget consists of the four programs shown above. The Capital Outlay Fund is a special fund which includes lease-purchase payments land acquisition and capital projects. The County Health Complex Program is a special fund which pays lease payments on the Rosecrans Health Complex. The Criminal Justice Facilities Program is a special fund which includes lease payments and capital projects for jails, court and other criminal justice facilities. The County Library Fund is a special fund for capital expenditures relating to County Library's. The Contributions to Capital Program shows the amount the General Fund must provide to these special funds to supplement program revenue budgeted for lease payments and capital projects.

The Net General Fund Cost is the amount budgeted in Contributions to Capital org.

MISSION

To fund lease/payments and Capital Projects as approved by the Board of Supervisors; to track and account for expenditures and revenues associated with projects for each fiscal year and for the life of the project.

KEY DEPARTMENTAL OUTCOME OBJECTIVES

Given the unique nature of this program traditional outcome/output measures do not apply.

CAPITAL IMPROVEMENTS PLAN (CIP)

A Capital Improvements Plan (CIP) was presented to the Board in April. Included in the CIP is information on Open and Closed Capital Projects.

The Adopted Capital Budget Funds the following:

New Capital Projects

\$ 3,945,984

Lease/Purchase Payments

\$ 44,110,919

PROGRAM: Capital Outley Fund DEPARTMENT: CAPITAL

PROGRAM #: 86200

MANAGER: Lisa Keller-Chiodo

ORGANIZATION #: 5490

REFERENCE: 1998-99 Proposed Budget - Pg. 61-2

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	t Change	
DIRECT COST Lease/Purchase	\$ 15,781,704	\$ 17,513,228	\$ 22,566,300	\$ 20,427,889	\$ 22,848,869	11.9	
Land Acquisition	1,128,475	0	4,979,376	0	1,700,000	100.0	
Capital Projects	10,253,256	26,015,992	33,690,554	230,636	563,750	244.4	
Equipment Acquisition	10,262,190	8,366,963	0	0	0	0.0	
Expenditure Trans/Reimb	0	0	0	0	0	0.0	
Operating Transfer	0	236,855	119,205	21,753	0	(100.0)	
CERS Reserve	0	O	0	o	0	0.0	
TOTAL DIRECT COST	\$ 37,425,625	\$ 52,133,038	\$ 61,355,435	\$ 20,680,278	\$ 25,112,619	21.4	
PROGRAM REVENUE	(22,004,225)	(5,709,590)	(39,869,200)	(3,696,354)	(1,276,324)	(65.5)	
FUND BALANCE	193,974	0	(151,615)	(21,753)	0	(100.0)	
NET GENERAL FUND COST	15,615,374	46,423,448	21,334,620	16,962,171	23,836,295	48.1	
STAFF YEARS	o	o	0	0	()	

PROGRAM MISSION

This program, Capital Outlay Fund, provides funding for lease-purchase and debt service payments, land acquisition and capital improvements. Lease-purchase payments results from the county acquiring facilities, or constructing new facilities, through Long-term financing, usually through the sale of Cartificates 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.

1887-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Lease-purchase actual to budget comparison: The variance of \$2,138,411 is attributable to the mid-year lease payment adjustment for the 1997 Master Refunding Project which refunded the 1992 Children's Center and the 1996 Bridge Lease. The \$2,138,411 represents the net amount required to make the required \$4,262,581 lease payment.

Land Acquisition and Capital Projects: Those projects not completed in the fiscal year established, the balance outstanding rolls into the next fiscal year until the project is complete. The 1997-98 Capital projects actual expenditures exceed the budgeted amount due to expenditures associated with projects approved in prior years. In the CIP there is a list of open and existing capital projects.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Project Summary page for information on objectives.

1998-99 New Capital Projects

Land Acquisition:

KA9500 Land Acquisition Multiple Species Conservation Plan \$1,700,000 General Fund

Capital	Projects:
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KK9550	Health Security Improvements Askew Building	\$58,000	General Fund
KN9552	William Heise Park Shower Renovation	80,000	General Fund
KN9553	El Monte Fark Restroom Renovation	100,000	General Fund
KN9554	Wilderness Gardens Well Renovation	15,000	General Fund
KK6109	Renovation of Room 260	235,000	General Fund
KK9555	Environmental Health Fire Alarm	45,750	General Fund
KK9546	Ingress/Egress Driveway - Ramona Complex	30,000	General Fund

Total Land Acquisition and Capital Projects:

\$2,263,750

Capital Lease/Purchase Payments

Project #	Description	Funding Source	Amount
Lease/Purci	hase		
PP0047	So. County Regional Center	Gen Fund	\$3,775,966
PP0052	East County Regional Center	Gen Fund	5,022,749
PP0085	Vista Regional Center	Gen Fund	2,815,215
PP4379	MTS Towers	Gen Fund	2,223,945
PP0396	Topaz Bldg (AAA/Vector)	Gen Fund	465,637
PP0391	Star Builders Bldg Restor	Gen Fund	68,870
PP0086	800 Mhz RCS-Motorola Contract	CSA 135	995,574
PP8MHZ	800 Mhz RCS-Motorola Contract	Gen Fund	2,990,517
New	Master Refunding	Gen Fund	4,490,396
	Total Lease/Purchase Payments		\$22,848,869

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 planned for the next five years.

Notes:

PROGRAM REVENUE BY SOURCE

Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change from 1997-98 Budget
				· · · · · · · · · · · · · · · · · · ·
CHARGES:				
Sales & Use Tax (TDA 9061)	149,053			
St Aid Public Safety Svcs (9525)	1,500,000			
Road Fund (9802)	9,883	0		
Parkland Dedication (PLDO 9811)	871,124	0		
Op. Tsfr from Other/Sp. Dist. (9812)	561,665	40,866		
Op. Tsfr from Library Fund (9813)		0		
Overaged Warrants (9715)	567	0		
Aid from other Gov't Agent (9746)	145,770	0		
Sales/Use Tax - Criminal Justice (9063)	138,261	0		
Aid from other Cities (9742)	34,987	0		
Aid from JPA (9743)		0		
Agriculture Gas Tax (9424)	61,152	0		
State Construction Other (9446)	3,892	0		
State Aid - Recreation (9444)	3,813,066	0		
Charges in Other/Spec. Dists. (9792)	1,447,445	1,909,000	995,574	(913,426)
AB-189 Criminal Justice Facilities (9176)		0		
Interest (9190)	33,089	0		
Sanitation Other Gov. (9913)			45,750	45,750
Proceeds Sale/Solid Aste (9931)	718,450			
Donations from Private Party (9957)	65,512	1,746,488		
Fed Aid - HUD (9683)	286,382	0		
Other - Misc Revenues (9990)		0		
Other Miscellaneous (9995)	263,872	0		
Other Sales	1,262			
SANCAL Reimbursement (9949)	13,429,369	0		
SANCAL Reserve Proceeds (9952)		0		
Park Serv Other Govmt (9963)	(35)			
Sale of Fixed Assets (9993)	162,713	0		
Micrographics Fees (Recorder) (9864)		0	235,000	235,000
Proceeds Long Term Debt (9964)	16,171,721	0	·	
COF Fund Balance (8998)	151,615	21,753		
General Fund Contribution (COF 9801)	21,334,620	16,962,171	23,836,295	6,874,124
Sub-Total	\$ 61,355,435	\$ 20,680,278	\$ 25,112,619	\$ 4,432,341
Total	\$ 61,355,435	\$ 20,680,278	\$ 25,112,619	\$ 4,432,341

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Org. 5490 CNLY after the expenditure occurs. Generally, FY 97-98 actuals DO NOT relate to the budgeted revenues for FY 97-98. 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 FY 93-94 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, FY 94-95, construction begins and during the year \$350,000 in payments are made and construction is completed in FY 95-96 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 lease payments 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 four capital programs, the information is displayed as "Net Cost" to clearly show the General Fund costs.

61-5

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300

MANAGER: Lisa Keller-Chiodo

ORGANIZATION #: 5350

REFERENCE: 1998-99 Proposed Budget - Pg. 61-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-37; Administrative Code Section 398.5.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ŧ Change
DIRECT COST Lease/Purchase		0 0				
Operating Transfers	26,950,977	8,065,286	41,540,899	29,527,478	38,565,426	30.6
CERS Reserve		0		0		
TOTAL DIRECT COST	\$26,950,977	\$ 8,065,286	\$41,540,899	\$ 29,527,478	\$ 38,565,426	30.6
PROGRAM REVENUE		(159,215)	0	(160,000)	0	·
NET GENERAL FUND COST	26,950,977	7,906,071	41,540,899	29,367,478	38,565,426	31.3
STAFF YEARS	0	0.00	0	0.00	0	

PROGRAM MISSION

This program, Contribution to Capital, is one of five that comprise the Capital budget. This budget unit isolates all general fund costs associated with Capital Projects and Lease Payments for the County's outstanding Certificates of Participation budgeted in this program, which are then transferred to and expended through one of the other four Capital budget units, Capital Outlay Fund (org. 5490), County Health Complex (org. 5491), Criminal Justice Facilities (org. 5492) or Capital Outlay Fund - Library Projects (org. 5493).

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The major components of the fiscal year 97/98 \$12 million variance are as follows:

1997 Master Refunding mid-year adjustment \$ 4,262,581
Payment to City of San Diego mid-year adjustment 6,000,000

The 1997 Master Refunding Project which refunded the 1992 Children's Center and the 1996 Bridge Lease required a mid-year lease payment adjustment of \$4,262,581.

The \$6,000 is a payment to the City of San Diego for a payment received from The Corrections Corporation of America for the early transfer of operational control of the East Mesa Detention Facility from the City to CCA.

It was previously mentioned in the Proposed Budget, that future revenues from CSA 135 which would fund the 1996 Motorola lease payment due on the contract for the Regional Communication System were in question. In fiscal year 97/98 CSA 135 revenues remained in question until the June 1998 elections. Three of the agencies approved levies as the collection method beginning in fiscal year 98/99. The remaining agencies, voters did not approve the proposal, therefore these agencies have agreed to pay amount due to CSA 135 from their general fund. For fiscal year 97/98, some agencies did not pay into CSA 135 a sufficient amount, therefore org. 5350 incurred a cost of approximately \$321,000, which will be recuperated at a later date. Due to savings in org. 5350 there was no affect on appropriations as a result of this transaction.

DEPARTMENT: CAPITAL

The balance represents expenditures for prior year approved capital projects. The projects were approved by the Board of Supervisors in prior years, appropriated in a prior fiscal year and encumbered until such expenditure is made at a later date.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

This program serves only as a general fund conduit for funding lease payments related to the County's Certificates of Participation and capital projects. The actual capital projects are budgeted in one of the four Capital units (org. 5490, 5491,5492, or 5493). The actual lease payment expenditure is also budgeted in one of the four Capital units (org. 5490, 5491, 5492 or 5493). Annually new capital projects are approved via the budget cycle or through mid-year adjustments. A list of open and existing capital projects are reflected in the Capital Improvement Plan.

PROGRAM REVENUE BY SOURCE				Change From	
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget	
CHARGES:				·	
Rents and Concessions		\$0			
Other Miscellaneous (9995)	158,957	0 160,000	0	4440 0001	
Charges in Solid Waste Ent. Fd. (9790) Recovered Expenditures (9989)	130,737	0	U	(160,000)	
Sub-Total	\$158,957	\$160,000	\$0	\$(160,000)	
Total	\$158,957	\$160,000	\$0	\$(160,000)	

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund Contribution for all Capital projects and Lease payments for the County's Certificates of Participation, is budgeted in Contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program. The only revenue to this program in Fiscal Year 97/98 will be from Solid Waste Division of the Department of Public Works for their use of the Ridgehaven building. There will be no revenue from Solid Waste Division of the Department of Public Works due to the Division vacating the Ridgehaven facility.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500

MANAGER: LISA KELLER-CHICOCO

ORGANIZATION #: 5491

REFERENCE: 1998-99 Proposed Budget - Pg. 61-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy 8-37; F-20; F-37; Administrative Code section 398.5.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Lease/Purchase - Structures	2,376,089	\$2,543,198	2,221,416	\$2,360,643	2,522,656	6.9
Fixed Assets - Structures	0	0	0	0	0	0.0
Operating Transfers	0	114,000	0	0	0	0.0
CERS Reserve		0	0	0	0	0.0
TOTAL DIRECT COST	\$2,376,089	\$2,657,198	\$2,221,416	\$2,360,643	\$2,522,656	6.9
PROGRAM REVENUE	(4,441)	(114,000)	0	0	(0)	0.0
FUND BALANCE	6,105	(0)		(0)		0.0
MET GENERAL FUND COST	\$2,377,753	\$2,543,198	\$2,221,416	\$2,360,643	\$2,522,656	6.9
STAFF YEARS	0	0.00	0	0.00	0	

PROGRAM MISSION

This program tracks and accounts for the expenditures associated with the Rosecrans Health Complex. The lease payments on the bond issue is paid by the General Fund with all other expenditures paid through the special fund.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

The General Fund contribution is \$139,227 below budget due to residual debt service reserve proceeds that were applied to this project. Reserve residuals were from the 1993 Master Refunding, Health Services Complex bond issue.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

As this unit currently functions to provide a means to pay established lease payments, 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

There are no new capital projects for fiscal year 98/99

Capital Lease/Purchase Payments

Only the lease payment on the Health Services Complex, a General Fund expense, is paid through this unit.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	1997-98 Budget
CHARGES:				
Interest		\$0		
Transfer from General Fund Sancal Reserve Proceeds (9952)	2,221,416	2,466,063 0	2,522,656	56,593
Sub-Total	\$2,221,416	\$2,466,063	\$2,522,656	\$56,593
Total	\$2,221,416	\$2,466,063	\$2,522,656	\$56,593

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: County Library Projects

DEPARTMENT: CAPITAL

PROGRAM #: 05493

MANAGER: Lisa Keller-Chiodo

ORGANIZATION #: 5493

REFERENCE: none

AUTEORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37; Administrative Code

Section 398.5. 1997-98 1997-98 1998-99 1995-96 1996-97 Actual Actual Budget Budget Change Actual DIRECT COST Lease/Purchase - Structures 1,143,000 Fixed Assets - Structures Operating Transfer 100.0 CERS Reserve TOTAL DIRECT COST \$ 1,143,000 100.0 PROGRAM REVENUE FUND BALANCE NET GENERAL FUND COST \$ 1,143,000 100.0

PROGRAM MISSION

STAFF YEARS

This program tracks and accounts for the expenditures associated with County Librarys.

0

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

In past years capital expenditure associated with County Librarys were accounted for in org. 5490. The Board of Supervisors that requested a separate org. be established to account for Library capital expenditures. For this reason, a budget comparison is not possible.

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1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives for open capital projects.

1998-99 CAPITAL PROJECTS

New Capital Projects

KL9540	Bonita Library Const/Rehab	\$	500,000	General Fund
KL9541	Solana Beach Library Construction		100,000	General Fund
KL9542	Cardiff Library - Construction		250,000	General Fund
KL9543	Encinitas Library - Construction		250,000	General Fund
KL9544	Potrero Library - Replace Facility		43,000	General Fund
	Total New Capital Projects	\$1	,143,000	2

Capital Lease/Purchase Payments

none

PROGRAM REVENUE BY SOURCE

Source of Revenue	1997-98 Actual	1997-98 Budget	 1998-99 Budget	Change from 1997-98 Budget
CHARGES:				
Interest				
Transfer from General Fund			1,143,000	
SANCAL Reserve Proceeds (9952)				
Sub-Total			\$ 1,143,000	
Total			\$ 1,143,000	

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.

FROGRAM: Justice Facility Construction DEPARTMENT: CAPITAL

PROGRAM #: 86400 ORGANIZATION #: 5492

MANAGER: Lisa Keller-Chiodo REFERENCE: 1998-99 Proposed Budget - Pg. 61-10

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37; Administrative Code Section 398.5.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget		1998-99 Budget	t Change	
DIRECT COST Lease/Purchase	\$ 12,277,643	\$ 18,392,038	\$17,680,484	\$ 18,142,613	\$	18,739,394	3.3	
Land Acquisition	12,590	C	65,995	o		c	0.0	
Capital Projects	51,773,220	39,836,752	50,089,768	434,400		539,234	24.1	
Equipment Acquisition	954,285	3,128	0	0		. 0	0.0	
Operating Transfer	0	466,000	6,388	90,000		0	(100.0)	
CERS Reserve	0	0	0			0	0.0	
TOTAL DIRECT COST	\$ 65,017,738	\$ 58,697,918	\$ 67,842,635	\$ 18,667,013	\$	19,278,628	3.3	
PROGRAM REVENUE	(56,176,335)	(8,849,829)	(49,120,048)	(8,417,489)		(8,215,153)	(2.4)	
FUND BALANCE	116,448	0	0	(90,000)		0	(100.0)	
NET GENERAL FUND COST	8,957,851	49,848,089	18,722,587	10,159,524	. \$	11,063,475	89.9	
STAFF YEARS	0	0.00	0	0.00		0	0.0	

PROGRAM MISSION

This program was established to track and account for expenditures and revenues for lease purchase payments and capital projects associated with jails, courts and related law enforcement/criminal justice facilities.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Capital projects not completed in the fiscal year established the balance outstanding rolls into the next fiscal year. This is why Capital project expenditures exceed the budgeted amount due to expenditures associated with projects approved in prior years.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please see the Capital Summary page for information on objectives.

1998-99 NEW CAPITAL PROJECTS

Public Safety

KK9503	SDMC Exterior Lighting	6,000	General	Fund
KK9504	ECMC Electronic Door	60,000	General	Fund
KK9505	Marshal Prisoner Enclosure	115,000	General	Fund
KK9506	Juvenile Court Locker Room Dividers	21,080	General	Fund
KK9508	Juvenile Probation Ctr. Key Access	24,000	General	Fund
KK9509	Sheriff Crime Lab Bldg. Sec	42,000	General	Fund
KK9510	Law Library Ozone & Inonizer Units	90,740	General	Fund
KK9511	Relocate Sheriff's Supply Unit	9,614	General	Fund
KK9512	New Fallbrook Sheriff Substation	30,800	General	Fund
KK9545	Valley Center Station Additl Trailer	140,000	General	Fund
	Total 1998/99 New Capital Projects	539,234		

Capital Lease/Purchs	ase Payments		
Project #	Description	Funding Source	Amount
PP4356	East Mesa	General Fund	4,880,142
PP4356	East Mesa	Penalty Assessment	2,107,217
PPMuni	SD Muni Ct. Civil Bldg.	Penalty Assessment	755,701
PP4338	Burnham Bldg.	Penalty Assessment	710,898
PP0340	Juvenile Hall	Penalty Assessment	1,158,379
PP0474	Ridgehaven (Sheriff)	General Fund	478,532
PP0090	Clairemont Crime Lab	General Fund	1,818,183
PP0353	Hall of Justice	General Fund	2,585,593
	Hall of Justice	Penalty Assessment	1,588,226
	Hall of Justice	Parking	508,312
	Hall of Justice	City of San Diego	800,000
	Hall of Justice	Food Court	35,525
٥	Probation Ohio St L/P	General Fund	174,752
New	Central Jail	General Fund	587,039
	Central Jail	Penalty Assessment	550,895
	Total Capital Lease/Purch	hase Payments	\$18,739,394

Note:

PROGRAM REVENUE BY SOURCE				Channa Saum
Source of Revenue	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget
CHARGES:				·
AB-189 (County Justice Facility Constr. Fund 9176)	6,488,859	6,571,689	6,871,316	299,627
Aid from Joint Powers Authority (JPA 9743)	9,850	0,511,557	0,0,,,,,,,	2,,,02,
State Aid Correctional Facility Const. (9451)	4,901,394	ă		
Fed-Other Grants (9678)	123,472	ă		
Aid from Redevelopment Agency (9744)	85,000	Ŏ	800,000	800,000
Fed Grant - HiDTA (9665)	30,000	Ō	300,000	333,533
Interest (9190)	253,678	Ŏ		
Sales Tax - Crim. Jus (Prop.A)(9063)		0		
Other - Misc (9995)	6	0		
Sale of Fixed Assets (9993)		0		
Aid from Other Gov't Agency (9746)	34,234	0		
Op. Tsfr from Asset Forfeiture (9816)	•	0		
Op. Tsfr from Inmate Welfare (9818)	169,906	0		
Rents & Concession (9210)	2,158,035	570,800	543,837	(26,963)
Donation from Private Party (9957)	• •	. 0	-	
State Reimbursement IV-D/SEIF (9329)	475,000	475,000		
SANCAL Reserve Proceeds (9952)	4,861,246	. 0		
SANCAL Reimbursements (9949)	28,908,723	0		
Other Serv to Govint (9971)	51,125	0		
Other Sales Taxable (9996)	569	0		
Aid from City of SD (9741)	800,000	800,000		
General Fund Contribution (9801)	18,722,586	10,159524	11,063,475	903,951
Sub-Total	\$68,043,683	\$18,577,013	\$19,278,628	\$701,615
Total	\$68,043,683	\$18,577,013	\$19,278,628	\$701,615

EXPLANATION/CONNENT 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.

MISCELLANEOUS

CAC MAJOR MAINTENANCE

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	Change From 1997-98 Budget	ኔ Change
CAC Major Maintenance	\$0	\$0	\$36,508	\$0	\$526,800	\$526,800	100.0
TOTAL DIRECT COST	\$0	\$0	\$36,508	\$0	\$526,800	\$526,800	100.0
TOTAL PROGRAM REVENUE	(0)	(0)	(19,248)	(0)	(13,800)	(13,800)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$17,260	\$0	\$513,000	\$513,000	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

MISSION

To provide major maintenance services to common areas of the County Administration Center

1998-99 KEY DEPARTMENTAL OUTCOME OBJECTIVES

A project listing is in the process of being developed.

PROGRAM: CAC Major Maintenance

DEPARTMENT: CAC MAJOR MAINTENANCE

PROGRAM #: 00190 MANAGER: Thomas J. Pastuszka

ORGANIZATION #: 0190

REFERENCE: 1998-99 Proposed Budget - Pg. 62-2

AUTHORITY: Established by order of the Board of Supervisors December 9, 1997, Item number 28

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	‡ Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$ 0	\$ 0	0.0
Services & Supplies						
Other Charges	0	0	36,508	0	526,800	100.0
Fixed Assets	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$36,508	\$0	\$526,800	100.0
PROGRAM REVENUE	(0)	(0)	(19,248)	(0)	(13,800)	(100.0)
NET GENERAL FUND COST	\$0	\$0	\$17,260	\$0	\$513,000	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

See Department Summary page.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Funding established mid-year 1997-98

1997-98 ACHIEVEMENT OF OBJECTIVES

N/A

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

See Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program; which is Discretionary/Discretionary, are summarized as follows:

- Major Maintenance CAC [0.00 SY; E = \$526,800; R = \$13,800]
 - Discretionary/Discretionary Service Level
 - Major maintenance County Administration Center

PROGRAM: Cash Borrowing DEPARTMENT: CASH BORROWING/GENERAL EXPENSES

(COUNTYWIDE)

PROGRAM #: 86000

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1651

REFERENCE: 1998-99 Proposed Budget - Pg. 63-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	\$ 0	30	3 0	40	•0	0.0
Contributions for Self Insurance:	0	0	0	0	0	0.0
Debt Service-Service Charge	0	436,842	557,692	1,140,000	540,000	(52.6)
Interest Pymts on Cash Financing	0	14,181,189	14,248,952	13,360,000	11,290,000	(15.5)
Buy-Out (ILP)	0	0	0	0	0	0.0
CERS Reserve	0	O	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$14,618,031	\$14,806,644	\$14,500,000	\$11,830,000	(18.4)
Funding Cancellation of Reserve	(0) (0)	(0) (0)	(7,000,000) (0)	(7,000,000) (0)	(7,000,000) (0)	0.0
NET GENERAL FUND COST	\$0	\$14,618,031	\$14,806,644	\$7,500,000	\$11,830,000	57.7
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 securing cash borrowing at the lowest possible net cost.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

1997-98 estimated actual costs were \$0.53 million higher than the budgeted costs. This is attributed to higher than budgeted interest rates paid on the County's borrowed funds, Tax and Ravenue Anticipation Notes (TRANS) (4.5% vs. 4.25%). This higher estimate of interest paid out on borrowed funds is accompanied by an approximate \$1.3 million increase in interest revenue earned by monies invested by the County Treasurer due primarily to higher daily cash balances because of the sale of the Solid Waste System.

1997-98 ACHIEVEMENT OF OBJECTIVES

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

The 1998-99 Proposed Budget reflects the cash flow projection and the financing plan for the County's projected 1998-99 cash flow requirements. These gross costs reflect borrrowing \$175 million in Tax and Revenue Anticipation Notes (TRANS), at approximately a 4.25% interest rate, at an estimated cost of \$11 million, plus \$60 million in Teeter funds at an estimated cost of \$2-\$3 million. It should be noted, that General Revenues include an estimated \$13.0 million of gross interest revenues, approximately \$7.0 million of these revenues are associated with the TRANS (\$5.0 million) and TEETER (\$2.5 million) borrowing program, as indicated above as a "memo entry."

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Cash Borrowing:

Discretionary/Mandated Service Level

PROGRAM: Solid Waste Divestiture

DEPARTMENT: CASH

CASH BORROWING/GENERAL (COUNTYWIDE)

EXPENSES

PROGRAM #: 86000

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1652

REFERENCE: N/A

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$0	\$0	\$0	\$0	\$0	0.0
Contributions for Self Insurance:	0	0	7,539,353	0	0	0.0
Debt Service-Service Charge	0	0	0	0	0	0.0
Interest Pymts on Cash Financing	0	0	0	0	0	0.0
Buy-Out (ILP)	0	0	0	0	0	0.0
CERS Reserve	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$7,539,353	\$0	\$0	0.0
Funding Cancellation of Reserve	(0) (0)	(0) (0)	(0) (0)	(0) (0)	(0) (0)	0.0
NET GENERAL FUND COST	\$0	\$0	\$7,539,353	\$(0)	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

This is the wrap-up cost for the Solid Waste Divestiture.

COMMUNITY ENHANCEMENT PROGRAM

·	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998•99 . Budget	Change From 1997-98 Budget	* Change
Community Enhancement	\$1,894,917	\$2,293,128	\$2,743,610	\$2,745,179	\$2,738,305	(6,874)	(0.3)
TOTAL DIRECT COST TOTAL PROGRAM REVENUE	\$1,894,917 (0)	\$2,293,128 (0)	\$2,743,610 (0)	\$2,745,179 (0)	\$2,738,305 (0)	\$(6,874) 0	(0.3)
NET GENERAL FUND COST STAFF YEARS	\$1,894,917 0.00	\$2,293,128 0.00	\$2,743,610 0.00	\$2,745,179 0.00	\$2,738,305 0.00	\$(6,874)	(0.3)

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.

1998-99 KEY DEPARTMENTAL OUTCOME 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.

PROGRAM: Community Enhancement Program

DEPARTMENT: COMMUNITY ENHANCEMENT PROGRAM

PROGRAM #: 80203

MANAGER: Christopher P. Gilmore

ORGANIZATION #: 0250

REFERENCE: 1998-99 Proposed Budget - Pg. 64-2

AUTHORITY: Section 26100 of the Government code allows the County to contract for services and advice 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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	ሂ Change
DIRECT COST						
Other Charges	1,894,917	2,293,128	2,743,610	2,745,179	2,738,305	(0.3)
TOTAL DIRECT COST	\$1,894,917	\$2,293,128	\$2,743,610	\$2,745,179	\$2,738,305	(0.3)
PROGRAM REVENUE	(0)	(0)		(0)	(0)	0.0
NET GENERAL FUND COST	\$1,894,917	\$2,293,128	\$2,743,610	\$2,745,179	\$2,738,305	(0.3)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0
_				_		

PROGRAM MISSION

Refer to Department Summary for Program Mission.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

Actual expenditures for fiscal year 1997-98 are les than the budgeted amount by less than .06%.

1997-98 ACHIEVEMENT OF OBJECTIVES

Entered into agreements with 159 non-profit agencies to provide tourist-related and economic development services. Disbursed 99.9% of the allocated funds and administered contracts throughout the year.

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

Please refer to Department Summary page.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Community Enhancement</u> [0.00 SY; E = \$2,738,305; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Funding level for this program is based upon Board policy to appropriate an amount equivalent to Tourist Occupancy Tax (TOT) collections. 1998-99 appropriations are comparable to estimated 1998-99 TOT revenues of \$2.55 million, as well as \$74,579 one-time TOT collections in excess of budget for 1996-97.
 - Provides funding for approximately 160 contractors for tourism and economic development activities.

	1997-98	1998-99
ORGANIZATION, PROJECT, OR EVENT	ADOPTED	ADOPTED
Accessible San Diego	17,000.00	17,000.00
Adams Avenue Business Association	•	2,000.00
African American Museum of Fine Arts (AAMFA)	5,000.00	2,000.00
Alpha Phi Alpha (Zeta Sigma Lambda) Martin Luther King Parade	6,000.00	6,000.00
Alpine Chamber of Commerce- General	25,000.00	30,000.00
Alpine Chamber of Commerce- Sage & Songbirds	2,000.00	-
Alpine Community Center, Inc (ACC)	3,000.00	5,000.00
Alpine Historical and Conservation Society	•	1,000.00
Antique Gas & Steam Engine Museum, Inc	28,000.00	28,000.00
Anza-Borrego Desert Natural History Association	5,000.00	5,000.00
Anza-Borrego Foundation	5,000.00	6,000.00
Arts Center Foundation, Inc (The)	15,000.00	15,000.00
Athenaeum Music & Arts Library	5,000.00	•
Batiquitos Lagoon Foundation (BLF)	•	-
Bayview Community Development Corporation	-	-
Bonita Business & Professional Association, Inc	5,000.00	5,000.00
Bonita Historical Museum	16,000.00	8,000.00
Bonsall Chamber of Commerce	•	4,000.00
Borrego Education Center Foundation	5,000.00	8,000.00
Borrego Springs Airport Improvement Corp	12,000.00	6,000.00
Borrego Springs Chamber of Commerce	80,000.00	80,000.00
Borrego Springs Christmas Circle Community Park	30,000.00	30,000.00
Borrego Springs Performing Arts Center	3,000.00	3,000.00
Boys and Girls Club of Ramona	-	-
Buena Vista Audubon Society	2,500.00	1,000.00
Cabrillo Festival, Inc	3,000.00	2,500.00
California Ballet Association, Inc	•	_,000.00
California Center for the Arts, Escondido	50,000.00	50,000.00
California Surf Museum	2,000.00	2,000.00
Cardiff Chamber of Commerce	10,000.00	10,000.00
Carlsbad Children's Museum	2,000.00	2,000.00
Carlsbad Convention and Visitors Bureau	10,000.00	10,000.00
Centro Cultural de la Raza	1,500.00	1,500.00
Children's Museum of San Diego	32,500.00	22,161.00
CHIRP for Garden Wildlife Inc	•	3,150.00
Christian Community/Christian Youth Theater	15,000.00	12,000.00
Chula Vista Chamber of Commerce	18,000.00	18,000.00
Chula Vista Downtown Business Association	•	1,000.00
City Heights Community Development Corporation	7,500.00	5,000.00
City of Carlsbad Arts Office	1,000.00	1,000.00
City of Chula Vista - Tall Ship Californian	6,500.00	6,500.00
City of Chula Vista - Music in The Park	•	-
City of Poway Trails Sub-Committee	•	•
Combined Organizations for the Visual Arts	•	5,000.00
Coronado Community Theatre, Inc.	12,000.00	8,000.00
Coronado Historical Association	8,000.00	8,000.00
Council of Philippine American Orgs of SD County	11,000.00	11,000.00
Crime Victims Fund, The	15,000.00	15,000.00
wind rightly the	15,000.00	10,000.00

ORGANIZATION, PROJECT, OR EVENT ADOPTED ADOPTED Cuyamaca Ranch State Park Interpretive Assn - - - Del Mar Foundation, The - 10,000.00 - Del Mar Village Merchants Association 5,000.00 - 4,000.00 Downtown Business Association of Escondido - 4,000.00 47,000.00 Downtown Encinitas Main Street Association -
Del Mar Foundation, The - 10,000.00 Del Mar Village Merchants Association 5,000.00 - Downtown Business Association of Escondido - 4,000.00 Downtown Encinitas Main Street Association - 10,000.00 East County Economic Development Council 47,000.00 47,000.00 El Cajon Boulevard Business Improvement Assns Inc - - El Cajon Chamber Foundation 5,500.00 5,500.00 Encinitas/N Coast Chamber of Commerce & Visit Ctr 10,000.00 10,000.00 Encinitas/N Coast Chamber of Commerce & Visit Ctr 10,000.00 5,000.00 Enterprise Consortium of North San Diego County 30,000.00 - Escondido Business Retention/ Expansion Project 5,000.00 - Escondido Chamber of Commerce 25,000.00 25,000.00 Escondido Education COMPACT - - Fallbrook Art Association, Inc 3,000.00 3,000.00 Fallbrook Historical Society 3,500.00 2,000.00 Fallbrook Music Society 3,000.00 2,000.00 Fallbrook Willage Association 5,000.00 <
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Downtown Encinitas Main Street Association - 10,000.00 East County Economic Development Council 47,000.00 47,000.00 El Cajon Boulevard Business Improvement Assns Inc - - El Cajon Chamber Foundation 5,500.00 5,500.00 Encinitas/N Coast Chamber of Commerce & Visit Ctr 10,000.00 10,000.00 Ensemble Arts Theatre 5,000.00 5,000.00 Enterprise Consortium of North San Diego County 30,000.00 - Escondido Business Retention/ Expansion Project 5,000.00 - Escondido Chamber of Commerce 25,000.00 25,000.00 Escondido Chamber of Commerce 3,000.00 3,000.00 Escondido Chamber of Commerce 75,000.00 3,000.00 Fallbrook Art Association, Inc 3,000.00 3,000.00 Fallbrook Chamber of Commerce 75,000.00 2,000.00 Fallbrook Land Conservancy 2,000.00 2,000.00 Fallbrook Willage Association 20,161.00 20,000.00 Fallbrook Village Association 5,000.00 5,000.00 First Night, Escondido, Inc 5,000.00 <td< td=""></td<>
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Greater San Diego Chamber of Commerce - 50,000.00 Greater San Diego Inner-City Games 5,161.40 5,000.00 Heritage of the Americas Museum, Inc 20,000.00 20,000.00 Hillcrest Business Improvement Assn, Inc 4,000.00 4,000.00 Hostelling International-American Youth Hostels 2,500.00 2,500.00 House of Hospitality Association - - I Love A Clean San Diego 6,000.00 2,000.00
Greater San Diego Chamber of Commerce - 50,000.00 Greater San Diego Inner-City Games 5,161.40 5,000.00 Heritage of the Americas Museum, Inc 20,000.00 20,000.00 Hillcrest Business Improvement Assn, Inc 4,000.00 4,000.00 Hostelling International-American Youth Hostels 2,500.00 2,500.00 House of Hospitality Association - - I Love A Clean San Diego 6,000.00 2,000.00
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House of Hospitality Association
Love A Clean San Diego 6,000.00 2,000.00
Icarus Punnet Company 1 000 00 1 000 00
1,000.00 1,000.00
Imperial Beach Chamber of Commerce 5,000.00 5,000.00
Imperial Beach Chili Jazz Association 5,000.00 5,000.00
International Entertainers School of San Diego 2,500.00 -
Isaacs/ McCaleb & Dancers 10,000.00 -
Japanese Friendship Garden
Julian Chamber of Commmerce 60,000.00 65,000.00
Julian Historical Society 15,000.00 13,000.00
Julian Historical Society- Historic Plaque Project - 13,000.00
Julian Merchants Association 5,000.00 10,000.00
Julian Pioneer Memorial Park Master Plan Committee
Julian Pioneer Museum 22,000.00 8,000.00
La Jolla Chamber Music Society 15,000.00 15,000.00
La Jolla Playhouse (Theatre & Arts Fund) 40,000.00 30,000.00
La Jolla Stage Company 10,000.00 10,000.00

	1997-98	1998-99
ORGANIZATION, PROJECT, OR EVENT	ADOPTED	ADOPTED
Lakeside Chamber of Commerce Tourist and Cultural Activities	29,660.00	35,000.00
Lakeside Historical Society	15,000.00	-
Library Association of La Jolla	•	5,000.00
Linda Vista Multi-Cultural Fair, Inc	5,500.00	6,000.00
Live Oak Park Coalition	7,000.00	7,000.00
Los Caballeros de Aventura, Inc	•	•
Maine Ave Revitalization Association	5,000.00	5,510.00
Mainly Mozart Festival	37,000.00	37,000.00
Malashock Dance & Co.	•	•
Maritime Museum Associaton of San Diego	15,000.00	15,000.00
Maytime Band Review Corporation	5,000.00	5,000.00
MCRD Museum Historical Society	•	-
Mingei International Museum	35,000.00	43,000.00
Mission Hills Association, Inc	•	1,000.00
Mission Trails Regional Park Foundation Inc	2,500.00	•
Mother Goose Parade Association	10,000.00	10,000.00
Motor Transport Museum	2,500.00	2,500.00
Mountain Empire Historical Society	7,500.00	8,000.00
Museum of Contemporary Art, San Diego	23,600.00	35,000.00
Museum of Photographic Arts	15,000.00	15,000.00
National Business Fellowship Foundation, The	•	,
National City Chamber of Commerce	•	5,000.00
North Coast Repertory Theatre	3,500.00	10,000.00
North Coastal Marketing Group	0,000.00	3,000.00
North County Economic Development Council	•	50,000.00
North San Diego County Foster Parents Association	•	3,000.00
Ocean Beach Merchants' Association	•	3,000.00
Ocean Beach Town Council	1,461.40	1,500.00
Oceanside Chamber of Commerce & Visitor & Tourism	30,000.00	30,000.00
Oceanside Community Television	5,000.00	-
Oceanside Cultural Arts Foundation	4,000.00	4,000.00
Oceanside Downtown Business Assn	2,000.00	2,000.00
Oceanside Historical Society	2,000.00	
Oceanside Sea Center Association	2,000.00	-
Old Globe Theatre	45,000.00	28,000.00
Old Mission San Luis Rey, Inc	2,000.00	2,000.00
Old Town Cinco de Mayo Fiesta '99	•	7,500.00
Orange County Council, Boy Scouts of America	-	-
Pacific Coast Players	· <u>-</u>	2,000.00
PASACAT Philippine Performing Arts Company	8,000.00	7,000.00
Pathfinders of San Diego	1,500.00	1,500.00
Peninsula Chamber of Commerce, The	•	4,500.00
Pioneer Hook & Ladder Museum	2,500.00	2,500.00
Playwrights Project	-,	_,500.00
Point Loma Arts Academy	-	<u>.</u>
Project Employment Program	-	-
Quail Botanical Gardens Foundation, Inc	10,000.00	-
Ramona Chamber of Commerce	40,000.00	45,000.00

	1997-98	1998-99
ORGANIZATION, PROJECT, OR EVENT	ADOPTED	ADOPTED
Ramona Pioneer Hist Society/Guy Woodward Museum	22,000.00	22,000.00
Ramona Town Hall, Inc	-	-
Rancho Bernardo Chamber of Commerce	10,000.00	10,000.00
Rancho Penasquitos Chamber of Commerce (Diamond Gateway)	10,000.00	10,000.00
Rancho Santa Fe Historical Society Inc	6,000.00	10,000.00
Reche Community Club	1,000.00	1,000.00
Salvation Army, The	-	-
SAMAHAN Filipino American Performing Arts & Ed Ctr	5,000.00	5,000.00
San Diego Aerospace Museum	17,600.00	7,000.00
San Diego African American Sports Assn	-	10,000.00
San Diego Area Dance Alliance (SDADA)	5,161.00	5,000.00
San Diego Automotive Museum	4,000.00	5,000.00
San Diego Bowl Game Association	65,000.00	65,000.00
San Diego Chamber Orchestra	-	5,000.00
San Diego Chamber of Commerce- Fleet Week	_	-
San Diego Children's Choir	_	3,000.00
San Diego Convention & Visitors Bureau	250,000.00	250,000.00
San Diego County Hispanic Chamber of Commerce	250,000.00	7,000.00
San Diego Dance Institute	-	7,000.00
San Diego Dance Theatre	-	5,000.00
-	•	5,000.00
San Diego Drum & Bugle Corps Association	75 000 00	75 000 00
San Diego East Visitors Bureau	75,000.00	75,000.00
San Diego Economic Research Bureau	50,000.00	-
San Diego Film Commission	20,000.00	20,000.00
San Diego Hall of Champions Sports Museum	50,000.00	25,000.00
San Diego Historical Society	11,500.00	9,000.00
San Diego Inter-Museum Promotion Council	2,000.00	-
San Diego Master Chorale	-	5,000.00
San Diego Model Railroad Museum	5,000.00	2,000.00
San Diego Museum of Art	43,500.00	45,000.00
San Diego Museum of Man	20,000.00	15,000.00
San Diego North Convention & Visitors Bureau	230,000.00	230,000.00
San Diego Opera Association	65,000.00	68,500.00
San Diego Performing Arts League	9,000.00	6,000.00
San Diego Railroad Museum	5,000.00	5,000.00
San Diego Regional Economic Development Corp	65,000.00	65,000.00
San Diego Repertory Theatre	15,000.00	19,000.00
San Diego Scottish Highland Games Inc.	4,000.00	-
San Diego Society of Natural History	35,000.00	35,000.00
San Diego Space and Science Foundation	20,000.00	25,000.00
San Diego Sportfishing Council	5,000.00	4,000.00
San Diego State University Foundation	-	-
San Diego Symphony Orchestra Association	•	23,161.40
San Diego Youth Symphony	7,500.00	12,500.00
San Dieguito Heritage Museum Inc	-	5,000.00
San Dieguito River Valley Regional Open Space	10,000.00	-
San Elijo Lagoon Conservancy	25,000.00	-
San Marcos Chamber of Commerce	15,000.00	16,661.00

	1997-98	1998-99
ORGANIZATION, PROJECT, OR EVENT	ADOPTED	ADOPTED
San Marcos Historical Society	3,000.00	3,000.00
San Pasqual HS, FFA Organization	-	-
San Ysidro Women's Club/S.Y Park & Rec Council	-	3,000.00
Seagaze Inc.	2,000.00	-
Senior Stages Academy	•	-
Sequoia Music Society, Inc	2,000.00	2,000.00
Siedgehammer Theatre, Inc	-	-
Solana Beach Chamber of Commerce	10,000.00	10,000.00
South County Economic Development Council	20,000.00	20,000.00
Southeastern Community Theatre (SECT)	5,000.00	5,000.00
Spreckels Organ Society	2,000.00	2,000.00
Spring Valley Business Development Center	10,000.00	5,000.00
Spring Valley Chamber of Commerce	25,000.00	25,000.00
Spring Valley Chamber of Commerce- Community Improvement	-	-
Spring Valley Historical Society	5,500.00	-
Teatro Mascara Magica	•	3,000.00
Travelers Aid Society of San Diego, Inc	6,000.00	6,161.40
United Italian American Association	4,500.00	4,500.00
University Heights Community Development Corp	-	-
University of California, San Diego (Stephen Birch Aquarium)	10,000.00	10,000.00
US Open Sandcastle Committee, Inc	10,000.00	10,000.00
Valley Center Chamber of Commerce	10,000.00	10,000.00
Valley Center Community Services District	8,000.00	8,000.00
Veteran's Memorial Center - Encampment	10,000.00	10,000.00
Veteran's Memorial Center - Parade	5,000.00	6,000.00
Veteran's Memorial Center, Inc.	-	-
VFW- Post 10577	8,871.63	-
Vista Chamber of Commerce	15,000.00	15,000.00
Vista Village Business Association	5,000.00	5,000.00
White Horse Theater	-	-
World Trade Center Association in San Diego	35,000.00	35,000.00
World Trade Institute San Diego	-	-
Young Audiences of San Diego	2,500.00	2,000.00
Tota	al 2,745,176.43	2,738,304.80

PROGRAM: Contingency Reserves

DEPARTMENT: CONTINGENCY RESERVES

PROGRAM #: 80000

MANAGER: Christopher Gilmore

ORGANIZATION #: 1850 & 1600

REFERENCE: 1998-99 Proposed Budget - Pg. 65-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	* Change
DIRECT COST Operational Reserve for 1998-99	\$0	\$ 0	\$0	\$10,000,000	\$10,000,000	0.0
General Contingency Reserve	0	00	0	0	50,000,000	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$10,000,000	\$60,000,000	500.0%
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$0	\$0	\$0	\$10,000,000	\$60,000,000	500.0%
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM MISSION

The Operational 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 1998-99 is \$10,000,000. General Contingency Reserves of \$50 million have been set aside as long term reserves. As opposed to the 1998-99 Operational Reserve they are set aside for long-term fiscal stability rather than for 1998-99 operations.

PROGRAM: General Fund Adjustments & Special Reserves

DEPARTMENT: GENERAL FUND ADJUSTMENTS

PROGRAM #: 01830

MANAGER: Christopher Gilmore

ORGANIZATION #: 1830 REFERENCE: 1998-99 Proposed Budget - Pg. 66-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish Reserves.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Salaries & Benefits	0	0	0	0	0	0.0
Operating Transfers	0	2,400,000	2,000,000	2,000,000	2,000,000	0.0
Contingency Reserves	0	0	8,671,617	8,671,617	600,000	(93.1)
CERS Reserve	00	0	0	0	00	0.0
TOTAL DIRECT COST	\$0	\$2,400,000	10,671,617	\$10,671,617	\$2,600,000	(75.6)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$0	\$2,400,000	\$10,671,617	\$10,671,617	\$2,600,000	(75.6)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

1998-99 PROGRAM MISSION

The above amounts for FY 1998-99 represent non-department specific adjustments to provide for potential payments and liabilities as well as unallocated reserves that are segregated from operating reserves. These are summarized as follows:

SB-910 Medi-Cal Administrative Claims (MAC) Unallocated Reserves

Amounts \$ 2,000,000 \$ 7,074,500

TOTAL

\$9,074,500

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

None.

PROGRAM: Pension Obligation Bonds

DEPARTMENT: PENSION OBLIGATION BONDS

PROGRAM #: 91000

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1810

REFERENCE: 1998-99 Proposed Budget - Pg. 67-1

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.

	1995-96 Actual	1996-97 Actual	1997-98 Actual	1997-98 Budget	1998-99 Budget	% Change
DIRECT COST Services & Supplies	\$0	\$3,575	\$3,550	\$30,000	\$20,000	(33.3)
Debt Service Payments	0	42,109,872	44,215,806	44,215,807	46,427,225	5.0
CERS Reserve	. 0	0	0	0	0	0.0
TOTAL DIRECT COST	0	\$42,113,447	44,219,356	\$44,245,807	46,447,225	5.0
Funding/FB/Interfund chgs	(0)	(42,029,278)	(43,828,390)	(44,245,807)	(46,453,725)	5.0
NET FUND CONTRIBUTION	\$0	\$84,169	\$390,966	\$0	\$(6,500)	(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.

1997-98 ACTUAL TO 1997-98 BUDGET COMPARISON

1997-98 actual costs were covered by budgeted appropriations.

1997-98 ACHIEVEMENT OF OBJECTIVES

1998-99 PROGRAM OUTCOME AND OUTPUT OBJECTIVES

1998-99 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 Obilgation Bonds in 1994-95. Departments will fully contribute to the Debt payment.

1998-99 SUBPROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. <u>Debt Service:</u>

Mandated/Mandated Service Level