County of Los Angeles

2002-03
Proposed Budget

Submitted to the
Board of Supervisors
April 2002

Volume One

Board of Supervisors

Gloria Molina
Supervisor, First District

Yvonne Brathwaite Burke
Supervisor, Second District

Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Michael D. Antonovich
Supervisor, Fifth District

County of Los Angeles Board of Supervisors

Gloria Molina
Supervisor, First District
Population: 1,959,000
Square Miles: 227.5

Yvonne Brathwaite Burke
Supervisor, Second District
Population: 1,942,000
Square Miles: 158.5

Zev Yaroslavsky
Supervisor, Third District
Population: 1,957,000
Square Miles: 432.0

Don Knabe
Supervisor, Fourth District
Population: 1,924,000
Square Miles: 426.5

Michael D. Antonovich
Supervisor, Fifth District
Population: 1,967,000
Square Miles: 2,837.0

County of Los Angeles

2002-03 Proposed Budget

April 2002

Submitted
to the

Los Angeles County Board of Supervisors

by

David E. Janssen
Chief Administrative Officer

and

J. Tyler McCauley
Auditor-Controller

TABLE OF CONTENTS

Volume I

The Los Angeles County Vision Statement and Strategic Plan i

Transmittal Letter ii

GENERAL INFORMATION

Fiscal Overview and Workload Indicators (Charts) iii
Reader's Guide to Understanding the Budget x
Organization Chart xii

BUDGET SUMMARIES

Departmental Budgets:
Appropriations, Revenue, and Net County Cost 1

APPENDIX / INDEX

Statistics 60
Cultural and Recreational Opportunities 61
Glossary 62
Index 63

THE LOS ANGELES COUNTY VISION STATEMENT AND STRATEGIC PLAN

In November 1999, on the recommendation of all department heads, the Board of Supervisors unanimously adopted the County's Vision Statement and Strategic Plan including four Organizational Goals and one Program Goal. Implementation activities continued through 2001 and updates are planned in 2002 to keep the Plan relevant and focused on achieving the Vision.

In 2001, departments were required to develop one or two key service delivery standards and, by January 2002, to have service delivery standards established for all relevant programs. In addition, consistent with the Strategic Plan, departments were required to develop program outcome measures which, for the first time, are included in the Proposed Budget in conjunction with the relevant departmental program summary.

VISION STATEMENT

Our ***purpose*** is to improve the quality of life in Los Angeles County by providing responsive, efficient, and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, businesses and communities.

Our ***philosophy*** of teamwork and collaboration is anchored in our shared values:

-- Responsiveness	-- Commitment	-- Compassion	-- Professionalism
-- Integrity	-- Accountability	-- Respect for diversity	-- A "can-do" attitude

Our ***position*** as the premiere organization for those working in the public interest is established by:
- -- A capability to undertake programs that have public value.
- -- An aspiration to be recognized through our achievements as the model for civic innovation.
- -- A pledge to always work to earn the public trust.

STRATEGIC PLAN

Organizational Goal 1: Service Excellence
Provide the public with easy access to quality information and services that are both beneficial and responsive.
- -- Strategy 1: Develop standards for user-friendly service.
- -- Strategy 2: Design seamless ("One County") service delivery systems.
- -- Strategy 3: Evaluate services based on results.

Organizational Goal 2: Workforce Excellence
Enhance the quality and productivity of the County workforce.
- -- Strategy 1: Recruit, develop, and retain dedicated and productive employees.
- -- Strategy 2: Create a positive work environment.

Organizational Goal 3: Organizational Effectiveness
Ensure that service delivery systems are efficient, effective, and goal-oriented.
- -- Strategy 1: Implement strategic management processes.
- -- Strategy 2: Improve internal operations.
- -- Strategy 3: Collaborate across functional and jurisdictional boundaries.

Organizational Goal 4: Fiscal Responsibility
Strengthen the County's fiscal capacity.
- -- Strategy 1: Manage effectively the resources we have.
- -- Strategy 2: Invest in public infrastructure.
- -- Strategy 3: Increase public private partnerships.

Program Goal 5: Children And Families' Well-Being
Improve the well-being of children and families in Los Angeles County as measured by achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; emotional and social well-being; and education/workforce readiness.
- -- Strategy 1: Coordinate, collaborate, and integrate services for children and families across functional and jurisdictional boundaries.
- -- Strategy 2: Measure progress towards improving the five outcomes for children and families.
- -- Strategy 3: Engage individual departments in their planning efforts towards achieving the five outcomes for children and families.

County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE
713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101

DAVID E. JANSSEN
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

April 16, 2002

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

FISCAL YEAR 2002-03 PROPOSED COUNTY BUDGET (3-VOTES)

The FY 2002-03 Los Angeles County Proposed Budget total of $16.3 billion reflects a decrease of $205.0 million in total requirements. General County funds (including the General Fund, -$316.0 million; Debt Service Funds, -$2.6 million; and Hospital Enterprise Funds, $148.6 million) reflect a net decrease of $170.0 million. Special Districts/Special Funds also reflect a reduction in total requirements of $35.0 million.

TOTAL REQUIREMENTS - ALL FUNDS - 2002-03
(billions of dollars)

Fund	2001-02 Budget	2002-03 Proposed	Change	% Change
Total General County	$ 13.521	$ 13.351	$ -0.170	-1.3
Special Districts/Special Funds	2.961	2.926	-0.035	-1.2
Total Budget	$ 16.482	$ 16.277	$ -0.205	-1.2
Budgeted Positions	95,696.9	93,354.3	-2,342.6	-2.4

Budget Overview

The FY 2002-03 Proposed Budget emphasizes the County's conservative budgetary approach in response to the recent recession and uncertainty in the State budget. While the latest assessment is that the recession was relatively short and mild in comparison to previous experiences of the early eighties and nineties, its potential impact on the State and County budgets will extend well into the coming year and possibly beyond.

The County faces the challenge of maintaining acceptable levels of service to the citizens of Los Angeles County while financial resources are dwindling as a result of the recent recession. Overall, the County General Fund forecast projected a $57.0 million shortfall in FY 2002-03. In lieu of further reductions at this time, we have chosen to use available one-time FY 2001-02 Appropriation for Contingency funds to balance the budget.

The FY 2002-03 Proposed Budget maintains services essentially at FY 2001-02 levels for most departments while minimal funding has been recommended only for expansion of the most critical services. However, several departments have been required to eliminate positions and/or reduce services. The Proposed Budget reflects an overall decrease of 2,342.6 positions primarily due to reductions in the following departments: Public Social Services (2,086.0), Probation (81.0), Office of Public Safety (60.0), District Attorney (57.0), and Mental Health (47.0). If revenues continue to decline, and/or the State imposes additional funding reductions, further curtailments will be required.

Funding recommendations for FY 2002-03 include continuation of the multi-year effort to reduce reliance on Los Angeles County Employees Retirement Association (LACERA) excess earnings; minimal increases to enable departments to maintain pace with caseload increases; and increases in salaries and employee benefits from negotiations with the majority of the County's bargaining units.

The FY 2002-03 Proposed Budget also includes ongoing funding for the County's Security Action Plan, which was developed in response to the September 11th terrorist attacks. Additionally, funding is included in the Provisional Financing Uses budget for 1) training, maintenance, and operational costs in developing Phase I of the Integrated Data Warehouse that will increase departments' access to financial data; 2) first-year costs associated with the development of a new countywide financial system, the Los Angeles County Administration System (LACAS), to replace the existing Countywide Accounting and Purchasing System (CAPS); and 3) third-year funding for the District Attorney for increased workload costs associated with the City of Los Angeles Rampart investigation.

The County will face several challenges in FY 2002-03:

- Faced with a projected shortfall in FY 2003-04 of approximately $365.0 million, the Department of Health Services is seeking to significantly alter the design of its health care system during FY 2002-03, and will recommend actions for restructuring in consideration of available resources, patient needs, and utilization patterns.

- Department Shortfalls – Due to anticipated funding shortfalls, several departments will be required to curtail existing services. These departments include Public Social Services (-$100.0 million), Sheriff (-$49.6 million), Mental Health (-$32.9 million), Probation (-$10.0 million), District Attorney (-$8.1 million), and Public Library (-$7.0 million).

- Proposition 172 Revenues – As a result of the downturn in the economy, the County is currently experiencing an estimated shortfall in Proposition 172 revenues exceeding $30 million. Economic indicators show that the economy will rebound in the area of sales tax revenues by the end of summer. The budget for FY 2002-03 assumes no growth in sales tax revenues.

- Realignment – The FY 2002-03 Proposed Budget reflects a $13.0 million increase in budgeted Sales Tax Realignment revenues, primarily for the Health and Mental Health accounts due to unanticipated growth revenue received for FY 2000-01, which increases the base. An increase of $22.2 million in Vehicle License Fee Realignment revenue has been budgeted, primarily due to increased vehicle sales in FY 2001-02. This includes $12.2 million for Mental Health, $9.0 million for Health, and $1.0 million for Social Services.

Implementation of Countywide Strategic Plan

The FY 2002-03 Proposed Budget reflects continued pursuit and implementation of the County's Strategic Plan, including efforts to update and expand awareness about the Plan, and completion of additional departmental strategic plans consistent with the County Plan. Strategic planning is particularly critical during challenging fiscal climates similar to the one currently faced by the County, as it facilitates a critical thinking process which focuses limited resources on those activities which best assist the County in realizing its Vision and long-term goals, including fiscal responsibility.

Consistent with the increasing alignment of the Strategic Plan with the budget process, proposed funding recommendations now cite specific Strategic Plan Goals and Strategies when applicable. Performance measures included in the budget also reflect greater alignment with programs, which is consistent with the Strategic Plan Goal 1, Strategy 3 to evaluate services based on results.

The following are specific examples of funding recommendations in the FY 2002-03 Proposed Budget which support the Strategic Plan Goals for Service Excellence, Workforce Excellence, Organizational Effectiveness, or Fiscal Responsibility (four Organizational Goals), or Children and Families' Well-Being (one Program Goal):

- **Goal No. 1 – Service Excellence: Provide the public with easy access to quality information and services that are both beneficial and responsive.**

  - Seamless service delivery is promoted through the continued implementation of the Substance Abuse and Crime Prevention Act of 2000 (Proposition 36) by the collaborative efforts of various agencies (Department of Health Services, Probation, Superior Court, the Countywide Criminal Justice Coordination Committee, and various community-based treatment providers). This program is currently operating at 26 court sites and provides drug treatment and probation supervision services. The Proposed Budget includes additional State revenue of $7.8 million to enhance contract treatment services and $2.5 million for 16.0 additional positions for probation supervision and related services.

  - Seamless service delivery is also promoted through the Wraparound Program, which allows greater flexibility in the use of foster care dollars to respond to the multiple and complex needs of children. These children, ages 8-17, are in foster care or are on the verge of being placed in homes or institutionalized. This Program allows the Departments of Children and Family Services, Health Services, Mental Health, and Probation to individualize services and coordinate the necessary resources to support children in their homes and communities. The budget includes $2.8 million to fund Wraparound Program infrastructure costs.

- To improve its responsiveness to the public, the Department of Public Social Services' (DPSS) budget reflects 99.0 additional positions and $5.0 million in appropriation as a result of a 13 percent projected increase in the In-Home Supportive Services (IHSS) caseload.

- **Goal No. 2 – Workforce Excellence: Enhance the quality and productivity of the County workforce.**

  - To enhance the quality and productivity of the County workforce, the Department of Human Resources:

    - Expanded the County Training Academy's Leadership Essentials for County Managers' Certification Program to include a broader range of managers. Funded in part by the Quality and Productivity Commission, the program will help ensure firm grounding for critical succession planning in a quickly evolving workforce;

    - Plans to survey all County employees to help target training and development strategies that respond directly to the needs of County employees and make them more productive in the workplace; and

    - Plans to develop an employee orientation program that includes various informational materials and a County video presentation as a comprehensive effort to communicate the values and behaviors of the County Vision Statement and the Strategic Plan to new hires.

  - To further enhance workforce quality and productivity, the Quality and Productivity Commission has led a renewed emphasis on best practices programs such as the Employee Suggestion Awards Program and various recognition events that highlight excellence by the workforce.

- To create a positive work environment, the Department of Public Social Services continues its aggressive Customer Services Training Program. The goal is to train all staff to effectively and efficiently deal with the public and to promote a more positive, customer service-oriented environment.

- To promote and encourage health awareness and well-being, the Labor-Management Advisory Committee on Productivity Enhancement presents periodic Wellness Fairs at various worksites demonstrating the County's commitment to preventive care for County employees.

- **Goal No. 3 – Organizational Effectiveness: Ensure that service delivery systems are efficient, effective, and goal-oriented.**

  - Improvement of internal operations is being pursued at the countywide level with the addition of $11.5 million to develop and enhance the countywide financial system. Additionally, $1.0 million is proposed to develop Phase I of the Integrated Data Warehouse that will increase departments' access to financial data.

  - Improvement of internal operations is being pursued at the department level with the addition of reimbursable funding of $2.5 million and 6.0 positions for the Internal Services Department to support its purchasing and contract services efforts. An additional $5.2 million is provided for the Department of Health Services to enhance information systems and professional services to support operations at LAC+USC, Harbor/UCLA, and Olive View Medical Centers.

- **Goal No. 4 – Fiscal Responsibility: Strengthen the County's fiscal capacity.**

  - To invest in public infrastructure, the FY 2002-03 Proposed Budget reflects $480.9 million to meet high-priority health, public safety, recreation, and other needs. Also reflected is $1.2 million for the Music Center to operate the long-anticipated Walt Disney Concert Hall.

- To further invest in public infrastructure, the Department of Public Works' budget reflects 1) $12.0 million from the Flood Control Fund for the Santa Anita Dam Spillway and Seismic Rehabilitation Project and the Sun Valley Watershed Management and Replenishment Project; and 2) $3.6 million from the Road Fund for building and improvement projects including maintenance and repairs of various road maintenance yards/facilities, operational costs, and rehabilitation of underground tanks.

- The Beaches and Harbors' budget reflects the Department's innovative efforts to more effectively manage their resources by implementing an Automated Parking Equipment Program. These efforts will increase beach-parking revenues by $0.4 million and minimize contract costs by $0.2 million.

- **Goal No. 5 – <u>Children and Families' Well-Being</u>: Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; emotional and social well-being; and educational/workforce readiness.**

  - In order to improve the social well-being of children and families in Los Angeles County, the Beaches and Harbors' budget reflects additional funding of $377,000 to expand the highly successful, youth-outreach WATER and Day in the Marina programs, as well as the "Hot Summer Nights" concert series and the 4th of July Celebration.

  - Children's well-being will also be enhanced through $85,000 in grant-offset funding for the Arts Commission to support artist training for in-school services and other arts education programs.

- Despite other program curtailments, the Department of Mental Health's budget reflects an expansion of $32.8 million in contract programs for improvement of children's well-being. These programs include services provided under the State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) Program, which promote children's good health, and the State-mandated Special Education Pupil Program, which addresses children's educational needs.

- To ensure children's safety, countywide funding of $0.1 million is proposed for fingerprinting (LIVESCAN) departmental employees who directly interface with children.

- To coordinate, collaborate, and integrate services for children and families across functional and jurisdictional boundaries, the Child Support Services Department's budget reflects $7.3 million for two other counties to utilize Los Angeles County's automated child support processing system. The budget also reflects $3.1 million for statewide programs including Quality Assurance and Community Outreach. These expenditures are fully offset by State and federal funding.

- To provide access to health care for children and families through the Community Health Plan (Medi-Cal managed care) and the Healthy Families Program, $19.2 million is reflected primarily for the capitation payments made to health care providers by the Department of Health Services' Office of Managed Care.

Children and Families' Well-Being

As a result of the partnership between the Children's Planning Council, the New Directions Task Force, and the Chief Administrative Office's Service Integration Branch, a restructured Los Angeles County Children and Familes Budget is being presented for the first time as an addendum to the County's Proposed Budget. The FY 2002-03 Children and Families Budget begins the process of linking program performance measures with budget allocations, actual expenditures, and funding sources. The Budget provides a summary of efforts being taken to improve outcomes for children and families; a review of the current condition of children and families in Los Angeles County; an identification of County-administered programs; departmental program performance and results budget detail; and a summary of funding source and revenue stream data.

Included in the FY 2002-03 Proposed Budget is the estimated expenditure for children and family programs of $4.8 billion, which accounts for 29 percent of the total County Proposed Budget of $16.3 billion. Compared to the FY 2001-02 Adopted Budget allocation of $4.9 billion for children and family programs, funding has decreased by 2 percent. Additionally, the proposed net County cost (NCC), for children and family programs is $600.0 million, which represents 17 percent of the total NCC for FY 2002-03.

The Children and Families Budget will be evolving over the next five years to provide a comprehensive program performance and results budget. Full implementation of the restructured Children and Families Budget will provide the Board of Supervisors, County departments, and the community with a better understanding of how resources are being utilized, how well services are being provided, and whether the results of the services have been beneficial.

Unincorporated Area Services

The objective of the Strategic Plan for Municipal Services to Unincorporated Areas, adopted by your Board on July 3, 2001, is to improve the delivery of, and accountability for, services provided to the unincorporated communities of Los Angeles County. During the last year, through a collaborative process that included County departments and field deputies of your Board, detailed implementation plans were prepared and candidate communities were selected for piloting the service models.

In addition, work was begun toward development of performance measures to test the effectiveness of the service enhancements resulting from implementation of the models. Development of a survey to measure unincorporated area residents' satisfaction with County municipal services is also underway. In FY 2002-03, actual implementation activities for the various models will commence; data will be collected to determine if performance measures are being met; and the survey of residents' satisfaction with County municipal services will be conducted and analyzed.

Summary of Funding Recommendations by Major County Program Area

Beyond the funding recommendations highlighted above, the following summarizes other key recommendations reflected in the Proposed Budget by major County program area.

Public Safety and Justice Services:

- The Sheriff's budget includes absorption of many required cost increases, which will be difficult to attain without programmatic curtailments of approximately $49.6 million. Significant cost increases are in the areas of workers' compensation, retiree health insurance, and two major settlements by the Department. In addition, the Sheriff is committed to reimbursing the County General Fund the remaining balance of $12.7 million while remaining within budget, as a result of a $25.3 million over expenditure in FY 2000-01. The Sheriff's Department is developing strategically planned curtailments to minimize service level impact.

- The District Attorney's budget reflects the deletion of 70.0 positions and a reduction of $8.1 million primarily to offset cost increases in fixed employee benefits, a reduction in various revenue sources including the Community Law Enforcement and Recovery Program, and a decrease in reimbursable revenue from the Department of Public Social Services and the Department of Community and Senior Services for Welfare Fraud and Elder Abuse Fraud, respectively. The decrease is partially offset by the addition of 13.0 grant-funded positions for the Automobile Insurance Fraud Program.

- The Fire Department's budget continues all current emergency and support services within available resources. Reflected for the third consecutive year is the continuation of the Fire Department's Budget Correction Plan initiated in FY 2000-01 to mitigate rising costs and ensure they remain financially self-sufficient.

  The issues with the greatest potential for a major positive or negative financial impact on the Fire Department are the recovery of retroactive Educational Revenue Augmentation Fund (ERAF) funding from the State and the reversal of an adverse State Controller audit finding. Simply stated, the return of the ERAF funding would provide the Fire Department approximately $100.0 million in one-time revenue. The adverse audit finding would negate this additional revenue, and cause an annual ongoing revenue reduction of $11.0 million beginning FY 2002-03. If full funding does not materialize by July 1, 2002, curtailment plans must be implemented to ensure expenditures are in line with available revenues.

- The Probation Department's budget includes absorption of additional costs primarily attributed to an anticipated 40 percent increase in workers' compensation costs and disability benefits extended to probation peace officers under AB 1387, Public Employee Disability Benefits. Consequently, several programmatic curtailments totaling $10.0 million are necessary and will result in 1) the closure of a probation camp; 2) the elimination of the Work Furlough Program, the Expedited Probation Intervention and Collection Program, and the Community Outreach unit; and 3) a decrease in juvenile and adult supervision services, Pretrial Supervised Release Program services, and community-based juvenile delinquency prevention contract services.

- The Trial Court Operations' budget includes additional funding for State-mandated increases in Local Judicial Benefits and increased indigent defense costs; funding to offset the redirection of revenue from Trial Court Operations to Health Services due to a change in Vehicle Code Section 42007; and additional NCC for the fourth year of the five-year phased elimination of an operating transfer from the Criminal Justice Facilities Temporary Construction Fund. Additionally, it reflects a significant reduction in overall court fines and fees revenues, partially offset by an increase in AB 233 Trial Court Funding Act of 1997 Maintenance of Effort fines and forfeitures revenue attributable primarily to the increase in real estate-related filings.

Health Services:

- The Department of Health Services' budget maintains existing programs and includes revenue-offset program expansions, pending further development of the Department's Strategic Operational Plan and adjustments to be considered during the Final Changes phase of the budget process.

- The Proposed Budget reflects:

  - Use of $272.6 million from the Health Services designation, primarily to offset the loss of 1115 Waiver revenues, one-time Trust Fund revenues, and SB 855 revenues; and to cover increased costs for negotiated increases in salaries and employee benefits and for fixed and other benefit increases.

- Deferred use of $41.8 million in Tobacco Settlement funds until specific plans for program expenditures are developed within the guidelines of the Department's Strategic Operational Plan and considered by the Board during Final Changes.

- Implementation of the Board-approved In-Home Supportive Services' provider health benefits plan. The Department is providing the Department of Public Social Services funding to meet the NCC match requirement.

- A net increase of 8.9 positions, consisting of an additional 23.0 positions, approved by the Board to cover increased workload for the Community Health Plan, partially offset by a decrease of 14.1 positions primarily associated with the deferred use of Tobacco Settlement funds and a reduction in revenue for Adult Protective Services.

Social Services:

- The Department of Public Social Services' (DPSS) budget has been heavily impacted by the recent recession. Due to the State's fiscal crisis, the CalWORKs Single Allocation has been maintained at the FY 2000-01 funding level in the current fiscal year and for FY 2002-03. This will result in a projected $100.0 million County deficit in the CalWORKs program in FY 2002-03. In addition, the Governor's Proposed State Budget has reduced funding for welfare-to-work activities and child care services. To remain within the proposed available State and federal funding for all public assistance programs, DPSS must eliminate 2,086.0 positions and reduce expenditures for substance abuse and mental health services, as well as the Non-Assistance Food Stamps, Medi-Cal, and Adult Protective Services programs. Over 1,600.0 of the eliminated positions are currently vacant. Layoffs are not anticipated as DPSS expects to reduce its staffing to the budgeted level through attrition.

  DPSS and the Chief Administrative Office's Intergovernmental Relations staff continue to work on legislative strategies designed to improve DPSS' FY 2002-03 State funding allocations. Any known changes as a result of State budget developments will be reflected in Final Changes.

- The Department of Children and Family Services' (DCFS) Administration budget reflects increased appropriation of $43.2 million and a net increase of 42.0 positions. DCFS proposed a number of other position and operational changes that are not included in the Proposed Budget. These requested changes will be reviewed and addressed in Final Changes. The DCFS' Administration budget includes an additional $15.7 million to fund Board-approved contracts for Lead Wraparound Agencies.

- The Department of Mental Health's (DMH) budget reflects $32.9 million in unspecified service reductions. This funding gap is primarily due to increased costs in pharmaceuticals, increased costs of inpatient acute psychiatric beds, and the elimination of $29.6 million in prior-year one-time revenue. To address this shortfall, DMH is in the process of developing a curtailment plan that will reduce community outreach programs and reduce services to indigent clients. It is not anticipated that these curtailments will result in workforce reductions.

  In order to minimize additional service reductions, DMH's budget also includes a number of very aggressive revenue generation and cost reduction proposals developed by the Department. The aggressive proposals include the generation of additional Federal Financial Participation (FFP) Medi-Cal revenues through increased focus on benefit establishment for indigent clients and emphasis on billing third-party payors. If these plans are not achieved, further curtailments may be required during FY 2002-03.

General Government and Other Services:

- The Public Library's budget reflects a dramatic reduction in services and supplies to offset higher costs for salaries and employee benefits, reduced fund balance, and a reduction in State support. The proposed spending reductions will drastically reduce the quality and quantity of services that the Library can provide. The Department will be exploring alternative budget-balancing proposals, which may include service hour reductions, library consolidations, or library closures, to present to your Board in Final Changes.

- The Internal Services Department's (ISD) budget reflects a NCC decrease of $1.9 million, primarily attributable to a reduction in utilities expenditures and a net reduction in one-time funding for the countywide Security Action Plan. The Proposed Budget also reflects a $6.3 million reduction in gross appropriation and deletion of 40.0 positions. This reduced spending plan mainly reflects reductions in the Job Order Contracting program, the elimination of custodial positions through attrition, and the elimination of some hard-to-fill positions.

- The Department of Public Works includes five General Fund budgets: County Engineer, Facility Project Management, Pre-County Improvement District Studies, Public Ways/Public Facilities, and Reimbursement for Sewer Construction. In total, the FY 2002-03 Proposed Budget reflects a $0.3 million NCC increase, necessitated by higher salaries and employee benefits. Spending for the other program changes are essentially cost neutral. The Public Works' budget includes the elimination of 17.0 vacant positions.

Capital Projects/Refurbishments:

The FY 2002-03 Proposed Budget appropriates $480.9 million to meet high-priority health, public safety, recreation, and infrastructure needs. Such projects include additional General Fund support for the:

- Construction of Sheriff stations in Palmdale and San Dimas;

- Design of the Countywide Data Center;

- Seismic retrofit projects at the County's hospitals to meet the January 1, 2008 requirements of Senate Bill 1953; and

- An inpatient building at Rancho Los Amigos National Rehabilitation Center as an alternative to the seismic retrofit of existing Rancho facilities.

The Proposed Budget also includes an increase in appropriation for the LAC+USC Medical Center Replacement Project, offset by State and federal disaster assistance monies and Bond Anticipation Note proceeds, in anticipation of the award of the construction contract in FY 2002-03. Additional appropriation is also reflected for various projects at County parks that are funded by competitive grants under the State's Proposition 12 Bond Act and the Grand Avenue Realignment and Pedestrian Improvements Project, which is funded from grant funds and other revenues.

Budget Timetable

Approved schedule for budget hearings and deliberations is as follows:

Board Action	Approved Date
Adopt Proposed Budget; order printing, notice, and distribution; and schedule hearings	April 16, 2002
Commence public budget hearings	May 15, 2002
Commence final budget deliberations, and adopt final budget upon conclusion	June 24, 2002

Prior to deliberations on the FY 2002-03 Final Budget, we will file reports on:

- May revisions to the Governor's budget and updates on other FY 2002-03 State and federal budget legislation and the impact on the County's Proposed Budget;
- Final revisions reflecting latest estimates of requirements/available funds;
- Issues raised in public hearings or written testimony;
- Recommendations on the level of Bond Anticipation Note authorization;
- Specific matters with potential fiscal impact; and
- Issues as instructed by your Board.

Approval of Proposed Budget

The matter before your Board is adoption of the Proposed Budget.

- The document must be available for consideration by the public at least 10 days prior to the commencement of budget hearings.

- Adjustments to the budget, including revisions necessary to reflect your Board's funding priorities and State and federal budget actions, can be made during budget deliberations, prior to adoption of the Final Budget.

  - Per State law, your Board may make changes to the Proposed Budget with a simple majority (3-votes) until adoption of the Final Budget, if changes are based on the permanent record developed during public hearings (e.g., Proposed Budget, budget requests, and all written and oral input by Supervisors, County staff, and the public).

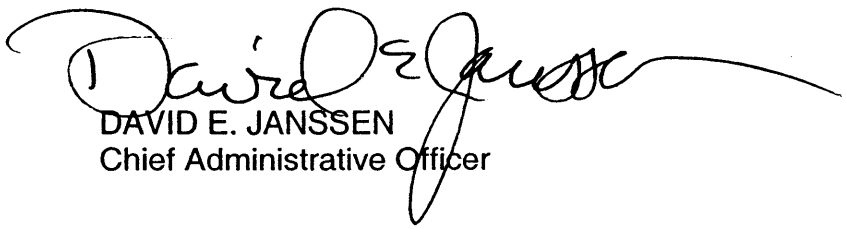
  - Changes not based upon the "permanent record" require a 4/5 vote.

THEREFORE, IT IS RECOMMENDED THAT YOUR BOARD:

1. Order such revisions, additions, and changes to the Chief Administrative Officer's budget recommendations as deemed necessary, and approve the revised figures as the Proposed Budget for FY 2002-03; instruct the Auditor-Controller to have the necessary copies printed; order the publication of the necessary notices; and set May 15, 2002, as the date on which public hearings will begin.

2. Approve continued discounted prepayment of the County's retirement contribution and authorize the Chief Administrative Officer to negotiate with the Los Angeles County Employees' Retirement Association on the County's behalf in this regard.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer

General Information

PROPOSED BUDGET
FINANCIAL SUMMARY 2002-03
TOTAL COUNTY

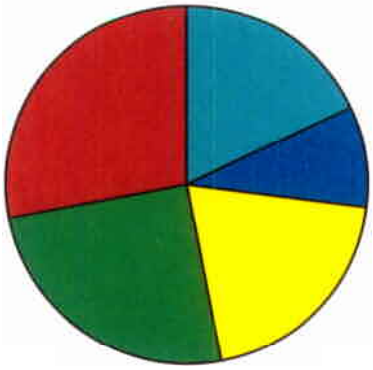
(in Billions of Dollars)

	2001-02 BUDGET	2002-03 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL COUNTY	$ 13.521	$ 13.351	$ -0.170	-1.3%
SPECIAL FUNDS	1.003	0.983	-0.020	-2.0%
SPECIAL DISTRICTS	1.445	1.456	0.011	0.8%
OTHER PROPRIETARY FUNDS	0.165	0.161	-0.004	-2.4%
OTHER FUNDS	0.348	0.326	-0.022	-6.3%
TOTAL	**$16.482**	**$16.277**	**$ -0.205**	**-1.2%**

The 2002-03 proposed net operating budget totals $16.3 billion, a decrease of $205 million, or 1.2 percent less than the 2001-02 budget. The budget represents a balanced plan, devoting limited resources to the highest priority programs while maintaining basic services. These programs cover a wide range of functions, from road and flood maintenance, to ensuring the health and safety of County residents, to providing access to a variety of recreational and cultural opportunities. The proposals for 2002-03 are subject to public hearings, scheduled for May 2002, and adoption by the Board of Supervisors, anticipated in June. Changes are detailed by department and/or funds within the 2002-03 Proposed Budget.

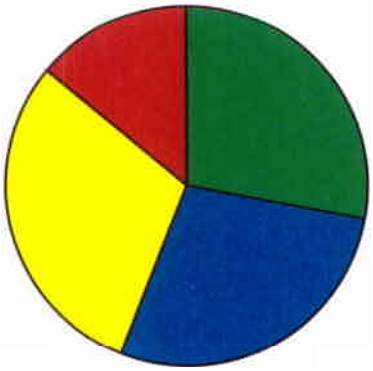
The figures displayed on this page reflect the revenues and expenditures of the County as if it were one large department. This display does not include certain non-program expenditures and revenues which are included in the budget for accounting purposes. Inclusion of such amounts increases the dollar amount of the budget and gives the impression that there are more County resources than are actually available. These amounts, totaling $2.1 billion, artificially inflate the budget by 13 percent, resulting in an operating budget of $18.4 billion, which is reflected in the Auditor-Controller budget schedules, pursuant to State Controller requirements.

TOTAL COUNTY REQUIREMENTS: $16.3 Billion



Social Services	28%
Health	25%
Public Protection	20%
Other	9%
Special Districts/Funds	18%

TOTAL COUNTY RESOURCES: $16.3 Billion



Property Taxes	14%
State Assistance	30%
Federal Assistance	28%
Other	28%

PROPOSED BUDGET
FINANCIAL SUMMARY 2002-03
GENERAL COUNTY

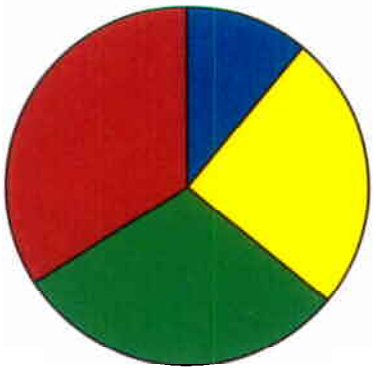
(in Billions of Dollars)

	2001-02 BUDGET	2002-03 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL FUND	$ 11.876	$ 11.560	$ -0.316	-2.7%
HOSPITAL ENTERPRISE FUNDS	1.599	1.747	0.148	9.3%
DEBT SERVICE FUNDS	0.046	0.044	-0.002	-4.3%
TOTAL	**$13.521**	**$13.351**	**$-0.170**	**-1.3%**

The 2002-03 proposed net operating budget for general County operations is $13.4 billion, a decrease of $170 million, or 1.3 percent less than the 2001-02 budget. General County funds provide for a multitude of services to individuals and communities within the County of Los Angeles. These services include: 1) a law enforcement system; 2) justice-related services; 3) extensive regulatory services to ensure public and environmental protection; 4) various health, welfare, and social services; 5) diverse recreational and cultural programs; and 6) essential government services. Changes are detailed by department within the Budget Summaries section of this document. Debt Service changes are detailed in Volume II.

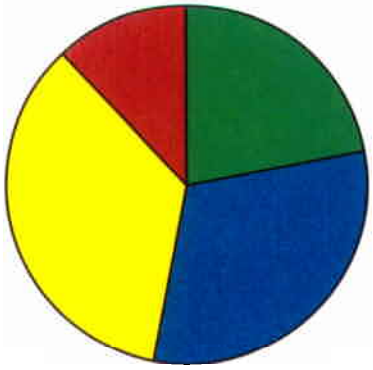
The figures displayed on this page reflect the revenues and expenditures of general County operations as if they were one large department. This display does not include certain non-program expenditures and revenues which are included in the budget for accounting purposes. Inclusion of such amounts increases the dollar amount of the budget and gives the impression that there are more County resources than are actually available. These amounts, totaling $1.6 billion, artificially inflate the budget by 12 percent, resulting in an operating budget of $15.0 billion.

GENERAL COUNTY REQUIREMENTS: $13.4 Billion



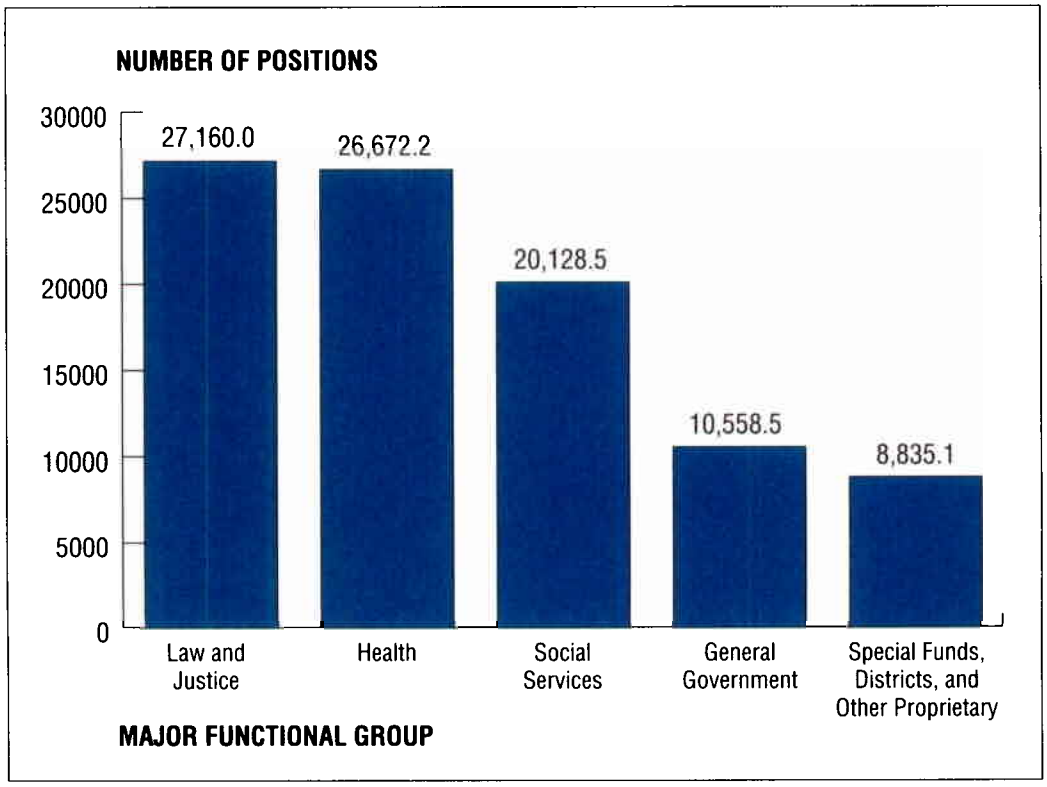
Social Services	34%
Health	30%
Public Protection	25%
Other	11%

GENERAL COUNTY RESOURCES: $13.4 Billion



Property Taxes	12%
State Assistance	35%
Federal Assistance	31%
Other	22%

BUDGETED POSITIONS
BY MAJOR FUNCTIONAL GROUP
TOTAL BUDGETED POSITIONS: 93,354.3



The 2002-03 Proposed Budget provides funding for 93,354.3 budgeted full-time equivalent positions, which represents a decrease of 2,342.6 from the 2001-02 level of 95,696.9. As depicted in the chart, approximately 58 percent of the budgeted positions in the County are in the law and justice functional group and the health functional group (which includes Mental Health and Hospital Enterprise Fund positions).

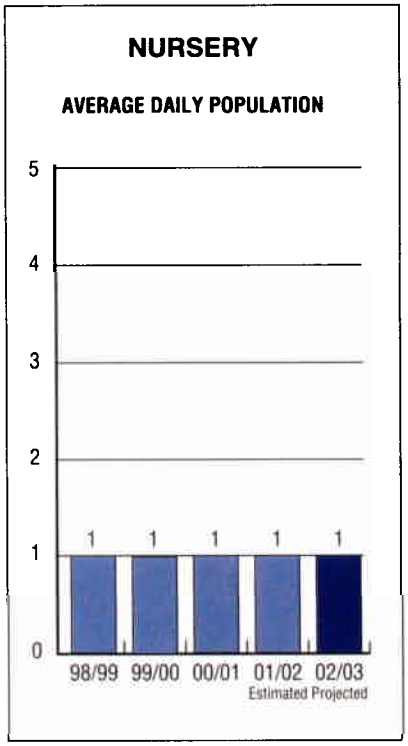
The changes in budgeted positions are attributable to the following:

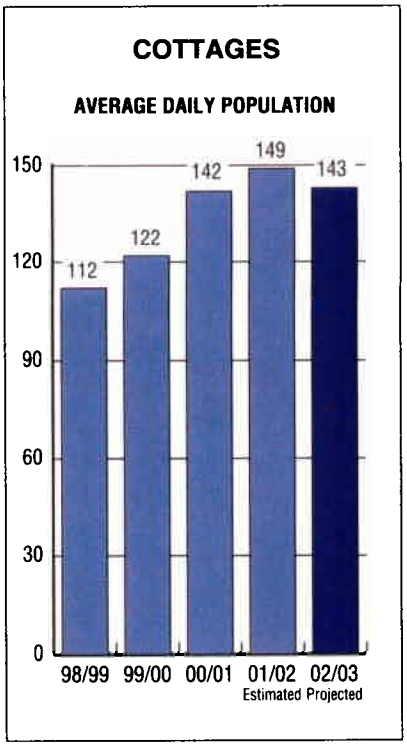
- District Attorney (-57) reflects a reduction to offset various employee benefit cost increases, reductions in the Welfare Fraud and Elder Abuse Programs and various State revenues.
- Mental Health (-47) reflects the reduction of positions primarily associated with the Tobacco Settlement Programs and the redirection of funding for juvenile justice mental health services provided by contractors.
- Office of Public Safety (-60) primarily reflects the deletion of vacant budgeted Safety Police Officers due to a reduction in services requested by DPSS, and reduced requirements and long-term vacancies in the Health Services and Facilities Services bureaus.
- Public Social Services (-2,086) reflects a reduction of positions consistent with lower funding levels in the Governor's Proposed State Budget, including large staffing reductions in the CalWORKs and Medi-Cal programs. Over 1,600 of the eliminated positions are currently vacant.
- Probation (-81) reflects a reduction to offset various employee benefit cost increases resulting primarily in the closure of one camp, elimination of the Work Furlough program, and the elimination or reduction of various juvenile and adult programs.
- Other (-11.6) reflects the net change in the remaining departments.

CHILDREN AND FAMILY SERVICES

MACLAREN CHILDREN'S CENTER
Average Daily Population

The total daily population at MacLaren Children's Center is comprised of children ages 0-4 who reside in the nursery, and children ages 5-18 who reside in cottage units.



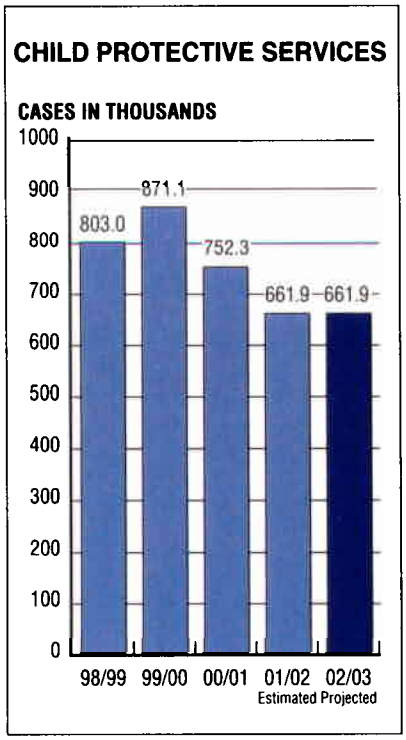


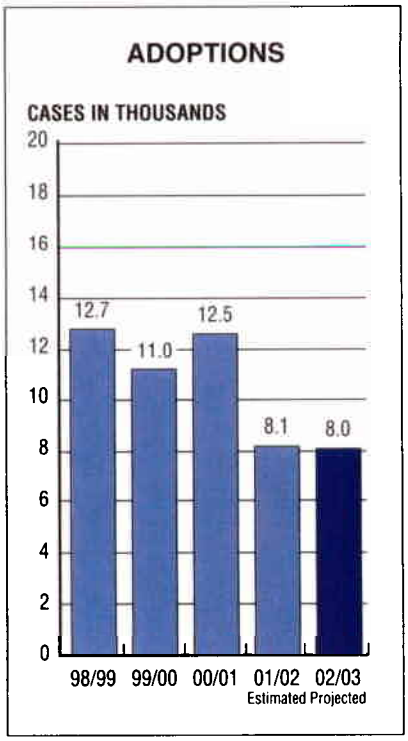
MAJOR CASELOADS

These caseloads reflect the major workload of the Department:

Child Protective Service caseloads reflect mandated emergency response, family maintenance and reunification, and permanent placement services.

The adoption caseloads represent the number of adoptive services completed for foster-care children, natural parents, stepparents, and applicants seeking independent adoptions.



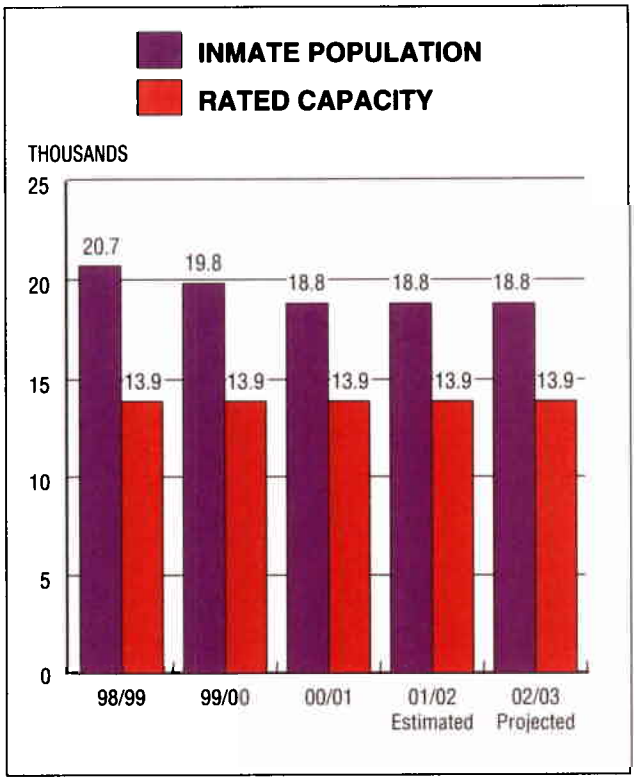


DETENTION POPULATION

SHERIFF INMATE POPULATION

The Sheriff's inmate population, including presentenced and sentenced prisoners, is held in eight custody facilities located at: Central Jail; Peter J. Pitchess Detention Center North; South, East, and North County Correctional Facilities; the Century Regional Detention Facility; Twin Towers Detention Facility; and the Biscailuz Recovery Center.

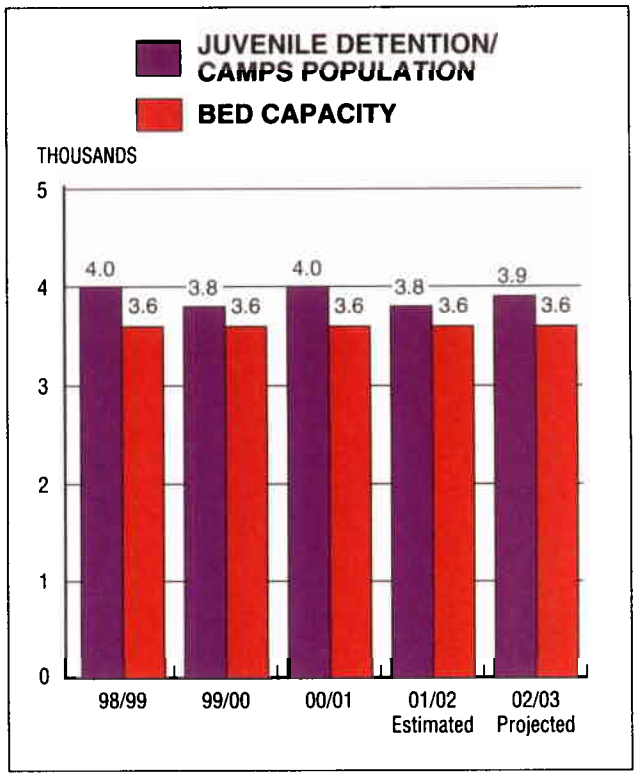
In addition to the Los Angeles County inmate population reflected on this chart, the Sheriff's Department provides housing for 2,300 inmates at the Mira Loma and Pitchess Detention Center custody facilities, under contract with the State and federal governments. The projected inmate population reflects court-ordered maximum capacity, maintained through an early release program instituted in May 1988.



PROBATION JUVENILE HALLS/ CAMPS POPULATION

The juvenile hall population is comprised of minors ranging in age from eight to eighteen who are awaiting adjudication and disposition of legal matters in three separate facilities.

The camps provide treatment, care, custody, and training for the rehabilitation of delinquent minors placed in these 19 facilities as wards of the Juvenile Court for an average period of 20 weeks.

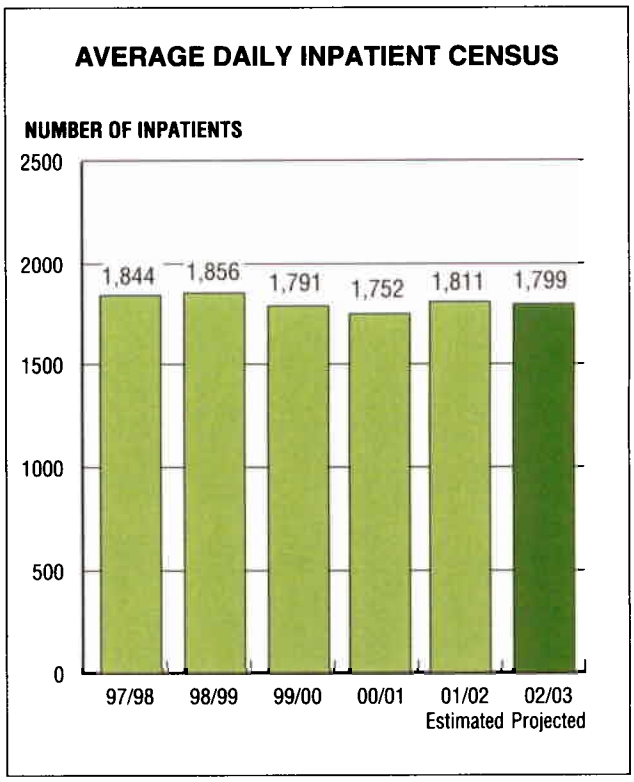


HEALTH SERVICES

INPATIENT CENSUS

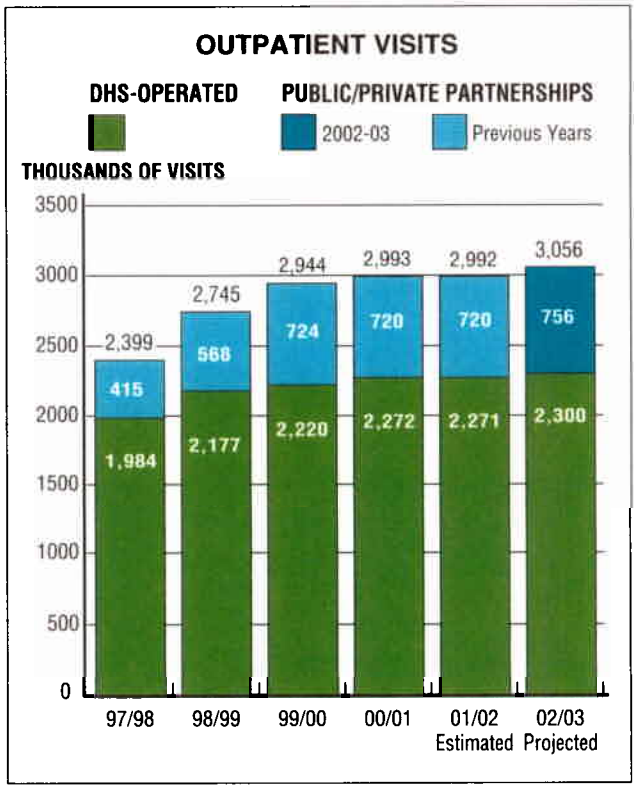
The Department of Health Services inpatient census has declined overall since 1998-99, but a slight increase in inpatient census is estimated for 2001-02. Changes in inpatient census are impacted by various factors including managed care, a continuing decline in births and a vigorous marketing to Medi-Cal patients by the private sector.

The slight census increase in 1998-99 from 1997-98 was the result of various initiatives aimed at increasing the number of paying patients. In 1999-2000 through 2001-02, the same forces discussed above continue to have an impact on inpatient census. For 2002-03, the Department of Health Services is projecting a slight decrease in inpatient census.



OUTPATIENT VISITS

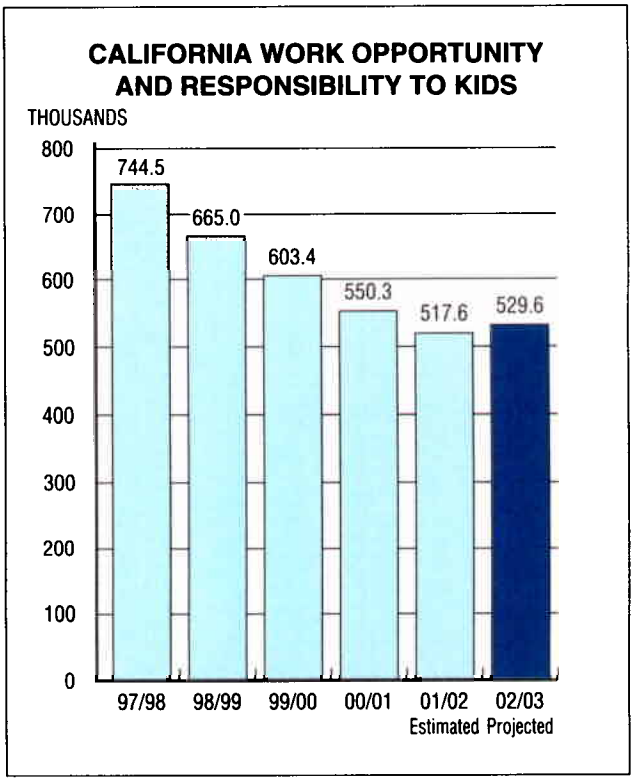
The original Medicaid Demonstration Project (Waiver) included a focus on increasing outpatient visits in order to reduce costly hospital inpatient care. The five-year extension commits the County to maintaining the progress achieved during the first five years by providing 3 million visits annually. The County is required to maintain 2.3 million at County-operated clinics and 700,000 at Public Private Partnership/ General Relief (PPP/GR) contracted sites. Note: Outpatient visits shown from 99/00 and after are based on the revised definition of "visits" per the Waiver extension.



PUBLIC ASSISTANCE

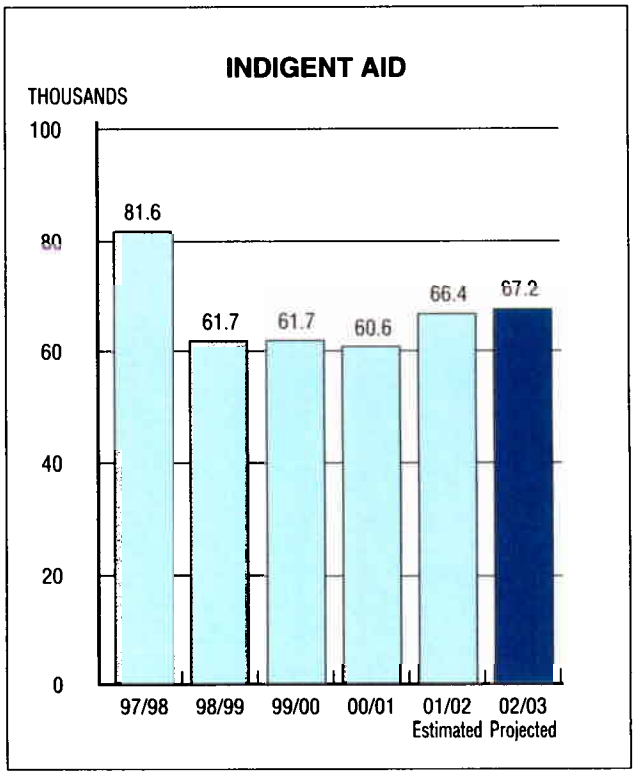
CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS

The Federal Temporary Assistance for Needy Families (TANF) block grant program is authorized under Title IV of the Social Security Act. It replaced the Aid to Families with Dependent Children (AFDC) entitlement program, among others. In California, TANF requirements are administered under Division 9, Part 3, Chapter 2 of the Welfare and Institutions Code, as the California Work Opportunity and Responsibility to Kids (CalWORKs) program. The CalWORKs program provides temporary financial support and supportive services to eligible adults with children to enable them to transition from welfare to work and to achieve economic self-sufficiency. This chart reflects the average number of persons aided each month by fiscal year.



INDIGENT AID

Indigent Aid is a State-mandated program administered by counties, defined by Section 17000 of the Welfare and Institutions Code. The Indigent Aid Program provides financial assistance to indigents who are ineligible for other State and federal assistance programs. This program also provides emergency assistance to individuals and families in temporary need. This chart reflects the average number of persons aided each month by fiscal year.



READER'S GUIDE TO UNDERSTANDING THE BUDGET

The Proposed County Budget, the Proposed County Budget Capital Projects/Refurbishments Addendum, and the Proposed County Budget Children's Budget Addendum comprise the proposed financial and operating plan for the County of Los Angeles for fiscal year 2002-03, which begins July 1, 2002 and ends June 30, 2003. The following general outline is designed to assist the reader in understanding the information presented in each document.

THE GOVERNING BODY

The County of Los Angeles, a political subdivision of the State of California, is governed by a five-member, elected Board of Supervisors which has legislative and executive authority.

FINANCIAL STRUCTURE AND OPERATIONS

To secure uniform accounting standards among California's 58 counties, the State Controller provides administrative directives and recommends practices and procedures relating to the form and content of the annual County Budget. In accordance with State direction, the County of Los Angeles uses a modified accrual basis of accounting, and organizes and operates that system on a fund basis. Funds are separate legal or fiscal entities by which resources are allocated and controlled. The County of Los Angeles budget has seven major types of funds:

I. **General Fund**

The General Fund is the principal fund in the County Budget and is used to finance most governmental operations that are general in purpose and not included in another fund.

II. **Enterprise Fund**

Enterprise Funds are used to account for operations of governmental units where the users of the services include the general public, and the costs of providing the services are financed primarily by user charges, similar to a private business. Examples of this type of fund are the County's Hospital Enterprise Funds.

III. **Internal Service Fund**

Internal Service Funds are used to account for financing goods and services provided by one department to another department, or by a department to another governmental unit, on a cost-reimbursement basis. An example of this type of fund is the County's Public Works Internal Service Fund.

IV. **Debt Service Fund**

Debt Service Funds are used to account for the accumulation of resources and to make payments of principal and interest on long-term debt. An example of this type of fund is the County's Detention Facilities Debt Service Fund.

V. **Special Fund**

Special Funds are used to account for the proceeds of revenue sources that must be spent for specific purposes. Two of the many Special Funds included in the County Budget are the Child Abuse/Neglect Prevention Program Fund and the Sheriff Processing Fee Fund.

VI. **Special District**

Funded by specific taxes and assessments, Special Districts are separate legal entities that provide public improvements and services to benefit targeted properties and residents. Examples of Special Districts included in the County Budget are the Garbage Disposal Districts and the Sewer Maintenance Districts.

VII. **Other Funds**

Included in the category of Other Funds are the Community Development Commission and the Housing Authority, which are under the control of the Board of Supervisors, but are separate legal entities.

TRANSMITTAL LETTER

The Transmittal Letter provides an overview of the Proposed County Budget recommendations of the Chief Administrative Officer. The letter includes a summary of the key countywide recommendations reflected in the Budget, and provides a discussion of major funding recommendations for major County program areas. The Transmittal Letter also outlines the legal requirements and process for adopting both a Proposed and Final County Budget.

BUDGET SUMMARIES (Volume 1)

The Budget Summaries section of the Proposed County Budget provides detailed information about each operating budget. The following information is included in this section for each department:

- 2002-03 Budget Summary
- Mission Statement
- 2002-03 Budget Message
- Strategic Planning
- Critical Needs
- Changes From 2001-02 Budget
- 2002-03 Departmental Program Summary and Performance Measures
- Departmental Detail Summary
- Organization Chart

BUDGET SUMMARIES DETAIL (Volume 2)

The Budget Summaries Detail section of the Proposed County Budget displays appropriation by budget unit by object (and in some cases, subobject) and provides the Auditor-Controller with budgetary control over expenditures and future financial commitments during the fiscal year. This section is separated into five subsections: Debt Service Funds, Special Funds, Special Districts, Other Proprietary Funds, and Other Funds.

BUDGET SUMMARY SCHEDULES (Volume 2)

These schedules provide summary and detailed information on financing requirements and uses, available financing, and budgeted positions.

AUDITOR-CONTROLLER SCHEDULES (Volume 2)

These schedules provide summary and detailed countywide financing and use information necessary to meet mandated State Controller requirements.

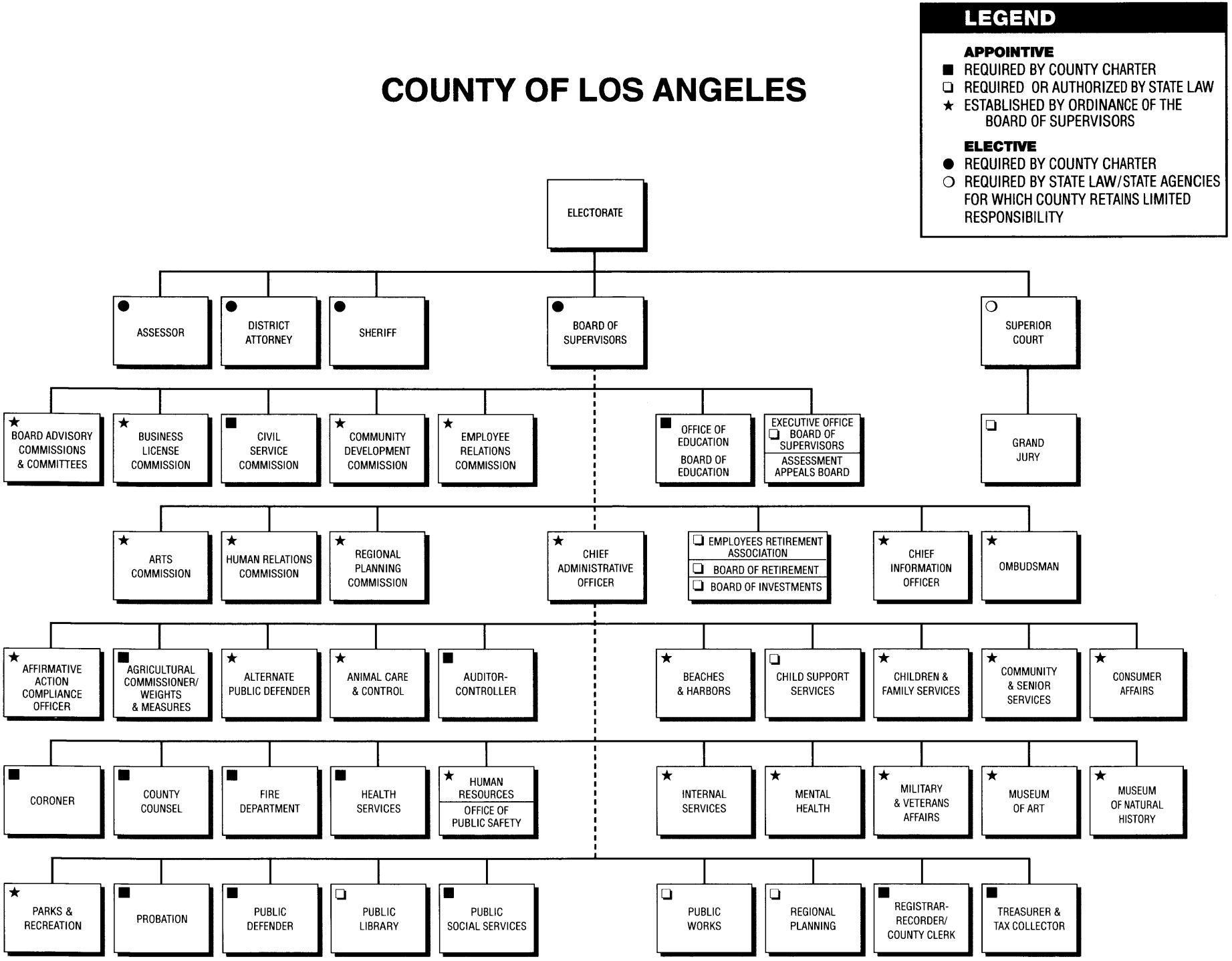
CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM

The Capital Projects/Refurbishments Addendum provides summary information about the County's capital improvement and refurbishment projects. Funds for these projects are appropriated in the Capital Projects/Refurbishments budget as Fixed Assets-Land and Fixed Assets-Buildings and Improvements.

CHILDREN'S BUDGET ADDENDUM

The Children's Budget Addendum provides funding and performance measure data related to programs serving children and families. The information will be used to provide a program performance based budget that links performance measures with budget allocations to improve outcomes for children and families.

COUNTY OF LOS ANGELES



REV. 3/02 lc

ADMINISTRATIVE OFFICER

DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 28,754,174	$ 33,778,000	$ 38,348,000	$ 42,080,000	$ 40,093,000	$ 1,745,000
SERVICES & SUPPLIES	10,385,875	16,409,000	16,409,000	21,899,000	20,968,000	4,559,000
OTHER CHARGES	387,525	551,000	551,000	565,000	565,000	14,000
FIXED ASSETS-EQUIP	552,000	139,000	139,000	139,000	139,000	
GROSS TOTAL	$ 40,079,574	$ 50,877,000	$ 55,447,000	$ 64,683,000	$ 61,765,000	$ 6,318,000
LESS INTRAFD TRANSFER	19,153,335	25,406,000	28,668,000	29,360,000	28,818,000	150,000
NET TOTAL	$ 20,926,239	$ 25,471,000	$ 26,779,000	$ 35,323,000	$ 32,947,000	$ 6,168,000
REVENUE	6,356,077	7,736,000	9,044,000	14,286,000	14,054,000	5,010,000
NET COUNTY COST	$ 14,570,162	$ 17,735,000	$ 17,735,000	$ 21,037,000	$ 18,893,000	$ 1,158,000
BUDGETED POSITIONS	353.0	377.5	377.5	395.5	377.5	
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 1,223,010	$ 1,748,000	$ 2,092,000	$ 1,793,000	$ 1,793,000	$ -299,000
STATE-OTHER	53,263	615,000		5,561,000	5,561,000	5,561,000
OTHER GOVT AGENCIES	237,714		677,000			-677,000
PERSONNEL SERVICES	1,023,534	1,380,000	1,380,000	1,380,000	1,380,000	
PLANNING & ENG SVCS	27,516					
CHRGS FOR SVCS-OTHER	2,823,379	3,564,000	4,895,000	5,016,000	4,784,000	-111,000
OTHER SALES	2,513					
MISCELLANEOUS	525,274	429,000		536,000	536,000	536,000
SALE OF FIXED ASSETS	874					
OPERATING TRANSFER IN	439,000					
TOTAL	$ 6,356,077	$ 7,736,000	$ 9,044,000	$ 14,286,000	$ 14,054,000	$ 5,010,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	LEGISLATIVE AND ADMINISTRATIVE

Mission Statement

To provide the Board of Supervisors (Board) with objective and professional recommendations on all fiscal and policy matters, and to provide effective leadership of the County organization in implementing the Board's policy decisions. To prepare budget and operational recommendations for the Board; monitor and control Countywide expenditures; analyze and advocate legislation; coordinate capital projects, debt management, and real estate asset management initiatives; coordinate County leasing, space utilization and occupancies; conduct urban research studies; coordinate Countywide emergency preparedness activities and cost recovery efforts following major emergencies and disasters; manage the County's employee relations and compensation systems; administer the property and third party liability insurance management programs; address unincorporated area issues; and support and coordinate collaborative policy development initiatives, assist County departments to integrate service delivery systems, and help provide children and families with needed information.

2002-03 Budget Message

The 2002-03 Proposed Budget for the Chief Administrative Office (CAO) primarily reflects a current services budget and the inclusion of a mid-year 2001-02 Board-approved item related to improving the well-being of children and families at no increase in net County cost. On August 28, 2001, the Board accepted the contract to support the Child Care Planning Committee's Investing in Early Educators Program (AB 212), which is designed to retain qualified staff in California Department of Education/Child Development Division-funded child development centers.

2002-03 Budget Message (cont'd)

The Proposed Budget also includes an increase of $1.2 million to provide funding for negotiated increases in salaries and employee benefits, retirement obligations, and Countywide Cost Allocation adjustments, offset by anticipated utility rate reductions.

Strategic Planning

The CAO continues to provide central coordination and guidance to all County departments in implementation and evolution of the Board-adopted Countywide Strategic Plan. The Office is also responsible for providing focused leadership in implementation of Goal No. 5 of the Countywide Strategic Plan -- *Children and Families' Well-Being* - with the Children's Planning Council and the New Directions Task Force (NDTF). Further, the Office is spearheading implementation of the Strategic Plan for Municipal Services to Unincorporated Areas (UA Strategic Plan) that was developed with the input of all Board Offices and 17 County departments and adopted by the Board on July 3, 2001. The Office is continuing efforts to implement and update strategic plans for its Risk Management and Asset Management operations. Finally, the Office has also embarked on development of a departmental strategic plan. Key activities in each of these allied efforts are outlined below.

Countywide Strategic Plan

- ✓ Sponsored a countywide workshop in August 2000 to provide guidance and solicit feedback in continued roll-out of the Countywide Strategic Plan;
- ✓ Secured Board approval of a master agreement and list of eligible consultants to provide assistance to County departments in preparation of departmental strategic plans;
- ✓ Commissioned a review of the County's strategic planning implementation efforts to date, resulting in recommendations to enhance leadership and expand awareness of, as well as update, the Countywide Strategic Plan;
- ✓ Recruited a Guiding Coalition, including volunteer department heads and Board deputies, to guide and lead the Countywide Strategic Plan enhancement and revision effort; and
- ✓ Enhanced alignment of the Countywide Strategic Plan with the budget process by requiring budget requests to: 1) cite consistency with Countywide Strategic Plan Goals and Strategies; and 2) reflect performance measures developed pursuant to the Countywide Strategic Plan.

Major efforts in 2002-03 will focus on recommending a first update to the Countywide Strategic Plan, fostering vehicles to expand participation and investment in the Countywide Strategic Plan and providing assistance in developing departmental strategic plans and refining performance measures.

Goal No. 5 - Children and Families' Well-Being

Major implementation activities have included:

- ✓ Development of Service Integration Action Plan (SIAP) implementation recommendations that seek to integrate County services for children and families by focusing on five key areas: access to services; customer service and satisfaction; data sharing; multi-agency service delivery; and funding for services;
- ✓ Adoption by the NDTF health and human service agencies of the Results-Based Decision Making model, which includes results and performance accountability, as a common analytical framework for measuring progress towards the five outcome areas for children and families;
- ✓ Adoption of a small set of countywide indicators for quantifying and measuring progress towards achieving the five outcome areas for children and families; and
- ✓ Production of a restructured Children and Families Budget that demonstrates the County's contribution toward improving the lives of children and families and identifies specific program performance measures and results as well as budget information.

Building on current Goal 5 accomplishments, an additional strategy is being developed to create a countywide commitment to focus on improving the lives of a specific and targeted sub-population of children and/or families.

Strategic Plan for Municipal Services to Unincorporated Areas

The objective of the UA Strategic Plan is to improve the delivery of, and accountability for, services provided to the unincorporated areas of Los Angeles County. Implementation of the UA Strategic Plan is a collaborative effort of Board offices and County departments that includes significant contributions and support from both staff and management. Implementation activities have included:

- ✓ Formation of working groups to develop detailed action plans for several of the collaborative UA Strategic Plan models including the Strategic Service and Lead Department Model, Emergency Management Planning and Response Model, and Unincorporated Island Model;
- ✓ Selection of pilot unincorporated communities and County departments to be involved in testing the various strategic planning models contained in the UA Strategic Plan;
- ✓ Initial work to develop performance measures to test the effectiveness of the implementation of the models in improving service delivery and accountability;
- ✓ Consideration of community survey tools to measure public satisfaction with County municipal services that will also serve as a benchmark to measure effectiveness of the models; and
- ✓ Preparation of an annual report to the Board of Supervisors on the status of the UA Strategic Plan implementation activities.

Efforts in 2002-03 will focus on performing the customer satisfaction survey(s), beginning actual implementation of the models in the selected communities by the selected departments, collection of appropriate data and community input to determine if the established performance measures are being met, and determining what additional community surveying should be completed to determine the impact of the model implementation on resident views of service delivery.

Risk Management Strategic Plan

Risk Management operation's major effort for the budget year is implementation of the Countywide Risk Management Information System (RMIS). RMIS will enhance the collection and analysis of Countywide claims and loss data; enhance evaluation and treatment of risk exposures; and improve the County's ability to identify potential risks.

Real Estate Asset Management Strategic Plan

The Asset Management function, including Real Estate Division, continues to implement the Strategic Asset Management Plan by following the Board-approved Asset Management principals in all real estate decisions and recommendations.

In support of the Real Estate Asset Management Strategic Plan, the Office has:

- ✓ Developed workflows for the various processes necessary to implement the new asset inventory and management database and drafted a contract with the anticipated vendor. It is anticipated that the new database will be implemented by the fourth quarter of 2002-03;
- ✓ Implemented decision-making criteria into the process by promulgating Countywide space standards and formalizing procedures to clarify and simplify centralized review;
- ✓ Developed space programs and issued requests for proposals for the Service Planning Area 6 and the East San Fernando Valley social services consolidations;
- ✓ Studied six buildings to determine rehabilitation needs for appropriate reuse; and
- ✓ Completed needs assessments and feasibility studies for various departments including Probation and Health Services, and are in the process of completing studies for Parks and Recreation, needs assessments for emergency services at High Desert Hospital and Olive View Medical Center, a site study of the Rancho Los Amigos south campus, and final programming of the Data Center at the Coroner's annex.

CAO Strategic Plan

Pursuant to Countywide Strategic Plan requirements that all departments prepare departmental strategic plans, the CAO has engaged a Master Agreement consultant to assist in this effort. To date, development of the plan has included an office-wide survey, extensive interviews with external "stakeholders," and creation of cross-functional teams to focus on key issues and develop prospective strategies. The final CAO Strategic Plan is targeted for June 2002.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 5,010,000	$ 5,010,000	$ --	--

Office of Child Care: Reflects grant funding to support the Child Care Planning Committee's Investing in Early Educators Program (AB 212) as approved by the Board on August 28, 2001. This program will provide stipend payments to individuals that are working directly with children at a minimum of 20 hours per week in one of the California Department of Education/Child Development Division-funded development centers, while completing three post-secondary semester units in Child Development. The program will also provide management training for administrators that hold either a Site Supervisor or Program Director Permit. Program cost is fully offset by revenue from the California Department of Education. *Supports Countywide Strategic Plan Goal 5, Strategy 1 and 2.*

Other Changes				
1.	$ 1,657,000	$ 150,000	$ 1,507,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.

2.	$ 88,000	$ --	$ 88,000	--

Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

3.	$ 14,000	$ --	$ 14,000	--

Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.

4.	$ -451,000	$ --	$ -451,000	--

Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.

Total	***$ 6,318,000***	***$ 5,160,000***	***$ 1,158,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Budget Management						
$ 14,805,000	$ 6,369,000	$ 2,781,000	$ 5,655,000	$ 2,771,000	$ 2,884,000	103.0

Authority: Mandated program; level of funding discretionary. Government Code Sections 29040, 29042, 29044, 29060 to 29062, and 29065.5. County Code Sections 2.08.020 to 2.08.1115 and Chapter 4.1.

This program provides for the overall management of the County's financial and operational functions in order to meet critical service requirements and maintain fiscal stability. The primary activities performed by this function include: coordination of Board of Supervisors' (Board) policy implementation at the departmental and nondepartmental level; preparation of the Proposed Budget, including changes in the Final Budget and ongoing adjustments during the fiscal year; development of recommendations to the Board regarding budgetary adjustments based on monthly analysis of expenditures and revenue collections by departments, special districts, special funds, and other funds; development of recommendations to the Board regarding the allocation of funding for major maintenance and capital improvements; projection and management of the General Fund cash flow position; development of compensation benefit plans for County employees; and coordination of the County's efforts to maximize Federal Emergency Management Agency (FEMA) funding of disaster recovery efforts.

Program Outcome:
- Coordinate the review and response to Board orders, referrals and requests relating to departmental budget and operations in a timely manner.
- Budget analysis program to monitor performance of the budget units and produce timely budget reports throughout the fiscal year.

Service Delivery Standard:
- Completion of Board orders, referrals and requests by the due date as requested by the Board.
- Staff to respond to departmental hiring requests within 5 business days of receipt of request.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Budget Analysts (BA)	36.0	36.0	37.0	37.0
Workload/Output				
Number of Board orders per year	61	61	115	125
Number of Board referrals and requests per year	n/a	90	70	80
Number of departmental hiring requests per year	(1)	(1)	n/a	n/a
Efficiency				
Number of Board orders per BA	2	2	3	3
Number of Board referrals and requests per BA	n/a	3	2	2
Response to departmental hiring requests per BA	(1)	(1)	n/a	n/a

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of Board orders within 10 days of due date	70.0%	48.0%	71.0%	75.0%
Percent of Board referrals and requests within 10 days of due date	n/a	69.0%	88.0%	90.0%
Percent of departmental hiring requests responded to within five business days	(1)	(1)	n/a	n/a

Explanatory Notes:
(1) Departmental hiring requests began mid-year 2001-02 and data is not available at this time.
-- n/a=Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Office of Unincorporated Area Services and Special Projects						
$ 2,866,000	$ 1,023,000	$ 250,000	$ 1,593,000	$ 640,000	$ 953,000	12.0

Authority: Non-mandated, discretionary program.

This office addresses unincorporated area issues by working with the Board, County departments, other local governmental agencies, and local civic organizations and leaders to assess unincorporated area needs and to develop strategies for addressing those needs. Primary activities include the development of a service delivery strategy to enhance the effectiveness and accountability of County services and facilities, develop alternatives to the fiscalization of land use and its detrimental consequences, act as an ombudsman for unincorporated area residents with issues regarding their municipal services, improve access to County services for unincorporated residents, and generally serve as central administrative contact on County municipal service issues.

The Special Projects unit acts as lead in analyzing the County impact of new redevelopment agency projects in the County and in recommending appropriate County response positions and strategies; the unit also negotiates County position on proposed amendments to existing projects. Special Projects also manages various Board-ordered or high-profile CAO initiatives, often of a multi-departmental or countywide nature which require central leadership and coordination, including implementation of the County Strategic Plan, and various Board-ordered task force efforts.

Program Outcome:
-- Unincorporated Area Services (UAS): Improve unincorporated community access to County services through administration of a contract to provide the public with toll-free telephone information and referral.
-- Strategic Planning Support (SPS): Departmental strategic plans consistent with the County's Vision and Strategic Plan.
-- Redevelopment Agency Monitoring (RAM): Protection of County fiscal resources.

Service Delivery Standard:
-- UAS: Cost-effectively market the program to maximize services provided under the contract.
-- SPS: Provide support services to assist all departments in developing and maintaining strategic plans consistent with the County Vision and Strategic Plan.
-- RAM: Conduct full review of all city redevelopment proposals with prospective County impact and develop appropriate recommended action(s) within required time frames necessary to protect the County's interests 90 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
UAS: Funding	(1)	$297,066	$187,500	$132,000
SPS: Staff hours to support departmental strategic plan development and maintenance	(2)	(2)	172	130
RAM: Staff cost reviewing redevelopment proposals/plans	(2)	(2)	$120,000	$125,000
Workload/Output				
UAS: Transactions	(2)	3,394	7,200	10,000
SPS: Number of strategic plans completed or updated by departments(3)	(2)	(2)	21	16
RAM: Number of redevelopment proposals/plans under review(4)	(2)	(2)	22	25
Efficiency				
UAS: Cost/Transaction	(1)	$88	$26	$13
SPS: Staff support hours per strategic plan completed or updated by departments	(2)	(2)	8.2	8.1
RAM: Cost per proposal/plan reviewed(5)	(2)	(2)	$5,455	$5,000
Effectiveness/Outcome				
UAS: Saturation (% of unincorporated housing units)	(1)	1.2%	2.6%	3.6%
SPS: Percent of County departments with strategic plans consistent with the County Vision and Strategic Plan(6)	(2)	(2)	77.0%	97.0%
RAM: Cost-benefit ratio – General Fund dollars saved per dollar cost of reviewing proposals/plans(7)	(2)	(2)	$154:$1	$154:$1 (8)

Explanatory Notes:

(1) OUAS was not fully operational.
(2) This measure was developed in 2001-02; the data was not tracked in 1999-00 or 2000-01 and is, therefore, unavailable.
(3) 2002-03 projected anticipates eight departments will complete plans and eight departments will update existing plans.
(4) Reflects total plans/proposals under review during the fiscal year.
(5) Plans/proposals vary greatly in complexity and significance, resulting in variable degrees of effort and time committed towards review and negotiation.
(6) As an initial measure, 2001-02 data includes all completed/updated plans whether completed/updated in 2001-02 or prior.
(7) Most savings are multi-year (i.e., over the term of a redevelopment project); savings over term are expressed in net present value.
(8) Dependent upon plans/projects proposed by cities, including magnitude of prospective fiscal impact.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Service Integration						
$ 18,196,000	$ 8,805,000	$ 6,435,000	$ 2,956,000	$ 2,376,000	$ 580,000	61.0

Authority: Non-mandated, discretionary program. Established May 16, 2000 by Board Order.

The program supports and coordinates collaborative policy development initiatives, assists County departments integrate service delivery systems, and helps provide children and families with needed information. Services include providing project management planning and oversight; coordinating and conducting program evaluations; providing urban research and statistical analysis; supporting data infrastructure development, and developing and maintaining databases. The program also includes the Office of Child Care, which serves as a contact point on issues related to child care and development services in the County of Los Angeles. Key initiatives include the implementation of the Investing in Early Educators (AB 212) program, Centralized Eligibility List Pilot Project; and the administration of funding for facility enhancements at County sponsored child care centers.

Program Outcome: Investing in Early Educators Program to retain and train qualified child care providers.

Service Delivery Standard: Office of Child Care will verify and certify educational records and work experience within 15 working days of receiving completed documentation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of stipend applications received	(1)	(1)	1,500	3,527
Workload/Output				
Number of stipend applicants verified for eligibility and payment	(1)	(1)	1,500	3,527
Efficiency				
Number of stipend checks processed correctly and timely	(1)	(1)	1,500	3,527
Effectiveness/Outcome				
Number of stipend applicants successfully completing three semester college units in child development or related field and maintaining employment in subsidized child care programs for 9 months	(1)	(1)	100%	100%

Explanatory Note:
(1) Investing in Early Educators Program will commence June 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Intergovernmental Relations (IGR)						
$ 4,208,000	$ 919,000	$ 603,000	$ 2,686,000	$ 1,243,000	$ 1,443,000	29.5

Authority: Non-mandated, discretionary program - County Code Chapter 4.30.

The legislative program is necessary to ensure the Board's legislative and intergovernmental policies are based on the County's priorities and pursued at the local, State and federal levels. The primary activities include: development and coordination of the County's State and federal legislative program; reporting and developing recommendations to the Board on State and federal legislative issues affecting the County; preparing, analyzing, and recommending positions on legislative measures impacting the County in concert with departmental input; coordinating information with other governmental entities on legislative and budgetary impact; representing the County's interest and positions in Sacramento and Washington D.C., in conjunction with the Board's Legislative Strategist; representing the County's interest at statewide and national associations; providing grant opportunity information and assistance to departments; and liaison to external entities (SCAG, AQMD, MTA, cities, GSA contract administration). Also, included is the administration of countywide trip reduction programs which are mandated. These activities include any program or project implemented by the County to reduce air pollution from motor vehicles, such as the Rideshare Program, the Guaranteed Ride Home Program, the Telecommuting Program, and the Commuter Service Center. These programs are funded by motor vehicle registration fees designated for air pollution reduction from motor vehicle programs and LMAC Civic Center Transportation funds.

Program Outcome: Implementation of the County's State and federal Legislative Agendas.

Service Delivery Standard: Passage of legislation consistent with the County's Legislative Agendas.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of State bills reviewed (excluding budget items)	n/a	1,500	2,830	n/a
Workload/Output				
Number of positions taken (support/sponsor/ oppose) on specific State bills	300	157	320	n/a
Number of State bills enacted or defeated based on County position	140	74	160	n/a
Efficiency				
Percent of positions taken within one week of State bill analysis	90.0%	90.0%	90.0%	n/a
Effectiveness/Outcome				
Percent of State bills enacted or defeated based on County position	46.7%	47.1%	50.0%	n/a

Explanatory Notes:
-- 1999-00 data represents a full two-year legislative session (1998-00). 2000-01 data represents the first year of a two-year session.
-- n/a=Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Employee Relations						
$ 1,665,000	$ 580,000	$ 707,000	$ 378,000	$ 302,000	$ 76,000	12.0

Authority: Non-mandated, discretionary program - County Code Section 2.08.115.

This program provides for the overall management of employer-employee relations to ensure uniform administration countywide. The primary activities include: development of recommendations to the Board for the administration of rules and procedures to be followed in the County's employer-employee relationships; conduct and engage in all negotiations, and consultations with certified employee organizations under the direction and within the scope of the authority granted by the Board; and provide advice and labor relations consultations to departments in administering Memoranda of Understandings, development of broad bargaining strategies, and coordination of employee relation functions with the Employee Relations Commission on arbitrations, unfair employee relations practices, impasses, mediation, fact-finding, and other matters under the Commission's jurisdiction.

Program Outcome: Within policy established by the Board, administer a stable employer-employee relations program which provides a competitive wage and benefit package to recruit and retain a qualified and productive workforce to support County departments and achieve their goals.

Service Delivery Standard: Monitor arbitration and unfair labor practice charges to determine if the employer-employee relations program is administered uniformly and supports County departments in achieving their goals.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Memoranda of Understandings (MOU's) negotiated/ administered (54 bargaining units and 2 fringe benefit agreements)	56	56	56	56
Number of Employee Relations staff	7.0	7.0	7.0	7.0
Workload/Output				
Number of MOU's negotiated/implemented	56	56	56	56
Efficiency				
Avg number of bargaining units and fringe benefit agreements per staff	8	8	8	8
Effectiveness/Outcome				
Percent of MOU's successfully negotiated and implemented within Board parameters	100%	100%	100%	100%

Explanatory Notes:

-- By September 2002, develop a plan to determine if MOU's and the Employee Relations Ordinance are being administered in a uniform manner and consistent with legal and statutory requirements and Board policy. Performance measures will be refined.

-- Agreement was not reached for 2 MOU's in 2001-02. After completing required negotiation and impasse procedures, the County unilaterally implemented the Terms and Conditions of Employment for a one-year period.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Asset Management						
$ 10,883,000	$ 6,925,000	$ 2,853,000	$ 1,105,000	$ 2,487,000	$ -1,382,000	84.0

Authority: Mandated program; level of funding discretionary. Government Code Sections 25350.51, 25350.060, and 31000.9. County Code Sections 2.08.150 to 2.08.165.

This function provides for the planning, implementation, and management of real property related matters including recommendations for the funding of new Capital Projects, commercial development of potentially surplus property, new property purchases and sales and lease acquisitions and renewals necessary to carry out various departmental missions. Primary activities include implementation and update of the County's Five Year Strategic Asset Management Plan; development and implementation of short- and long-term funding and financing policies for capital improvements; development and management of long-term revenue streams through private sector ground lease development of County-owned property; negotiation and implementation of real property leases to house County staff and activities; development and maintenance of a comprehensive inventory of County real property holdings (land and improvements); negotiation, implementation, and administration of contracts for architectural, engineering, and related services connected with asset development activities; administration of the County's regulatory programs for franchising of utilities and pipelines and the development of strategies to allocate funding for the most critical major maintenance of the County's infrastructure. In addition, this program includes management of the County's outstanding short- and long-term debt obligations and the coordination of insurance, federal and other revenues to provide for the rebuilding of County property after a catastrophic loss.

Program Outcome:
- Successful completion of projects within financial resources.
- Creation of a positive work environment for County staff in conformance with Asset Management Principles.
- Management of extraordinary maintenance needs within financial resources.
- Successful completion of financing plans for capital projects and equipment acquisitions.

Service Delivery Standard:
- Real Estate (RE) and Asset Planning and Strategy (APS): Coordinate the management of the County's real estate/facilities in a cost-effective manner.
- Capital Projects (CP): Coordinate the management of the overall capital project development and delivery process.
- CP and APS: Coordinate and manage the development and completion of needs assessments and feasibility studies performed by County staff or independent consultants.
- CP: Directly manage the development, implementation, and presentation of the County's annual Capital Projects/Refurbishments Budget.
- CP: Monitor project expenditures on a monthly basis and develop cost and revenue projections for the current fiscal year as well as the anticipated duration of the project.
- RE and APS: Forecast and manage space requirements in order to acquire a sufficient amount and optimal mix of owned and leased space.
- APS: Manage expenditures appropriated for extraordinary maintenance projects.
- Debt Management (DM): Development of financing alternatives for capital projects and equipment acquisitions.
- DM: Management of the LAC-CAL Equipment Financing Program.
- DM: Analysis of financing proposals and determination of compatibility, appropriateness and feasibility.
- DM: Management of bond issue accounts to ensure compliance with tax regulations.
- DM: Management of the County's equipment leasing program.
- DM: Completion and update of the County's disclosure document as required by the Securities and Exchange Commission.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
RE: Number of leasing staff managing leases	16.0	17.0	16.0	16.0
CP: Number of CP staff	8.0	11.0	10.0	10.0
APS: Number of APS staff	1.0	2.0	4.0	4.0
DM: Number of DM staff	2.0	2.0	2.0	2.0
Workload/Output				
RE: Number of leases managed	552	632	631	668
CP: Number of CP managed	344	394	477	426
CP: Number of CP completed	75	39	126	123
CP: Number of studies managed	1	13	19	3
CP: Number of CP budget units monitored	21	37	53	53
APS: Number of extraordinary maintenance projects managed	514	515	300	150
APS: Number of budget units managed	3	3	3	3
APS: Owned buildings analyzed for sale or reuse	0	0	6	8
APS: Department space requests analyzed	n/a	80	130	120
DM: Number of financing studies	4	6	20	32
DM: Number of financing plans	4	4	18	32
DM: Number of leases monitored	88	97	101	215
DM: Number of disclosure documents	4	4	4	4
DM: Number of bond issues monitored	30	31	33	36
DM: Number of bond accounts monitored	120	124	132	144
Efficiency				
RE: Number of leases handled per leasing staff	35	37	40	42
CP: Avg number of CP managed per CP staff	43	36	48	43
CP: Avg number of CP completed per CP staff	9	4	13	12
CP: Avg number of CP budget units monitored per CP staff	3	3	5	5
APS: Avg number of department space request analyzed per APS staff	n/a	40	65	60
DM: Avg number of financing studies per DM staff	2	3	10	16
DM: Avg number of financing plans per DM staff	2	2	9	16
DM: Avg number of leases monitored per DM staff	44	49	51	108
DM: Avg number of bond issues monitored per DM staff	15	16	17	18
DM: Avg number of bond accounts monitored per DM staff	60	62	66	72

Effectiveness/Outcome

RE: Lease completion time(1)

CP/APS: Annual updates to the Real Estate Asset Management Strategic Plan

CP/APS: Annual updates to the Five-Year Capital Project Funding Plan

Explanatory Notes:

(1) Time elapsed from approval to acquire space to Certificate of Occupancy of space acquired.

-- n/a=Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Risk Management						
$ 1,295,000	$ 1,617,000	$ 0	$ -322,000	$ 245,000	$ -567,000	10.0

Authority: Non-mandated, discretionary program. Established October 6, 1970 by Board Order.

The purpose of this program is to evaluate catastrophic and other significant risk exposures, and advise the Board and departments of alternative risk financing and risk control strategies which may avoid or minimize the financial and operational impact of unanticipated losses. The primary activities include: administration of commercial insurance, self-insurance and risk retention programs, including indemnification and contract insurance requirements; development and management of the Countywide Risk Management Information System (RMIS) to provide the Board and departments with comprehensive information on liability costs to assist departmental budgeting and loss prevention efforts; development of the Insurance Budget, Contract Cities Trust Fund, and the Special District Auto and General Liability Trust Funds, including funding projections and loss trend analysis; implementation of the Liability Cost Allocation Policy (LCAP) and Departmental Liability Cost Apportionment dispute resolution and appeal process; coordination of risk accounting, billing, and cost recovery activities; management of contracted claims administration services, and accident review guidelines; and coordination of DMV Driver Record Review program.

Program Outcome: To provide risk management and insurance related services to the County.

Service Delivery Standard: To respond to departmental needs in an effective and timely manner.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Insurance Budget	$56,000,000	$50,500,000	$57,6000,000	$66,700,000
Value of commercial insurance policies	$6,803,000	$7,767,000	$10,171,000	$13,395,000
DMV Record reviews	13,000	14,000	15,000	15,000
Requests for Certificates of Self-Insurance	200	225	240	240
Requests for Risk Management consultations	4,000	4,500	5,000	5,000
Requests for contract review	300	350	375	375
Workload/Output				
Number of commercial insurance policies	17	20	20	20
Avg value of commercial insurance policies	$400,176	$388,350	$508,550	$669,750
DMV Record Reports generated for departments	3,000	3,000	3,000	3,000
Certificates of Self-Insurance provided	200	225	240	240
Risk Management consultations provided	4,000	4,500	5,000	5,000
Contract reviews provided	300	350	375	375
Efficiency				
Number of lapsed commercial insurance policies	0	0	0	0
DMV Record Report provided within 10 working days	3,000	3,000	3,000	3,000
Certificates of Self-Insurance provided prior to date of event	200	225	240	240
Risk Management consultations provided by time requested	4,000	4,500	5,000	5,000
Contract reviews provided within time requested	300	350	375	375

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of commercial insurance policies without a lapse in coverage	100.0%	100.0%	100.0%	100.0%
Percent of DMV Record Reports meeting 10 day criteria	100.0%	100.0%	100.0%	100.0%
Percent of Certificates of Self-Insurance provided prior to date of event	100.0%	100.0%	100.0%	100.0%
Percent of Risk Management consultations provided by time requested	100.0%	100.0%	100.0%	100.0%
Percent of contract reviews provided by time requested	100.0%	100.0%	100.0%	100.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. Office of Emergency Management (OEM)						
$ 1,916,000	$ 2,495,000	$ 0	$ -579,000	$ 389,000	$ -968,000	16.0

Authority: Non-mandated, discretionary program - County Code Sections 2.68.210 to 2.68.230.

This program provides for the overall management of emergency preparedness matters. The primary activities include: organizing, directing, and coordinating the emergency organization of the County; liaison with city governments within Los Angeles County, and other governmental and quasi-governmental agencies and volunteer organizations relating to emergency preparedness; supporting the operation and maintenance of the County's Emergency Operations Center; managing the County's Emergency Management Information System; providing ongoing emergency preparedness information to departments, cities, communities, and the public; promoting community awareness and self-sufficiency; and maintaining a functional County emergency response plan which addresses all hazards.

Program Outcome: The Los Angeles County Operational Area is able to more rapidly respond to requests for emergency assistance from cities.

Service Delivery Standard: When notified of a reporting agency/jurisdiction's activation of their Emergency Operations Center or proclamation of an emergency, respond within 30 minutes with information as to whether or not the County Emergency Operations Center will activate, and determine the type of support that the agency/jurisdiction needs.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Jurisdiction or agency (cities/selected special districts) reports they have activated their Emergency Operations Center or proclaimed a local emergency	88	88	88	88
Workload/Output				
OEM responds and indicates whether or not the County Emergency Operations Center will activate	0	0	n/a	n/a
Efficiency				
Request response time (minutes)	50	50	40	30

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of jurisdiction/agency will know whether or not the County Emergency Operations Center will activate and will have the opportunity to indicate their needs	0.0%	0.0%	n/a	n/a

Explanatory Notes:
-- Although the County Emergency Operations Center has activated several times since 1999, all of those activations have been in response to an internal County need rather than driven by a request from our city customers.
-- n/a=Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Protocol						
$ 667,000	$ 0	$ 175,000	$ 492,000	$ 97,000	$ 395,000	4.0

Authority: Non-mandated, discretionary program - County Code Section 2.08.142.

The Office of Protocol extends official hospitality on behalf of the Board to visiting foreign dignitaries primarily at the level of ambassador and above and maintains a liaison with the Consular Corps and internationally focused organizations to promote international goodwill and understanding, business, tourism and cultural awareness. The primary activities include: planning official hospitality, technical briefings, meetings, itineraries, and events for visiting dignitaries and international visitors; organizing fund raisers to support the events sponsored and hosted by the Board for the Consular Corps and visiting foreign dignitaries; providing information about protocol, etiquette, international customs, flag etiquette, and other related issues to departments, the public, business and academic communities and other jurisdictions.

Program Outcome: Each year the Office of Protocol organizes, on behalf of the Board of Supervisors, the Consular Corps Golf/Tennis Invitational that is held the last Monday in September. The goal is to raise more money than the event costs so that additional monies can be used throughout the year to cover the cost of protocol related expenses not customarily covered by the County General Fund.

Service Delivery Standard: The goal is to raise $100,000 - $125,000 in donations from the business community.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Donations	$124,600	$110,000	$100,000	$100,000
Workload/Output				
Cost of Event	$79,008	$86,429	$87,000	$87,000
Efficiency				
Funds remaining after expenses	$45,592	$23,571	$13,000	$13,000
Effectiveness/Outcome				
Percent of funds remaining	36.6%	21.4%	13.0%	13.0%

9. Protocol (cont'd)

Explanatory Note: The amount of money raised is a product of how effective the Sponsorship Committee is in raising funds. While high attendance is a measure of success, costs are higher when attendance is high resulting in a lower fund balance.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
10. IGR - Marketing Office						
$ 297,000	$ 0	$ 250,000	$ 47,000	$ 47,000	$ 0	2.0

Authority: Non-mandated, discretionary program. Established October 4, 1994 by Board Order.

This program focuses on marketing County products and services for the enhancement or repositioning of the County's image and the development of new revenue streams. The Marketing Office provides strategic planning and marketing services to County departments interested in repositioning services and enhancing promotional and communication channels. The activities include working with departments and, as appropriate, the private sector through public-private partnerships to identify, develop, and promote marketable products and services. The Marketing Office is funded by revenue generated from marketing projects and sale of County products.

Program Outcome: Implementation of centralized marketing services focused on assisting County departments to generate revenue and image enhancement.

Service Delivery Standard: Enhance County departmental marketing services and strategies.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Marketing staff	2.5	2.5	2.0	2.0
Workload/Output				
Number of marketing consultations	12	20	36	40
Number of marketing projects maintained	8	8	5	6
Efficiency				
Number of consultations per staff person	4.8	8.0	18.0	20.0
Number of projects maintained per staff person	3.2	3.2	2.5	3.0
Effectiveness/Outcome				
Number of marketing and image enhancement projects	10	15	21	24

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
11. IGR - Public Affairs						
$ 2,042,000	$ 85,000	$ 0	$ 1,957,000	$ 479,000	$ 1,478,000	21.0

11. IGR - Public Affairs (cont'd)

Authority: Non-mandated, discretionary program.

This program provides general information to the public, and photographic and graphic arts services to departments and the Board. The activities of the public information services function include: providing information about the County to the public by telephone, public service counter, publications, internet web site, and e-mail; coordinating the televising of the weekly Board meetings; centralizing media services, including responses to media inquiries, preparing press releases, and maintaining County space for the press; and coordinating plaque orders, special events, memorabilia, and Board services. The activities of the photographic function include: providing photographic services primarily for the Board, and recording and duplicating of videotapes. The activities of the graphic arts function include: graphic art services for departments, including this Department for the production of the Proposed Budget and budget presentations; special Board projects; and scrolls and resolutions.

Program Outcome: A public that is better informed about County government and services.

Service Delivery Standard: Provide quality information and service to public and County employees in a timely and professional manner through various means: publications, websites, television broadcasts, media, phone, in-person visits, e-mail, mail, exhibits, news clippings, photographs and awards.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff in Public Information Office	11.0	11.0	10.0	11.0
Number of staff in Photo	4.0	4.0	4.0	4.0
Number of staff in Graphics	10.0	10.0	10.0	10.0
Workload/Output				
Number of daily press clipping packets	260	260	260	260
Number of public inquiry telephone calls	34,401	28,564	28,418	28,000
Number of public e-mails answered	2,070	3,308	3,011	3,500
Number of special events assistance provided	265	280	280	300
Number of recognition awards made	14,651	14,540	15,378	15,000
Number of photographs made	47,982	46,784	58,134	60,000
Number of major publications prepared	2	2	3	3
Number of press releases issued	57	79	102	100
Number of broadcasts of Board meetings	48	48	48	48
Number of websites created/maintained	3	3	7	7
Efficiency				
Avg number of phone calls answered by staff	3,127	2,597	2,842	2,545
Avg number of recognition awards made by staff	1,465	1,454	1,538	1,500
Avg number of photographs made by staff	11,996	11,696	14,534	15,000
Effectiveness/Outcome				
Same-day response to public telephone inquires	97.0%	97.0%	97.0%	97.0%
Response to e-mail inquires within 24 hours	90.0%	90.0%	90.0%	90.0%
Websites updated daily	95.0%	95.0%	95.0%	95.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
12. IGR – Workplace Programs						
$ 101,000	$ 0	$ 0	$ 101,000	$ 23,000	$ 78,000	1.0

Authority: Non-mandated, discretionary program. Board Order.

This program is responsible for the administration of special programs which are Board-ordered. The activities include administration of the Countywide Savings Bonds Program, Countywide Volunteer Program and recognition events, administration of the Workplace Giving Program, and special events as ordered by the Board, such as March of Dimes and AIDS Walk.

Program Outcome: Implementation of employee savings options, charitable giving options and volunteer enrichment opportunities in County departments.

Service Delivery Standard: Enhance employee savings options, charitable giving options and departmental volunteer resources.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Workplace staff	1.0	1.0	1.0	1.0
Workload/Output				
Number of countywide policy/guideline meetings	3	3	3	3
Number of departmental consultations	21	27	33	36
Efficiency				
Number of countywide meetings per staff person	3	3	3	3
Number of departmental consultations per staff person	21	27	33	36
Effectiveness/Outcome				
Savings Bonds purchased	$16,000,000	$17,000,000	$17,200,000	$17,500,000
Charitable Giving pledged	$1,600,000	$1,700,000	$1,800,000	$2,000,000
Dollar value of volunteer hours	$52,000,000	$50,000,000 *	$48,000,000 *	$50,000,000

Explanatory Note:
*Reflects a reduction in Court referral volunteers and election volunteer cycle.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
13. Administration						
$ 2,824,000	$ 0	$ 0	$ 2,824,000	$ 1,409,000	$ 1,415,000	22.0

Authority: Non-mandated, discretionary program.

This function provides executive management and administrative support to the Department including executive office, agenda preparation, departmental budgeting and fiscal/accounting, personnel, and office support services.

Program Outcome:
- -- Provide executive management, quality central administrative support to the department and Board agenda coordination.
- -- Ensure the timely processing of vendor payments in accordance with the County Fiscal Manual.
- -- Improve the efficiency with which the department recruits employees.

Service Delivery Standard:
- -- Vendor invoices are reviewed and coded for processing within a 1-2 day period to ensure that invoices are processed within 30-days of receipt of an invoice.
- -- Request for Services and Non-Stock Supplies will be processed within a 1-2 day period from the date of the receipt of each request.
- -- Department will recruit and fill vacancies within 30-60 days from the date of approval to hire.
- -- Provide budget and financial policy guidance to the department in accordance with the County Fiscal Manual.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff processing vendor invoices	1.0	1.0	1.0	1.0
Number of staff responsible for centralized exams and executive recruitment	1.0	1.0	1.0	1.0
Number of vendor invoices received	1,486	1,923	1,756	1,722
Number of Request for Services and Non-Stock Supplies received	912	942	974	1,006
Workload/Output				
Number of invoices processed	1,486	1,923	1,756	1,722
Number of Request for Services and Non-Stock Supplies processed	912	942	974	1,006
Number of exams given	36	30	28	33
Number of exam applicants	471	439	400	450
Efficiency				
Number of invoices processed within 1-2 business days	1,486	1,923	1,756	1,722
Number of Request for Services and Non-Stock Supplies processed within 1-2 business days	912	942	974	1,006
Avg length in days from approval to filling vacancy	60-90	60-90	60-90	30-60
Effectiveness/Outcome				
Percent of invoices sent for processing within 1-2 business days	100.0%	100.0%	100.0%	100.0%
Percent of Request for Services and Non-Stock Supplies sent for processing within 1-2 business days	100.0%	100.0%	100.0%	100.0%
Percent of exams completed within 30-60 days	40.0%	55.0%	75.0%	90.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 61,765,000	**$28,818,000**	**$ 14,054,000**	**$ 18,893,000**	**$12,508,000**	**$ 6,385,000**	**377.5**

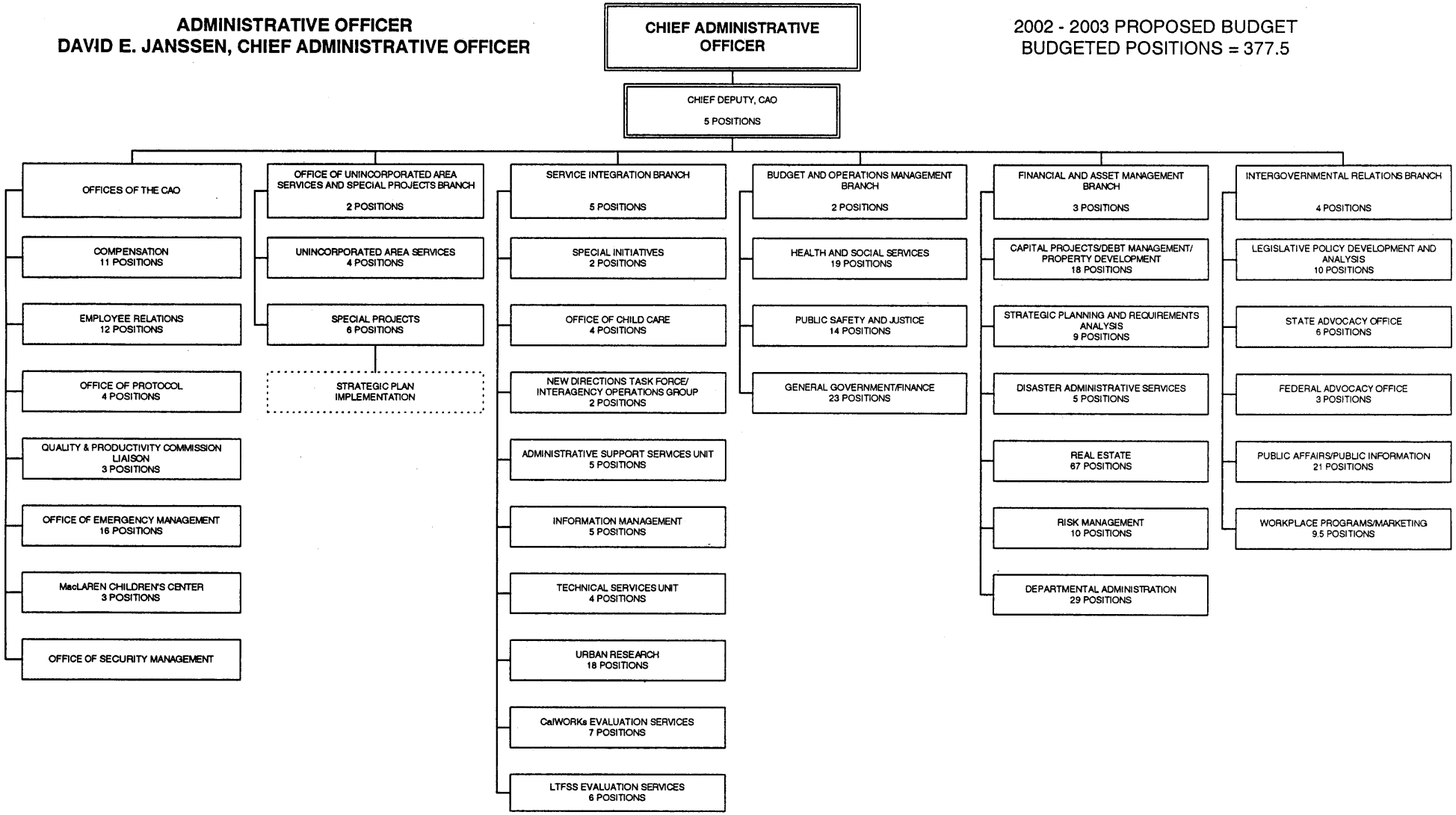
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	28,099,000	24,542,000	29,713,000	1,614,000
Employee Benefits	10,249,000	9,236,000	10,380,000	131,000
Total Salaries and Employee Benefits	38,348,000	33,778,000	40,093,000	1,745,000
Services and Supplies				
Communications	457,000	457,000	530,000	73,000
Computer Equipment - Non-capital	343,000	343,000	115,000	-228,000
Computer Software	244,000	244,000	224,000	-20,000
Information Technology Services	1,948,000	1,948,000	2,024,000	76,000
Insurance	77,000	77,000	77,000	0
Maintenance-Buildings and Improvements	642,000	642,000	700,000	58,000
Maintenance-Equipment	88,000	88,000	88,000	0
Memberships	9,000	9,000	9,000	0
Office Expense-Other	628,000	628,000	628,000	0
Office Expense-Postage	25,000	25,000	25,000	0
Office Expense-Stat and Forms	8,000	8,000	8,000	0
Professional and Specialized Services	9,374,000	9,374,000	14,425,000	5,051,000
Rents and Leases-Bldg and Improvemts	710,000	710,000	782,000	72,000
Rents and Leases-Equipment	230,000	230,000	230,000	0
Special Departmental Expense	53,000	53,000	53,000	0
Telecommunications	112,000	112,000	112,000	0
Training	49,000	49,000	49,000	0
Transportation and Travel-Auto Mileage	37,000	37,000	37,000	0
Transportation and Travel-Auto Service	88,000	88,000	88,000	0
Transportation and Travel-Traveling	128,000	128,000	128,000	0
Utilities	1,159,000	1,159,000	636,000	-523,000
Total Services and Supplies	16,409,000	16,409,000	20,968,000	4,559,000
Other Charges				
Other Charges	14,000	14,000	15,000	1,000
Retirement of Other Long-Term Debt	537,000	537,000	550,000	13,000
Total Other Charges	551,000	551,000	565,000	14,000
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys.	17,000	17,000	9,000	-8,000
Electronic Equipment	22,000	22,000	0	-22,000
Major Office Equipment	100,000	100,000	130,000	30,000
Total Equipment	139,000	139,000	139,000	0
Total Fixed Assets	139,000	139,000	139,000	0
Gross Total	**55,447,000**	**50,877,000**	**61,765,000**	**6,318,000**

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Less: Intrafund Transfers	28,668,000	25,406,000	28,818,000	150,000
TOTAL NET REQUIREMENTS	26,779,000	25,471,000	32,947,000	6,168,000
REVENUES:				
Revenue from Use of Money and Property	2,092,000	1,748,000	1,793,000	-299,000
Intergovernmental Revenues:				
State	0	615,000	5,561,000	5,561,000
Other	677,000	0	0	-677,000
Charges for Services	6,275,000	4,944,000	6,164,000	-111,000
Miscellaneous	0	429,000	536,000	536,000
TOTAL REVENUES	9,044,000	7,736,000	14,054,000	5,010,000
NET COUNTY COST	**17,735,000**	**17,735,000**	**18,893,000**	**1,158,000**

ADMINISTRATIVE OFFICER
DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

2002 - 2003 PROPOSED BUDGET
BUDGETED POSITIONS = 377.5



AFFIRMATIVE ACTION COMPLIANCE OFFICE
DENNIS A. TAFOYA, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 2,406,118	$ 2,937,000	$ 3,533,000	$ 3,943,000	$ 3,871,000	$ 338,000
SERVICES & SUPPLIES	1,274,380	1,368,000	1,318,000	1,276,000	946,000	-372,000
OTHER CHARGES	12,360	20,000	20,000	17,000	17,000	-3,000
FIXED ASSETS-EQUIP	10,759					
OTHER FINANCING USES				9,000	9,000	9,000
GROSS TOTAL	$ 3,703,617	$ 4,325,000	$ 4,871,000	$ 5,245,000	$ 4,843,000	$ -28,000
LESS INTRAFD TRANSFER	1,199,960	1,260,000	1,267,000	1,314,000	1,236,000	-31,000
NET TOTAL	$ 2,503,657	$ 3,065,000	$ 3,604,000	$ 3,931,000	$ 3,607,000	$ 3,000
REVENUE	1,001,157	1,401,000	1,351,000	1,218,000	1,218,000	-133,000
NET COUNTY COST	$ 1,502,500	$ 1,664,000	$ 2,253,000	$ 2,713,000	$ 2,389,000	$ 136,000
BUDGETED POSITIONS	36.0	43.0	43.0	47.0	45.0	2.0
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 982,796	$ 1,330,000	$ 1,330,000	$ 1,201,000	$ 1,201,000	$ -129,000
MISCELLANEOUS	18,361	21,000	21,000	17,000	17,000	-4,000
OPERATING TRANSFER IN		50,000				
TOTAL	$ 1,001,157	$ 1,401,000	$ 1,351,000	$ 1,218,000	$ 1,218,000	$ -133,000

FUND FUNCTION ACTIVITY

Mission Statement

To develop, monitor, and enforce compliance with the County's Equal Employment Opportunity/Affirmative Action, Diversity, and Contractor living wage provisions, and to ensure compliance with federal Americans with Disabilities Act (ADA) laws. To provide employees with the skills to value diversity and to increase their sensitivity to diversity issues that impede harmony and productivity.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects an increase in overall spending due to negotiated increases in salaries and employee benefits, higher costs for other fringe benefits, and the addition of 2.0 positions to replace consultants previously assigned for the ADA Compliance program. Other adjustments include the reduction of services and supplies to compensate for terminated Affirmative Action/Diversity Program service agreements.

Strategic Planning

In accordance with the Los Angeles Countywide Strategic Plan, the Affirmative Action Compliance Office will provide service excellence and a seamless delivery of services to the public and County departments by providing expert ADA consultation on public comment on transition plans, barrier removal, and resolving ADA complaints; by fostering mediation as the "best practice" to resolve complaints of employment discrimination and to minimize the payout of monetary settlements by ensuring that all complaints of employment discrimination are investigated in a timely, and effective manner, in accordance with the Board of Supervisors approved "New Employment Discrimination Complaint Process"; and redesigning and revitalizing the County's Community Business Enterprise program to include small business enterprises as a beneficiary of the program.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ --	$ --	$ --	2.0
Americans with Disabilities Act (ADA) Compliance Program: Reflects 1.0 Deputy Affirmative Action Compliance Officer position and 1.0 Equal Employment Compliance Investigator position to replace consultants performing ADA compliance services, fully offset by a decrease in services and supplies. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*				
2.	$ -173,000	$ -164,000	$ -9,000	--
Affirmative Action/Diversity (AA/D) Program: Reflects a decrease in AA/D program service requirements as a result of termination of service agreements. *Supports Countywide Strategic Plan Goal 3, Strategies 2 and 3.*				
Other Changes				
1.	$ 133,000	$ --	$ 133,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 9,000	$ --	$ 9,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ -34,000	$ --	$ -34,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
4.	$ 28,000	$ --	$ 28,000	--
Services and Supplies: Reflects unavoidable cost increases in various services and supplies accounts.				
5.	$ 9,000	$ --	$ 9,000	--
Productivity Investment Fund (PIF): Reflects an anticipated increase in PIF loan payments.				
Total	***$ -28,000***	***$ -164,000***	***$ 136,000***	***2.0***

AFFIRMATIVE ACTION COMPLIANCE OFFICE

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Affirmative Action/Diversity Programs (AA/D)							
	$ 1,111,000	$ 488,000	$ 194,000	$ 429,000	$ 0	$ 429,000	11.0

Authority: Non-mandated, discretionary program - established by Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.05, Affirmative Action Program-Composition; County Policy, Los Angeles County Board Resolution dated 7/30/91; California Fair Employment and Housing Act (Government Code, 12900 et. seq.); Government Contractors, Department of Labor Revised Rule No. 4; Rehabilitation Act of 1973, Section 503, Affirmative Action Requirements for Federal Contractors or Subcontractors; and July 11, 1991 Board of Supervisors (Board) motion "Minority and Women-Owned Business Enterprise Program Services, Supplies and Equipment Contract/Purchasing Policy."

Coordinates the development, implementation and monitoring of countywide affirmative action programs; facilitates countywide diversity program initiatives; provides technical assistance to departments on equal employment opportunity/affirmative action (EEO/AA) and managing and valuing diversity; analyzes pertinent legislation; conducts EEO/AA diversity and civil rights-related training; ensures County government compliance with applicable County, State and federal EEO/AA laws; and manages the County's Community Business Enterprise (CBE) Program.

Program Outcome: Fair and equitable application of the County's employment policies and practices.

Service Delivery Standard: To maintain a 95 percent threshold of County employees who view AA/D training as beneficial.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Affirmative Action/ Diversity (AA/D) training staff	5	6	6	6
Number of CBE staff	1	1	2	2
Workload/Output				
Number of employees trained annually on diversity and sexual harassment	8,880	24,468	25,000	25,000
Number of CBE applications received annually	233	372	385	430
Efficiency				
Number of employees trained per AA/D training staff	1,776	4,078	4,167	4,167
Number of CBE firms certified	212	372	350	400
Effectiveness/Outcome				
Percentage of employees who viewed AA/D training as beneficial	95%	95%	95%	95%
Percentage of County contractors' dollars going to certified CBEs	5%	5%	5%	7%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Construction Contract Compliance (CCC)							
	$ 862,000	$ 109,000	$ 710,000	$ 43,000	$ 0	$ 43,000	9.0

2. Construction Contract Compliance (CCC) (cont'd)

Authority: Non-mandated, discretionary program - established by Los Angeles County Construction Contracts Board Resolution dated 11/30/82; Los Angeles County Living Wage Ordinance adopted 6/22/99; Federal Law, Title VII, Civil Rights Act of 1964, as amended, and Presidential Executive Order 11246, as amended by 11375, Government Contractors, Department of Labor Revised Rule No. 4, and Department of Transportation Code of Federal Regulations 49.

Program Outcome: Monitors and enforces EEO compliance by County construction contractors in conformity with federal, State and County non-discrimination laws. Monitors and enforces Living Wage Ordinance (LWO) compliance of Proposition A and cafeteria services contractors.

Service Delivery Standard: Increase the number of on-site EEO contract compliance reviews by five percent on an annual basis, service delivery standards are being established for LWO staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of CCC staff conducting on-site EEO compliance reviews	3	3	3	3
Number of LWO staff	3	3	3	3
Workload/Output				
Number of CCC staff hours spent conducting on-site EEO contract compliance reviews	1,080	1,554	1,620	1,800
Number of sites reviewed	72	111	120	150
Efficiency				
Number of CCC staff hours per on-site EEO contract compliance review	15	14	13.5	12
Number of contracts with Office of Affirmative Action Compliance (OAAC) intervention	n/a	26	27	30
Effectiveness/Outcome				
Percentage of total number of EEO compliance reviews conducted by CCC staff that are done on-site	12%	18.5%	20%	25%

Explanatory Note:
n/a = Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Employment Discrimination Investigations (EDI)						
$ 979,000	$ 422,000	$ 254,000	$ 303,000	$ 0	$ 303,000	10.0

Authority: Non-mandated, discretionary program - established by Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.010, County Policy on Discrimination, and Section 5.08.110, OAAC - Created - Powers and Duties; State Law, California Fair Employment and Housing Act (Government. Code 12900 et. seq.); Non-Discrimination in Employment Requirements; Federal Law, Title VII, Civil Rights Act of 1964, as amended (Title VII), Title I of the Americans with Disabilities Act (ADA) of 1990, Age Discrimination in Employment Act of 1967 (ADEA), and Equal Pay Act of 1963 (EPA).

Enforce federal, State and County anti-discrimination laws and policies by investigating and responding to complaints of employment discrimination, harassment and retaliation filed with external enforcement agencies, the County OAAC and other County departments, including the Civil Service Commission and the Board of Supervisors.

3. Employment Discrimination Investigations (EDI) (cont'd)

Program Outcome: Timely and effective investigation of employment discrimination complaints filed against the County of Los Angeles.

Service Delivery Standard: Increase cost savings to the County through optimum caseload by effective and timely investigation of employee discrimination complaints.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of EDI staff	4	5	7	7
Workload/Output				
Number of employment discrimination complaints received	422	602	127 (1)	610
Efficiency				
Number of cases per EDI staff	105	120	66	87
Effectiveness/Outcome (2)				
Cost savings to the County	n/a	$2.1M (3)	$4.4M (4)	$5.9M (5)

Explanatory Notes:
n/a = Not available.
M = Million
(1) Reflects transfer of all Sheriff investigation cases to the Sheriff's Protocols and County Mediation (SP/CM) section.
(2) Effectiveness/Outcome has been modified to reflect cost savings to the County.
(3) Based on 30 finalized no-fault settlement agreements totaling $71,000 (average cost per settlement was $2,366) County Counsel's costs for litigating these finalized cases is estimated at $2.1 million ($70,000 per case).
(4) Based on an estimate of 30 finalized no-fault settlement agreements totaling $61,000 (average cost per settlement is estimated to be $2,017). Estimated costs to litigate and settle these cases is $4.4 million ($148,000 per case).
(5) Based on a projection of 40 finalized, no-fault settlement agreements totaling $70,000 (average costs per settlement are projected to be $1,750). Projected cost to litigate and settle these cases is $5.9 million ($148,000 per case).

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Americans with Disabilities Act (ADA) Compliance						
$ 698,000	$ 116,000	$ 27,000	$ 555,000	$ 0	$ 555,000	7.0

Authority: Mandated program - Federal Law, Title II, ADA of 1990, and the Rehabilitation Act of 1973, and Americans with Disabilities Accessibility Guidelines; and State of California Law, Fair Employment and Housing Act, as amended, and Government Codes 11135 and 11139; and the State of California Building Standards Code Title XXIV.

Ensure County compliance with the ADA and all State and federal laws prohibiting discrimination against people with disabilities, and ensure equal access and opportunity in contracting, employment, programs, and services.

Program Outcome: Improve response time to community complaints for persons with disabilities.

Service Delivery Standard: Implement ADA Title II program investigation procedures that are efficient, responsive, user-friendly and result in a response within 60 days to the charging party, sixty percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
ADA Title II program investigation cases	57	49	60	100
ADA Title II program mandated activities	194	79	75	325
Workload/Output				
Number of ADA staff hours spent on Title II program Investigations	855	635	900	1,500
Number of ADA staff hours spent on ADA mandated activities	3,298	1,345	1,275	5,525
Efficiency				
Number of ADA staff hours per Title II program investigation case	15	15	15	15
Number of ADA staff hours per Title II program mandated activities	17	17	17	17
Effectiveness/Outcome				
Percentage of ADA Title II program complaints resolved within 60 days	65%	70%	70%	75%
Percentage of ADA Title II program mandated activities completed in 90 days	36%	70%	70%	75%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Sheriff's Protocols and County Mediation						
$ 435,000	$ 101,000	$ 16,000	$ 318,000	$ 0	$ 318,000	3.0

Authority: Non-mandated, discretionary program - established by Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.010, County Policy on Discrimination, and Section 5.08.110, OAAC - Created - Powers and Duties; State Law, California Fair Employment and Housing Act (Govt. Code 12900 et. seq.) Non-Discrimination in Employment Requirements; Federal Law, Title VII, Civil Rights Act of 1964, as amended, and Title I of the ADA of 1990.

Implement Sheriff's protocols in conjunction with the Sheriff's Department and County Counsel to minimize County risks and liabilities in employment discrimination complaints. Also, promote and implement a countywide mediation program as the Board-preferred option in responding to complaints of employment discrimination, harassment and retaliation filed against the County.

Program Outcome: Timely and effective investigation of complaints of discrimination filed against the Sheriff's Department.

Service Delivery Standard: Increase cost savings to the County through optimum caseload by effective and timely investigation of complaints of discrimination filed against the Sheriff's Department.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Sheriff's protocols investigative staff	n/a	n/a	2 *	3*
Number of mediators	n/a	n/a	2 *	3*
Workload/Output				
Number of Sheriff's protocols complaints	n/a	n/a	207	240
Number of discrimination complaints mediated countywide	n/a	n/a	180	255

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Number of Sheriff's protocols cases per investigator	n/a	n/a	85	80
Number of cases per mediator	n/a	n/a	90	85
Effectiveness/Outcome				
Cost savings of Sheriff's protocols (1)	n/a	n/a	$1.4 M (2)	$1.7 M (3)
Cost savings of mediation	n/a	n/a	$3.7 M (4)	$5.1 M (5)

Explanatory Notes:
n/a = Not available.
M = Million
*Includes use of outside consultants
(1) Effectiveness/Outcome has been modified to reflect cost savings to the County by effectively investigating and closing Sheriff's complaints with finalized no-fault settlement agreements.
(2) Based on an estimate of 10 finalized no-fault settlement agreements totaling $20,170 (average cost per settlement is estimated to be $2,017). Estimated costs to litigate and settle these cases is $1.4 million ($148,000 per case).
(3) Based on a projection of 12 finalized no-fault settlement agreements totaling $24,204 (average cost per settlement is estimated to be $2,017). Projected costs to litigate and settle these cases is $1.7 million ($148,000 per case).
(4) Based on an estimate of 25 finalized mediation settlement agreements totaling $50,425 (average cost per settlement is estimated to be $2,017). Estimated costs to litigate and settle these cases is $3.7 million ($148,000 per case).
(5) Based on a projection of 35 finalized no-fault settlement agreements totaling $75,595 (average cost per settlement is estimated to be $2,017). Projected costs to litigate and settle these cases is $5.1 million ($148,000 per case).

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Administration						
$ 758,000	$ 0	$ 17,000	$ 741,000	$ 0	$ 741,000	5.0

Authority: Non-mandated, discretionary program.

Provide leadership, coordination, support, and direction to organizational units to facilitate achievement of the Department's mission and objectives. Activities include, but are not limited to, administering all non-program related functions such as budget, accounting, personnel, payroll, procurement and workers' compensation. In addition, program administers other departmental support activities such as computer programs/systems maintenance, network administration, emergency preparedness, strategic planning, contract monitoring, space management, and staff development/training, and telephone utilities.

Program Outcome: Effective and efficient operation of administrative programs and services.

Service Delivery Standard: To receive 100 percent of revenue budgeted.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total budgeted revenue	2,349,000	2,231,000	2,618,000	2,532,000
Workload/Output				
Total revenue received	2,224,000	2,201,000	2,610,000	2,405,000
Efficiency				
Dollar of actual revenue received per dollar of revenue budgeted	$0.95	$0.99	$1.00	$0.95

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percentage of actual revenue received goal achieved	95%	99%	100%	95%

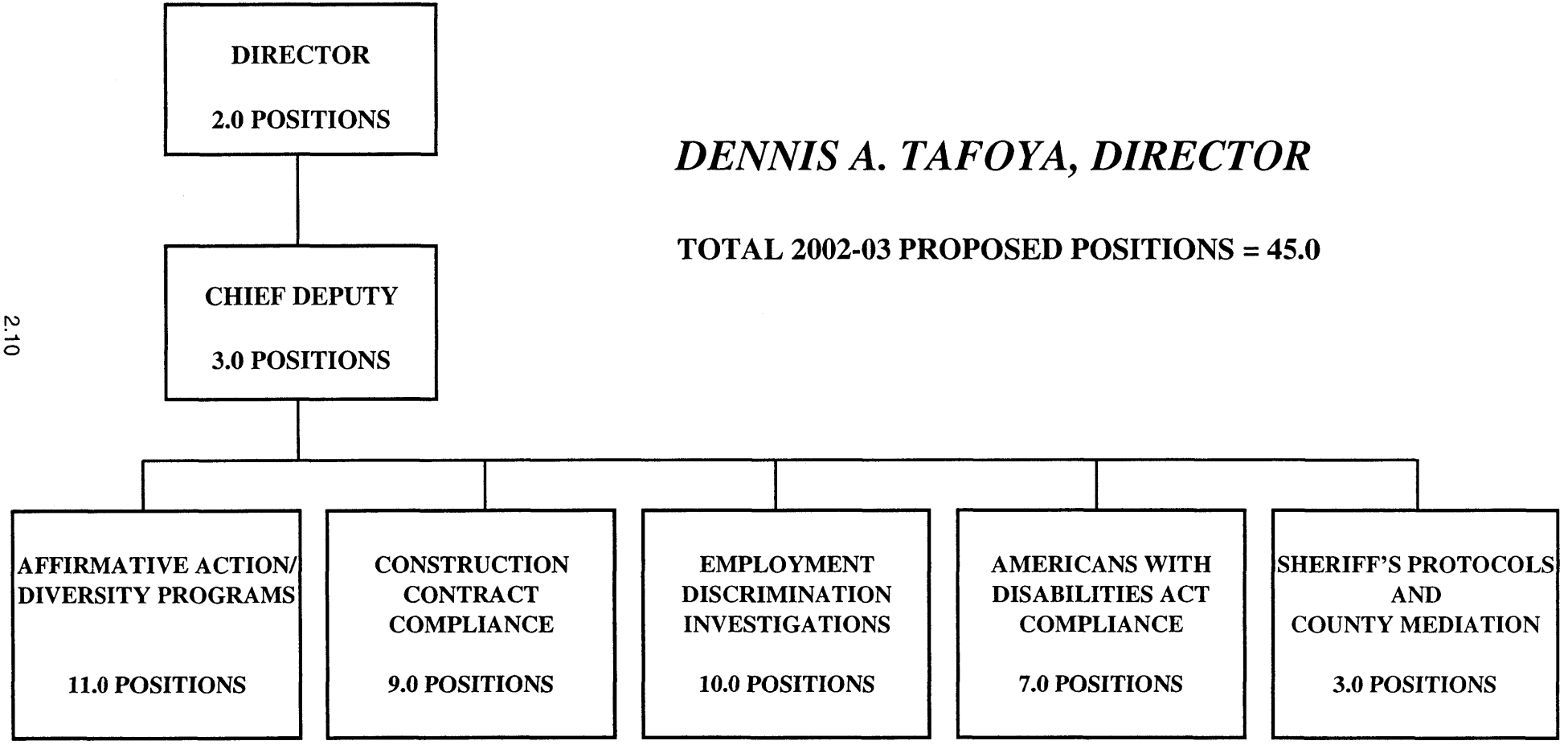
	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs							
	$ 4,843,000	**$ 1,236,000**	**$ 1,218,000**	**$ 2,389,000**	**$ 0**	**$ 2,389,000**	**45.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	2,726,000	2,149,000	2,967,000	241,000
Employee Benefits	807,000	788,000	904,000	97,000
Total Salaries and Employee Benefits	3,533,000	2,937,000	3,871,000	338,000
Services and Supplies				
Communications	42,000	42,000	77,698	35,698
Insurance	5,000	5,000	7,500	2,500
Maintenance-Bldgs and Improvements	50,000	50,000	59,892	9,892
Maintenance-Equipment	1,000	1,000	416	-584
Memberships	500	500	500	0
Office Expense-Other	44,000	44,000	37,041	-6,959
Professional and Specialized Services	67,000	67,000	59,000	-8,000
Rents and Leases-Equipment	25,500	25,500	40,735	15,235
Special Departmental Expense	969,000	1,019,000	590,500	-378,500
Training	10,000	10,000	10,000	0
Trans and Travel-Auto Mileage	2,000	2,000	2,000	0
Trans and Travel-Auto Service	13,000	13,000	5,470	-7,530
Trans and Travel-Traveling	10,000	10,000	10,248	248
Utilities	79,000	79,000	45,000	-34,000
Total Services and Supplies	1,318,000	1,368,000	946,000	-372,000
Other Charges				
Judgments and Damages	5,000	5,000	5,000	0
Other Charges	15,000	15,000	12,000	-3,000
Total Other Charges	20,000	20,000	17,000	-3,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Operating Transfers Out	0	0	9,000	9,000
Total Other Financing Uses	0	0	9,000	9,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**4,871,000**	**4,325,000**	**4,843,000**	**-28,000**
Less: Intrafund Transfers	1,267,000	1,260,000	1,236,000	-31,000
TOTAL NET REQUIREMENTS	3,604,000	3,065,000	3,607,000	3,000
REVENUE:				
Charges for Services	1,330,000	1,380,000	1,201,000	-129,000
Miscellaneous	21,000	21,000	17,000	-4,000
TOTAL REVENUES	1,351,000	1,401,000	1,218,000	-133,000
NET COUNTY COST	**2,253,000**	**1,664,000**	**2,389,000**	**136,000**

AFFIRMATIVE ACTION COMPLIANCE OFFICE



DENNIS A. TAFOYA, DIRECTOR

TOTAL 2002-03 PROPOSED POSITIONS = 45.0

AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

CATO R. FIKSDAL, AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 14,746,447	$ 16,050,000	$ 19,032,000	$ 19,746,000	$ 18,640,000	$ -392,000
SERVICES & SUPPLIES	4,405,154	4,752,000	4,782,000	4,628,000	4,591,000	-191,000
OTHER CHARGES	266,826	246,000	246,000	246,000	97,000	-149,000
FIXED ASSETS-EQUIP	670,012	100,000	100,000			-100,000
GROSS TOTAL	$ 20,088,439	$ 21,148,000	$ 24,160,000	$ 24,620,000	$ 23,328,000	$ -832,000
LESS INTRAFD TRANSFER	412,346	421,000	421,000	447,000	447,000	26,000
NET TOTAL	$ 19,676,093	$ 20,727,000	$ 23,739,000	$ 24,173,000	$ 22,881,000	$ -858,000
REVENUE	16,238,394	16,414,000	19,426,000	18,094,000	18,094,000	-1,332,000
NET COUNTY COST	$ 3,437,699	$ 4,313,000	$ 4,313,000	$ 6,079,000	$ 4,787,000	$ 474,000
BUDGETED POSITIONS	336.0	367.0	367.0	349.0	349.0	-18.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 1,742,478	$ 1,746,000	$ 1,746,000	$ 1,800,000	$ 1,800,000	$ 54,000
PEN/INT/COSTS-DEL TAX	342,115					
STATE AID-AGRICULTURE	2,513,885	1,620,000	2,734,000	1,608,000	1,608,000	-1,126,000
STATE-OTHER	90,507	132,000		138,000	138,000	138,000
FEDERAL-OTHER	-7,456					
LEGAL SERVICES	466,344	385,000		403,000	403,000	403,000
AGRICULTURAL SERVICES	8,468,609	8,536,000	13,478,000	9,672,000	9,672,000	-3,806,000
CHRGS FOR SVCS-OTHER	2,508,426	3,854,000	1,468,000	4,379,000	4,379,000	2,911,000
OTHER SALES	5,303	35,000		5,000	5,000	5,000
MISCELLANEOUS	93,218	106,000		89,000	89,000	89,000
SALE OF FIXED ASSETS	14,965					
TOTAL	$ 16,238,394	$ 16,414,000	$ 19,426,000	$ 18,094,000	$ 18,094,000	$ -1,332,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	PROTECTION INSPECTION

Mission Statement

To provide environmental and consumer protection through the enforcement of federal and State laws and County ordinances in the areas of health, safety, and consumer concerns of County residents. The Department's highly diverse public services include: ensuring the safe and wholesome supply of food and water; protecting consumers and businesses from fraud; preventing the misuse of pesticides; pest management; pest exclusion; minimizing the fire hazard from weeds and brush; and providing consumer and agricultural information.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $474,000 to fund increased salaries and employee benefits. The Proposed Budget also reflects a reduction of 18.0 positions due to a decrease in the High Risk Pest Exclusion Program and a decrease in Unclaimed Gas Tax revenues.

Strategic Planning

The Department will continue to pursue new sources of revenue, opportunities to establish partnerships with other agencies, and other methods to more effectively perform its mission. The Department will also continue to work with the retail industry toward the passage of State legislation to provide funding for the inspection of retail scanning devices. Implementation of the Department's long-term strategies will continue to incorporate ongoing employee development of the Agricultural and Weights and Measures Inspector classifications and increase public awareness of the Department through further development of its Internet website.

Critical Needs

The Department has a critical need to increase staffing in the Weights and Measures Bureau which would allow the Department to inspect retail outlets, gasoline stations and recycling centers for scale, gas pump and packaging discrepancies more frequently. Increased staffing would also allow the Department to better protect consumers from fraud while meeting State inspection requirements.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -226,000	$ -567,000	$ 341,000	-1.0

Environmental Protection Bureau: Reflects the reduction of 1.0 Agricultural Weights and Measures Inspector II and services and supplies for the Red Imported Fire Ant (RIFA) Program. Also, reflects a revenue decrease in the Unclaimed Gas Tax funding and the RIFA contract. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

2.	$ -906,000	$ -1,227,000	$ 321,000	-16.0

Pest Exclusion/Produce Quality: Reflects the reduction of 12.0 Agricultural Weights and Measures Inspector IIs and 4.0 Agricultural Weights and Measures Inspector IIIs and a reduction in services and supplies for the High Risk Program. Also, reflects a decrease in revenue due to a reduction in Salad Producers inspections, Unclaimed Gas Tax funding, and a reduction of funding for the High Risk Exclusion contract. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ 300,000	$ 562,000	$ -262,000	4.0

Weed Hazard/Pest Management: Reflects the addition of 3.0 Agricultural Chemical Sprayers and 1.0 Intermediate Typist Clerk and services and supplies for additional requests for weed abatement services. Also, reflects an increase in revenue for pre-emergent herbicide applications, poison oak removal, noxious weed control and countywide vacant lot weed clearance. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

4.	$ -228,000	$ 4,000	$ -232,000	-4.0

Weights and Measures: Reflects a reduction of 4.0 Agricultural Weights and Measures Inspector IIs in the Devices Division and related services and supplies. Also, reflects an increase in revenue for device registration fees, partially offset by a decrease in services provided, such as calibration service. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

5.	$ -111,000	$ 151,000	$ -262,000	-1.0

Environmental Toxicology Laboratory: Reflects the deletion of 1.0 Herbicide/Pesticide Technologist and related services and supplies. Also reflects an increase in services provided to the Department of Public Works and the Department of Health Services. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ -35,000	$ -229,000	$ 194,000	--
Administrative Services Bureau: Reflects a decrease in services and supplies and Unclaimed Gas Tax funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Other Changes				
1.	$ 582,000	$ --	$ 582,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 50,000	$ --	$ 50,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.				
3.	$ -149,000	$ --	$ -149,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -9,000	$ --	$ -9,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ -100,000	$ --	$ -100,000	--
Fixed Assets: Reflects a decrease in fixed assets to more accurately reflect the Department's needs.				
Total	***$ -832,000***	***$ -1,306,000***	***$ 474,000***	***-18.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Environmental Protection						
$ 5,379,000	$ 0	$ 4,745,000	$ 634,000	$ 885,000	$ -251,000	112.0

Authority:

a. Mandated program with non-discretionary service level - California Food and Agricultural Code (CFAC) section 22872(B)(5), Section 11501.5, Section 2272 and 2279.

Provides direct services, regulatory oversight and local administration of pesticide use enforcement; develops an annual statistical report of the County's agricultural production; maintains over 25,000 insect pest detection traps throughout the County.

b. Mandated with discretionary service level - May 1973 Board Order, AB 185 and AB 187, 1987.

Provides regulatory oversight of agricultural businesses handling hazardous materials; provides training for County departments and other governmental agencies whose employees handle pesticides.

c. Non-mandated program with discretionary service level.

Enforces Apiary laws and regulations; responds to hazardous material spills and multiple bee stinging complaints; provides advisory services to the agricultural community and the public. Assists in the eradication of harmful insect pests.

Program Outcome:

Pesticide Regulation
The goal is to prevent any application of pesticides from causing injury to any person, or damaging any non-target organism in the environment.

Agricultural Use - Assure the commercial application of pesticides (insecticides, herbicides, rodenticides, antimicrobials, etc.) to situations defined as "agricultural" are safe for the applicator, farm workers, public, environment and other non-target organisms. This is accomplished through inspections, education and prosecution of violations during pesticide applications, enforcing Division 17 of the California Food and Agricultural. The measurement is zero percent of inspections discovering violations which pose a reasonable possibility of creating or actually do create a health or environmental effect. Also, enforce 95 percent compliance with all other regulations.

Structural Use - Assure the commercial application of pesticides (insecticides, herbicides, rodenticides, antimicrobial disinfectants, etc.) applied in and around structures are safe for the applicators, occupants, public, environment and other non-target organisms. This is accomplished through inspections, education and prosecution of violations during pesticide applications, enforcing California Business and Professions Code Division 3, Chapter 14 and 14.5. The measurement is zero percent of inspections discovering violations that pose a reasonable possibility of creating, or actually do create, a health or environmental effect. Also, enforce 95 percent compliance with all other regulations.

1. **Environmental Protection** (cont'd)

Pest Detection and Eradication
The goal of these programs is to discover incipient infestations in time to eradicate them.

Fruit Fly Detection Trapping: The goal of the program is to find infestations before a quarantine is needed to constrain produce exports. This program is performed under contract with the California Department of Food and Agriculture. The first outcome measure is to find 100 percent of the infestations before a mated female, larva or a specified number of male flies triggers a quarantine. Ideally, the infestation should be found within one square mile. The second outcome measure is the fulfillment of the contract standards, which includes having 100 percent of the quality control supervision inspections at or above the good rating.

Red Imported Fire Ant (RIFA): The goal of the program is to detect, treat and eradicate all infestations of RIFA in the County. The supporting objectives are to respond to all referrals from the Hotline within 72 hours, maintain the treatments at the shortest interval allowed by the label and the weather, re-inspect quarterly until no ants are found for 18 months and eradication of that site is declared. The outcome measure is to meet these standards 100 percent of the time to achieve total eradication in Los Angeles County by October 31, 2004.

Service Delivery Standard: The Environmental Protection Bureau will respond within 48 hours to the public and industry making inquiries via the internet on pesticides, laws, regulations, and sources of pest control operators.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Pesticide Regulation				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Investigation of pesticide illness/complaint episodes	225	190	260	250
Efficiency				
Average episodes per inspector	36	16	22	21
Total number of cases returned by Department of pest Regulation for further investigation	3	4	4	4
Effectiveness/Outcome				
Percentage of investigations completed in 60 days	65%	72%	72%	72%

Explanatory Note: Department has not tracked input data in previous fiscal years. Department will begin tracking data this fiscal year.

Pesticide Training				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Total pesticide worker safety classes conducted	40	55	60	65
Number of employees trained	700	819	875	975
Efficiency				
Employees per class	18	15	15	15
Effectiveness/Outcome				
Percentage of training provided within requested time frame	100%	100%	100%	100%
Index of satisfaction by requests for repeat training	30	30	40	50

Explanatory Note: Department has not tracked input data in previous fiscal years. Department will begin tracking data this fiscal year.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Detection Trapping Contract				
Input				
Total Inspector Aid hours	98,555	105,715	104,000	104,000
Workload/Output				
Total traps serviced	581,936	580,701	585,000	600,000
Efficiency				
Trap servicings per hour	5.9	5.5	5.6	5.8
Effectiveness/Outcome				
Maintain a 100 percent success rate recovering "planted" fly specimens	88%	88%	85%	90%
Japanese Beetle Detection Program				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Golf courses	n/a	75	75	75
Golf course traps inspected	n/a	1,700	2,170	2,200
Japanese Beetle specimens submitted	n/a	0	0	1
Inspector hours	n/a	500	500	500
Efficiency				
Place, then service all traps semi-monthly throughout the June-August trapping season	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
The recovery of two "planted" specimens in the traps; confirm through quality control checks the correct placement and servicing interval	n/a	n/a	n/a	n/a

Explanatory Note: Department did not track data in previous fiscal years. Department will begin tracking data this fiscal year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Pest Exclusion/Produce Quality						
$ 4,373,000	$ --	$ 3,784,000	$ 589,000	$ 561,000	$ 28,000	71.0

Authority: Mandated High Risk Pest Exclusion program with non-discretionary level - February 2001 Board Order, AB 1771.

Inspect nurseries and seed lots for pests, weeds and disease; inspect and test retail and wholesale packaged commodities for accurate statements of quantity, weight, measure or count; inspect fruits and vegetables for minimum quality; inspect and certify incoming shipments of plants and agricultural commodities and perishable goods; inspect and certify quarantined produce and plant products imported and exported from Los Angeles County; identify insect pests and plant diseases for the Department, industry, government agencies and the public.

Program Outcome:

Pest Exclusion
The goal is to prevent the spread of pests on imported and exported plant and produce shipments.

Glassy-winged Sharpshooter/Pierce's Disease (GWSS/PD): Through treatments, inspections and certification, assure 100 percent of nursery plants shipped are free from live Glassy-winged Sharpshooters. The measurement is expressed as the percentage of shipments that are inspected and found free from GWSS/PD at the destination.

2. **Pest Exclusion/Produce Quality** (cont'd)

Produce Quality
The goal is to assure the consumer can select wholesome quality produce. This is accomplished by the enforcement of Division 17 of the California Food and Agriculture Code and Title 3 of the California Code of Regulations.

Certified Farmers' Markets (CFMs): Through quarterly inspections, education and prosecution of violations at all CFMs locations, enforce Title 3, 3.1.4, Article 6.5 beginning with Section 1392.1, to provide face-to-face sale of fruits, vegetables, eggs, nuts, honey and nursery plants produced by the farmer. The measurement is zero percent of inspections discovering sales of produce not produced by the farmer. Also, enforce 95 percent compliance with all other CFMs regulations.

Service Delivery Standard: Provide phytosanitary certification to requesting businesses to facilitate meeting transportation schedules and provide pest exclusion inspections at freight locations within the same work shift after arrival.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Glassy-winged Sharpshooter (GWSS)				
Input				
Number of hours	n/a	29,570	30,000	30,000
Number of plants inspected	n/a	3,068,294	3,100,000	3,200,000
Number of loads inspected	n/a	7,302	7,400	7,500
Workload/Output				
Number of plants certified	n/a	3,014,330	3,045,000	3,140,000
Number of plants rejected	n/a	53,964	55,000	60,000
Number of loads certified	n/a	7,302	7,400	7,500
Efficiency				
Number of loads rejected at destination	n/a	32	30	25
Effectiveness/Outcome				
Number of plants certified vs. number of plants inspected	n/a	98.24%	98.23%	98.13%
Plants rejected	n/a	1.76%	1.77%	1.88%
Loads rejected at destination	n/a	0.44%	0.41%	0.33%

Explanatory Note: Nursery stock inspection program for GWSS started in August 2000. Loads rejected at destination are an indication of the effectiveness to the GWSS program in preventing the spread of Pierce's Disease.

Nursery/Seed Law				
Input				
	n/a	n/a	n/a	n/a
Workload/Output				
Number of nurseries	531	479	470	460
Number of acreage	3,231	3,119	3,092	2,900
Efficiency				
Total hours	2,423	2,899	2,600	2,500
Hours per acre	0.75	0.93	0.84	0.86
Effectiveness/Outcome				
Number of rejections	146	134	135	140

Explanatory Note: The number of rejections will increase because of the introduction of new and exotic pests being found throughout the country. Due to increased costs for utility-owned leased land, some nurseries have relocated to other counties. Department has not tracked the input data in previous fiscal years. Department will begin tracking data this fiscal year.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Pest Exclusion				
Input				
Number of hours	40,410	34,392	40,000	20,400
Shipments inspected	158,491	182,289	184,800	96,900
Workload/Output				
Number of pest interceptions	214	536	450	220
Efficiency				
Shipments inspected per hour	3.92	5.30	4.62	4.75
Effectiveness/Outcome				
Percent of pest interceptions per shipment	0.14%	0.29%	0.24%	0.23%

Explanatory Note: In FY 2000-01, the actuals reflected a dramatic increase in the percentage of interceptions per shipment from the previous fiscal year. This is due primarily to the increasing experience of staff and the holding of infested Christmas wreaths. At the time of the holding, the staffing levels were sufficient enough to allow 100 percent inspection of all wreaths, resulting in higher pest interceptions. The indicators declined in FY 2001-02 primarily because of the absence of actionable pests in Christmas wreaths shipped from the east coast. In addition, although State funding is expected to decrease for this program in FY 2002-03, the urgency continues for effective pest exclusion in this growing State.

Produce Standardization				
Input				
Number of hours	13,532	10,227	9,000	10,000
Number of premises inspected	12,905	13,750	10,000	11,000
Workload/Output				
Number of noncompliance violations	620	656	500	650
Efficiency				
Premises per hour	0.95	1.34	1.11	1.10
Effectiveness/Outcome				
Noncompliance violation issued per premise	0.05	0.05	0.05	0.06

Explanatory Note: Fiscal years 2000-01 and 2001-02 major workload shifts occurred, decrease in staffing, changing program practices, and an influx of new and inexperienced inspection personnel. Fiscal year 2002-03 is expected to be more stable and the inspection staff more experienced.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Weights and Measures						
$ 2,939,000	$ --	$ 2,016,000	$ 923,000	$ 340,000	$ 583,000	43.0

Authority:

a. Mandated program with non-discretionary service level - Businesses and Professions (B&P) Code Section 12210(A), (B); Section 12240, Section 12239; CFAC Section 6903 and Section 52361.

Inspects and tests for accuracy over 24,000 scales and over 120,000 measuring devices used to sell commodities.

3. **Weights and Measures** (cont'd)

Authority:

b. Non-mandated program with discretionary service level.

Provides precise determinations of mass and volumetric calibrations for the Department, public and private agencies. Inspects over 14,000 lots of various packaged goods to ensure represented quantity.

Program Outcome:

Business Practices Investigation Division
Package Inspection/Quantity Control - Provide enforcement through inspections, education and prosecution so that all packaged products contain the stated net quantity and labeled product when offered for sale 100 percent of the time. The measurement is expressed as a percentage of error-free lots inspected.

Undercover Transaction Inspection - Provide enforcement through inspections, education and prosecution so that all commercial transactions fulfill the conditions advertised, including price and quantity 100 percent of the time. The measurement is expressed as a percentage of inspections that are error-free.

Devices Division
Provide enforcement through inspections, education and prosecution so that all commercial scales and meters are accurate during 100 percent of sales. The measurement is expressed as a percentage of error-free devices inspected.

Service Delivery Standard: Every consumer complaint received by the Weights and Measures Bureau will be investigated and the consumer will be notified of investigation results within five working days from receipt of complaint.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Weights and Measures Bureau				
Business Practices and Investigation				
Input				
Inspection hours	671	812	715	740
Miles driven to conduct inspections	2,377	2,142	2,428	2,500
Workload/Output				
Number of locations inspected	182	155	155	162
Efficiency				
Inspections conducted for each identified weighmaster	1.1	1.1	1.1	1.1
Average miles driven per location inspected	13.1	13.8	15.7	15.4
Average time per location inspected (hours)	3.7	5.2	4.6	4.6
Effectiveness/Outcome				
Actual cost/cost recovery ratio	2.2:1	3.4:1	3.0:1	2.9:1
Quantity Control - Business Practices and Investigation (BPI)				
Input				
Total BPI inspection hours	6,378	5,028	5,216	5,440
Workload/Output				
Number of businesses inspected	1,878	1,802	1,830	1,850
Efficiency				
Inspection time per business	3.40	2.79	2.85	2.94
Effectiveness/Outcome				
Inspection hours per business compared to standard of three hours	88%	93%	95%	98%

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Device Division - Meters Program				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Consumer complaints	1,550	1,616	1,710	1,740
Total inspection hours	2,685	2,844	2,873	2,749
Efficiency				
Inspection hours per call	1.73	1.76	1.68	1.58
Effectiveness/Outcome				
Cost per inspection	$109.86	$111.76	$106.69	$100.33

Explanatory Note: Department has not tracked input data in previous fiscal years. Department will begin tracking data this fiscal year.

Device Division - Scale Program				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Total calls (Heavy Capacity Scales)	12,770	6,772	6,780	6,983
Total inspection hours	15,368	10,016	10,020	10,022
Efficiency				
Inspection hours per call	1.20	1.48	1.48	1.44
Effectiveness/Outcome				
Cost per inspection	$76.42	$93.92	$93.85	$91.14

Explanatory Note: Department has not tracked input data in previous fiscal years. Department will begin tracking data this fiscal year.

Metrology Lab				
Input	n/a	n/a	n/a	n/a
Workload/Output				
Number of standards calibrated	5,177	5,309	5,759	6,046
Total calibration hours	4,080	4,200	4,391	4,504
Efficiency				
Hours per calibration	0.79	0.79	0.76	0.75
Effectiveness/Outcome				
Cost per calibration	$50.04	$50.24	$48.42	$47.30

Explanatory Note: Department has not tracked input data in previous fiscal years. Department will begin tracking data this fiscal year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Weed Hazard and Pest Management						
$ 5,473,000	$ 356,000	$ 5,770,000	$ -653,000	$ 429,000	$ -1,082,000	67.0

Authority: Non-mandated program with discretionary service level.

Provides fire protection to homes, businesses, and the citizens of Los Angeles County by monitoring and removing flammable vegetation and combustible debris from unimproved property and provides direct services, under contract, to the public in the areas of animal and weed pest management.

Program Outcome:

Weed Abatement Division
Obtain 100 percent of declared vacant parcels compliant with the Health and Safety Code by October 15th each year, whether cleared by owner, vendor or County crews. The measurement is expressed as a percentage of declared lots that are fire safe on October 15th each year.

Pest Management Division
Fulfill all 100 percent cost recovery weed and pest control contracts within the time and conditions specified by the contractor. The measurement is expressed as a percentage of satisfied contractors as determined by survey.

Service Delivery Standard: Respond to the public and industry on weed abatement clearance requirements, deadlines, questions to zone inspectors and filing hazard/tax complaints within three working days. Calls for assistance regarding problems associated with wildlife will be referred to an area inspector within one business day.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Weed Hazard				
Input				
Revenue recovered	$3,500,000	$3,500,000	$3,600,000	$3,800,000
Workload/Output				
Number of parcels cleared	6,183	6,177	6,300	6,500
Efficiency				
Number of reductions and cancellations of weed abatement charges	52	40	35	40
Total dollar amount of reductions and cancellations	$23,579	$20,000	$15,000	$20,000
Effectiveness/Outcome				
Percentage of total revenue not recovered	.6%	.5%	.4%	.5%
Pest Management				
Input				
Number of contracts	434	448	450	465
Contract dollar value	$1,566,981	$1,776,877	$1,650,000	$1,700,000
Total hours available	27,749	27,670	28,500	28,800
Workload/Output				
Direct hours recovered	26,703	26,681	27,360	27,650
Efficiency				
Percent of total hours available worked by pest control crew	96.2%	96.4%	96%	96%
Non-recoverable warehouse hours	6.7%	6.8%	7.0%	7.5%

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Pest Management (cont'd)				
Effectiveness/Outcome				
Fulfill all contracts at 100 percent cost recovery within the time and conditions specified by the contractees	n/a	n/a	94%	99%

Explanatory Note: Measurement expressed as a percentage of satisfied (surveyed) contractees.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Environmental Toxicology Lab						
$ 2,034,000	$ 91,000	$ 1,772,000	$ 171,000	$ 205,000	$ -34,000	26.0

Authority: Non-mandated program with discretionary service level - Board Orders, May 1973 and October 1987.

Collects and analyzes environmental samples for the Department, various governmental agencies, other County departments and the public.

Program Outcome: Analyze water, produce, wipe, paint and other environmental samples for toxic contaminants including heavy metals, pesticides and bacteria as the base for health policy decisions. Samples are analyzed for County agencies and private firms.

Service Delivery Standard: Obtain 100 percent accurate results of tested samples within the time frame specified by the agreement or contract.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Environmental Toxicology				
Input				
Laboratory direct labor hours to perform	n/a	n/a	37,700	38,000
Workload/Output				
Number of analysis performed	n/a	n/a	130,000	135,000
Efficiency				
Average time to perform an analysis	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of results produced in specified time frame	17.6%	17.6%	17.4%	16.8%

Explanatory Note: The Environmental Toxicology lab did not track data for input, workload, output and efficiency in FY 1999-00 and FY 2000-01. Department will begin collecting data during the current fiscal year.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Administrative Services							
	$ 3,130,000	$ --	$ 7,000	$ 3,123,000	$ 240,000	$ 2,883,000	30.0

Authority: Non-mandated program with discretionary service level.

Provides administrative support to Department in the areas of budgeting, accounting, human resources, payroll, procurement and information technology, including Departmental executive staff.

Program Outcome:

Budget/Fiscal Services Division
Accounts Payable - Within 30 days of receipt, determine the validity and pay 100 percent of invoices.

Information Technology Division
Respond to 100 percent of end user requests within one working day.

Human Resources Division
Within 30 days, respond to 100 percent of vacancies with an established list of candidates or an exam bulletin.

Service Delivery Standard: Ensure various administrative tasks are completed in a timely manner.

Total Programs							
	$ 23,328,000	**$ 447,000**	**$ 18,094,000**	**$ 4,787,000**	**$ 2,660,000**	**$ 2,127,000**	**349.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	14,846,000	12,759,000	14,119,000	-727,000
Employee Benefits	4,186,000	3,291,000	4,521,000	335,000
Total Salaries and Employee Benefits	19,032,000	16,050,000	18,640,000	-392,000
Services and Supplies				
Agricultural	286,000	286,000	300,000	14,000
Clothing and Personal Supplies	62,000	62,000	80,000	18,000
Communications	218,000	218,000	208,000	-10,000
Household Expenses	39,000	39,000	36,000	-3,000
Insurance	6,000	6,000	6,000	0
Maintenance-Buildings and Improvements	319,000	319,000	271,000	-48,000
Maintenance-Equipment	55,000	55,000	45,000	-10,000
Medical Dental and Laboratory Supplies	304,000	350,000	249,000	-55,000
Memberships	3,000	3,000	3,000	0
Office Expense-Other	76,000	76,000	63,000	-13,000
Office Expense-Postage	27,000	27,000	9,000	-18,000
Office Expense-Stat and Forms	50,000	50,000	41,000	-9,000
Professional and Specialized Services	428,000	428,000	425,000	-3,000
Publication and Legal Notices	19,000	19,000	16,000	-3,000
Rents and Leases-Equipment	1,421,000	1,365,000	1,489,000	68,000
Small Tools and Instruments	130,000	130,000	95,000	-35,000
Special Departmental Expense	62,000	62,000	51,000	-11,000
Training	24,000	24,000	20,000	-4,000
Transportation and Travel-Auto Mileage	135,000	115,000	50,000	-85,000
Transportation and Travel-Auto Service	590,000	590,000	615,000	25,000
Transportation and Travel-Other	253,000	253,000	253,000	0
Transportation and Travel-Traveling	35,000	35,000	35,000	0
Utilities	240,000	240,000	231,000	-9,000
Total Services and Supplies	4,782,000	4,752,000	4,591,000	-191,000
Other Charges				
Interest on Other Long-Term Debt	166,000	166,000	0	-166,000
Judgments and Damages	80,000	80,000	97,000	17,000
Total Other Charges	246,000	246,000	97,000	-149,000

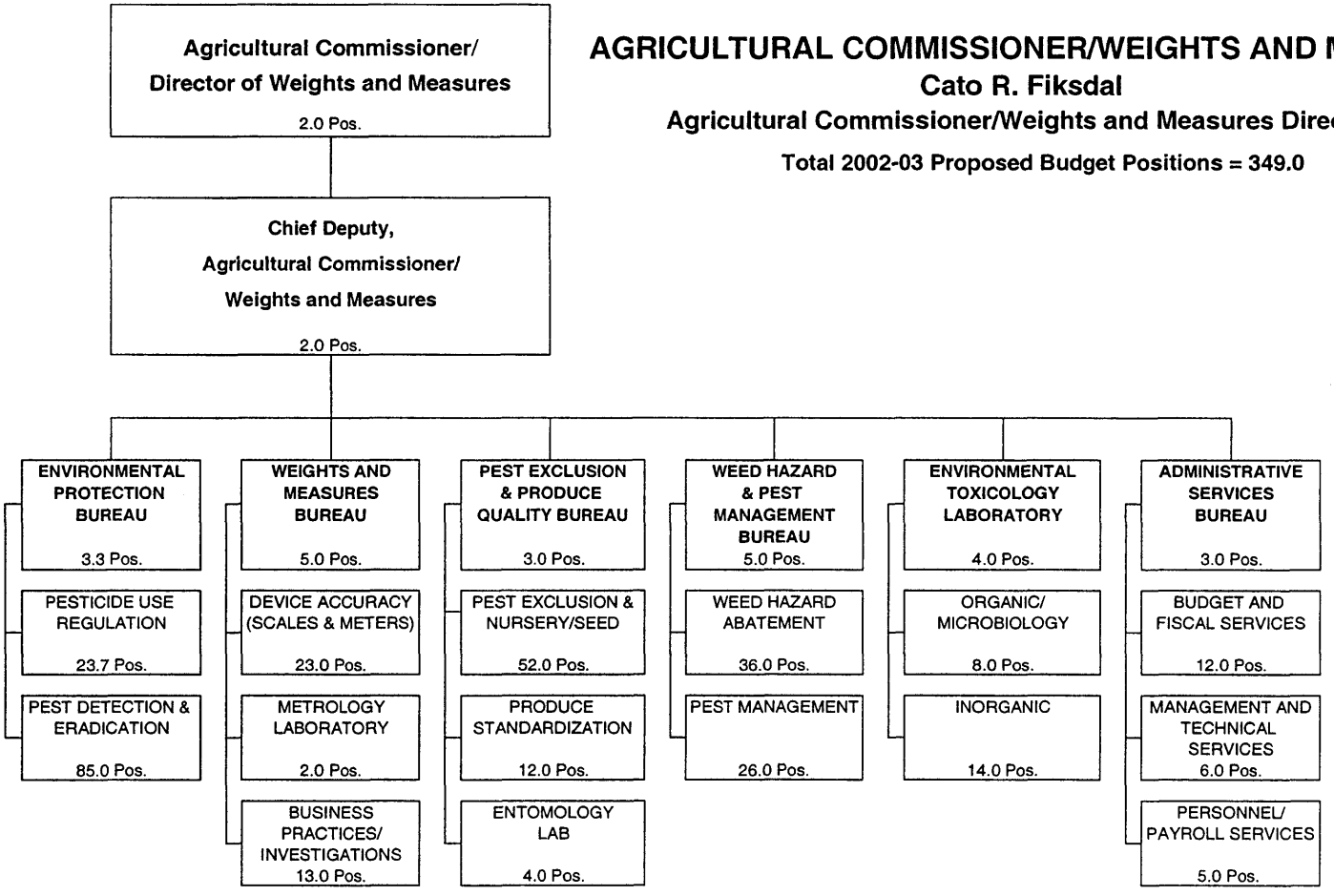
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Non-Medical Lab and Testing Equipment	100,000	100,000	0	-100,000
Total Equipment	100,000	100,000	0	-100,000
Total Fixed Assets	100,000	100,000	0	-100,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**24,160,000**	**21,148,000**	**23,328,000**	**-832,000**
Less: Intrafund Transfers	421,000	421,000	447,000	26,000
TOTAL NET REQUIREMENTS	23,739,000	20,727,000	22,881,000	-858,000
REVENUES:				
Licenses, Permits and Franchises	1,746,000	1,746,000	1,800,000	54,000
Intergovernmental Revenues:				
State	2,734,000	1,752,000	1,746,000	-988,000
Charges for Services	14,946,000	12,775,000	14,454,000	-492,000
Miscellaneous Revenues	0	141,000	94,000	94,000
TOTAL REVENUES	19,426,000	16,414,000	18,094,000	-1,332,000
NET COUNTY COST	**4,313,000**	**4,313,000**	**4,787,000**	**474,000**

AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

Cato R. Fiksdal

Agricultural Commissioner/Weights and Measures Director

Total 2002-03 Proposed Budget Positions = 349.0



ALTERNATE PUBLIC DEFENDER
BRUCE A. HOFFMAN, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 23,775,014	$ 27,115,000	$ 27,223,000	$ 29,797,000	$ 28,059,000	$ 836,000
SERVICES & SUPPLIES	2,535,813	2,690,000	2,690,000	2,690,000	2,509,000	-181,000
OTHER CHARGES	59,660	78,000	78,000	79,000	79,000	1,000
FIXED ASSETS-EQUIP	44,375	44,000	44,000	44,000	44,000	
GROSS TOTAL	$ 26,414,862	$ 29,927,000	$ 30,035,000	$ 32,610,000	$ 30,691,000	$ 656,000
REVENUE	96,298	76,000	114,000	92,000	92,000	-22,000
NET COUNTY COST	$ 26,318,564	$ 29,851,000	$ 29,921,000	$ 32,518,000	$ 30,599,000	$ 678,000
BUDGETED POSITIONS	211.0	231.0	231.0	231.0	231.0	
REVENUE DETAIL						
VEHICLE CODE FINES	$ 420	$	$	$	$	$
COURT FEES & COSTS	2,834	5,000	5,000	5,000	5,000	
OTHER SALES	2,357					
MISCELLANEOUS	90,687	71,000	109,000	87,000	87,000	-22,000
TOTAL	$ 96,298	$ 76,000	$ 114,000	$ 92,000	$ 92,000	$ -22,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

To provide constitutionally-mandated, high quality legal representation to indigent persons charged with a crime that the Public Defender is unable to represent due to a conflict of interest or unavailability in court proceedings in Superior Court and in appeals to higher courts.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects an increase for Board-approved salaries and employee benefits, a reduction in services and supplies, and a decrease in miscellaneous revenue.

Strategic Planning

The Alternate Public Defender (APD) will fulfill its 2002-03 Strategic Plan by initiating programs designed to refine and improve performance through the comprehensive implementation of goals and strategies consistent with the County Strategic Plan. The APD will develop and implement protocols designed to monitor "customer service" and make changes where necessary (County Strategic Plan 1.1, 1.3). The APD will also develop customized needs assessment training for all attorneys and support staff in areas of legal practice and use of technology and will implement a stress recognition and management program (County Strategic Plan 2.1, 2.2). The APD will implement plans for the efficient and cost-effective staffing of the newly created Proposition 36 Courts, Early Disposition Courts, and Unified Courts which will enhance organizational effectiveness (County Strategic Plan 3.2, 3.3). The APD will continue to exercise fiscal responsibility by striving to maintain 100 percent availability and work with the Chief Administrative Office to identify areas of cost-effective expansion of APD services (County Strategic Plan 4.1). Lastly, the APD will staff the newly created Juvenile Mental Health Court designed to address the special needs and circumstances of a select number of juvenile offenders suffering from mental health disorders (County Strategic Plan 5.1).

Critical Needs

The APD requires funding for membership in the Information Systems Advisory Body (ISAB) to participate in more efficient and cost-saving technology such as videoconferencing, on-line legal research, and various justice-related information systems. The APD also requires the realignment of 9.0 attorney and support staff positions due to court unification and workload increases at the Norwalk, Pasadena, and Airport Courts. The APD requires funding for 1.0 Data Systems Supervisor to oversee technology growth and 1.0 Supervising Paralegal to assist in capital case defense. Finally, the APD requires 5.0 Investigators to handle complex felony case investigations, and 5.0 new attorney positions to handle the Inglewood Superior Court, the Proposition 36 Drug Courts, the addition of the Chatsworth Courthouse, and the Juvenile Mental Health Court.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 777,000	$ --	$ 777,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 59,000	$ --	$ 59,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.			
3.	$ 1,000	$ --	$ 1,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	$ -159,000	$ --	$ -159,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
5.	$ 16,000	$ 16,000	$ --	--
	Co-Generation Revenue: Reflects an increase in co-generation costs offset by a similar increase in co-generation revenue.			
6.	$ -38,000	$ -38,000	$ --	--
	Accounting Adjustment: Reflects a reduction in services and supplies to absorb a decrease in miscellaneous revenue.			
Total	***$ 656,000***	***$ -22,000***	***$ 678,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Defense of Adults						
$ 29,170,000	$ 0	$ 92,000	$ 29,078,000	$ 677,000	$ 28,401,000	220.0

Authority: Mandated program - Section 987.2 of the California Penal Code.

The program provides legal representation for indigent adults (and juveniles who have been certified as adults) charged with felony and misdemeanor offenses.

Program Outcome: Defense of adults in an efficient and cost-effective manner.

Service Delivery Standard: Provide indigent defendants and their families with prompt access to the assigned alternate public defender attorney and critical information by establishing a two-business day standard for the APD to: a) enter all case data in its Case Management System; b) review and assign the case; and c) provide the client with an APD attorney that is prepared to answer questions and commence case preparation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total attorneys	136.0	140.0	140.0	140.0
Felony costs	$13,800,000	$16,200,000	$16,400,000	$17,800,000
Misdemeanor costs	$4,500,000	$5,400,000	$5,500,000	$5,900,000
Workload/Output				
Felony cases	13,272	14,186	13,972	14,670
Misdemeanor cases	15,161	14,728	14,964	15,712
Efficiency				
Felony cost/case	$1,039	$1,141	$1,173	$1,213
Misdemeanor cost/case	$296	$366	$367	$375
Effectiveness/Outcome				
This category is not applicable to criminal defense work				

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Administration						
$ 1,521,000	$ 0	$ 0	$ 1,521,000	$ 0	$ 1,521,000	11.0

Authority: Non-mandated, discretionary program.

The program provides administrative support to the Department. Services include executive office and departmental budgeting, accounting, personnel/payroll, procurement, data management, and facilities management.

Program Outcome: Provide prompt and responsive support to the branch operations.

Service Delivery Standard: Provide support to all branch operations. Ensure that branch operations have the resources necessary to deliver legal services to clients in a prompt and efficient manner.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
11 positions	$909,000	$1,327,000	$1,333,000	$1,521,000
Workload/Output				
Support and direction to departmental employees	200	211	231	231
Efficiency				
Administrative cost per employee	$4,545 (1)	$6,289 (1)	$5,770 (1)	$6,584 (1)
Effectiveness/Outcome				
Provide support to branch operations within two calendar days of receipt of request	92%	93%	94%	95%

Explanatory Note:
(1) Includes executive management and data systems operations.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 30,691,000	**$ 0**	**$ 92,000**	**$ 30,599,000**	**$ 677,000**	**$ 29,922,000**	**231.0**

DEPARTMENTAL DETAIL SUMMARY

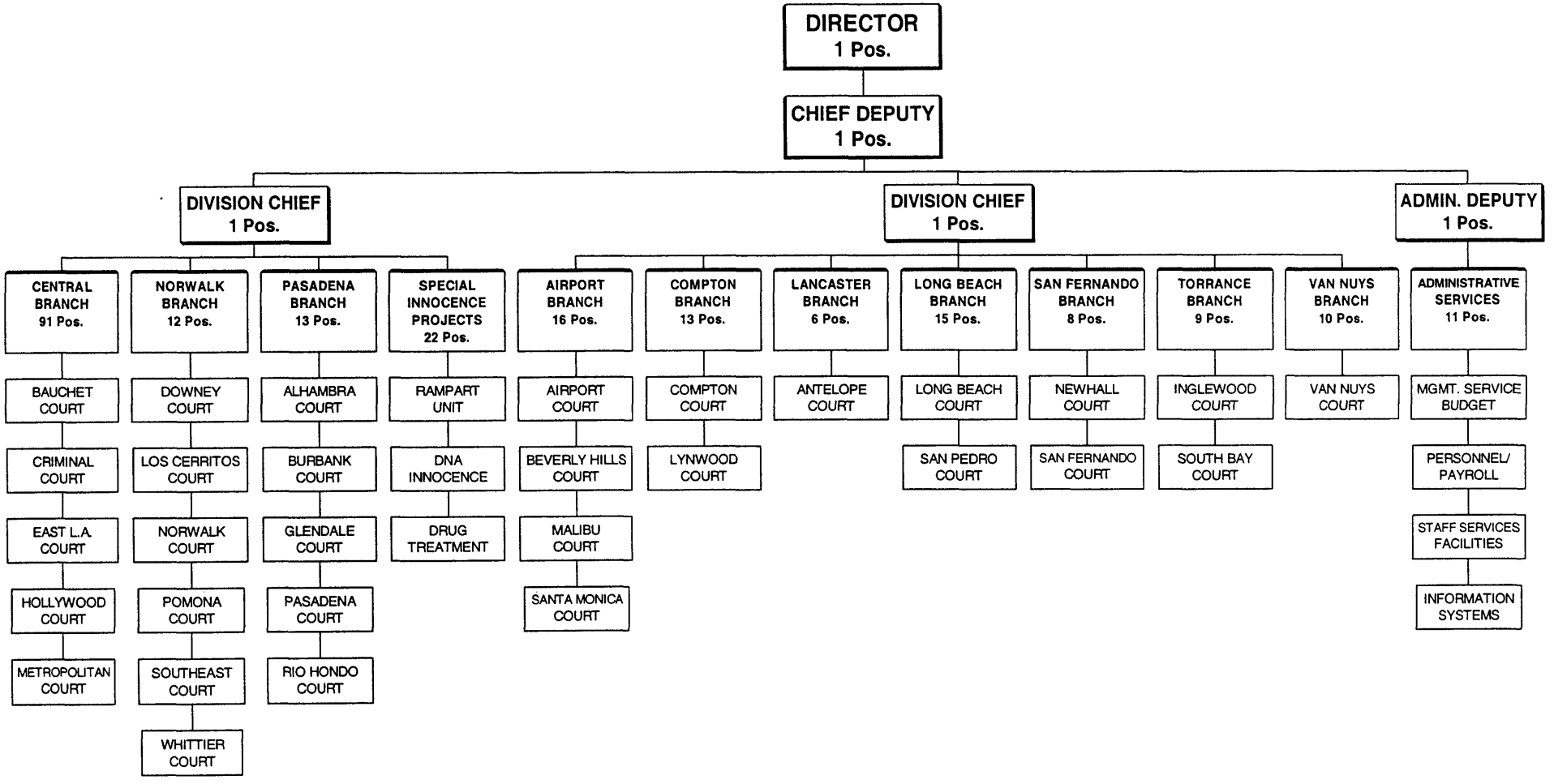
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	20,131,549	20,554,000	20,641,000	509,451
Employee Benefits	7,091,451	6,561,000	7,418,000	326,549
Total Salaries and Employee Benefits	27,223,000	27,115,000	28,059,000	836,000
Services and Supplies				
Clothing and Personal Supplies	3,000	3,000	3,000	0
Communications	254,000	315,000	284,000	30,000
Information Technology Services	81,000	81,000	81,000	0
Insurance	10,000	10,000	10,000	0
Maintenance-Buildings and Improvements	231,000	231,000	231,000	0
Maintenance-Equipment	46,000	46,000	46,000	0
Memberships	63,000	63,000	63,000	0
Office Expense-Other	529,000	463,000	507,000	-22,000
Office Expense-Stat and Forms	2,000	2,000	2,000	0
Professional and Specialized Services	131,000	131,000	131,000	0
Rents and Leases-Bldg and Improvemts	649,000	649,000	615,000	-34,000
Rents and Leases-Equipment	64,000	64,000	64,000	0
Special Departmental Expense	20,000	20,000	20,000	0
Telecommunications	27,000	31,000	27,000	0
Training	2,000	3,000	2,000	0
Transportation and Travel-Auto Mileage	65,000	65,000	65,000	0
Transportation and Travel-Auto Service	1,000	5,000	5,000	4,000
Transportation and Travel-Traveling	40,000	36,000	40,000	0
Utilities	472,000	472,000	313,000	-159,000
Total Services and Supplies	2,690,000	2,690,000	2,509,000	-181,000
Other Charges				
Capital Lease	78,000	78,000	79,000	1,000
Total Other Charges	78,000	78,000	79,000	1,000
Fixed Assets				
Computer Servers	44,000	44,000	44,000	0
Total Fixed Assets	44,000	44,000	44,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**30,035,000**	**29,927,000**	**30,691,000**	**656,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	30,035,000	29,927,000	30,691,000	656,000
REVENUES:				
Court Fees and Costs	5,000	5,000	5,000	0
Charges For Services-Other	38,000	0	0	-38,000
Miscellaneous-Cogeneration	71,000	71,000	87,000	16,000
TOTAL REVENUES	114,000	76,000	92,000	-22,000
NET COUNTY COST	**29,921,000**	**29,851,000**	**30,599,000**	**678,000**

LAW OFFICES OF THE ALTERNATE PUBLIC DEFENDER

Bruce A. Hoffman, Director

Total 2002-03 Proposed Budget Postions = 231



ANIMAL CARE AND CONTROL
MARCIA MAYEDA, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 10,810,870	$ 11,880,000	$ 11,901,000	$ 13,656,000	$ 13,216,000	$ 1,315,000
SERVICES & SUPPLIES	3,979,136	4,600,000	4,681,000	4,950,000	4,764,000	83,000
OTHER CHARGES	140,412	214,000	183,000	215,000	215,000	32,000
FIXED ASSETS-EQUIP	43,047	105,000	105,000	139,000	139,000	34,000
OTHER FINANCING USES		396,000	396,000	396,000	396,000	
GROSS TOTAL	$ 14,973,465	$ 17,195,000	$ 17,266,000	$ 19,356,000	$ 18,730,000	$ 1,464,000
LESS INTRAFD TRANSFER	45,760	40,000	40,000	40,000		-40,000
NET TOTAL	$ 14,927,705	$ 17,155,000	$ 17,226,000	$ 19,316,000	$ 18,730,000	$ 1,504,000
REVENUE	10,648,433	11,750,000	11,325,000	12,077,000	12,077,000	752,000
NET COUNTY COST	$ 4,279,272	$ 5,405,000	$ 5,901,000	$ 7,239,000	$ 6,653,000	$ 752,000
BUDGETED POSITIONS	271.0	273.0	273.0	291.0	281.0	8.0
REVENUE DETAIL						
ANIMAL LICENSES	$ 7,296,805	$ 8,130,000	$ 7,605,000	$ 8,357,000	$ 8,062,000	$ 457,000
COMMUNICATION SVCS	121,029					
PERSONNEL SERVICES	744,610	2,180,000	2,180,000	2,300,000	2,500,000	320,000
HUMANE SERVICES	461,502	450,000	450,000	320,000	415,000	-35,000
CHRGS FOR SVCS-OTHER	1,814,709	790,000	900,000	900,000	900,000	
MISCELLANEOUS	205,859	200,000	190,000	200,000	200,000	10,000
SALE OF FIXED ASSETS	3,919					
TOTAL	$ 10,648,433	$ 11,750,000	$ 11,325,000	$ 12,077,000	$ 12,077,000	$ 752,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

Animal Care and Control, operating under State law and County ordinance, provides for rabies vaccination and licensing of dogs and cats and the public safety-related removal and impoundment of domestic animals and livestock in the unincorporated areas of the County and in contract cities. Dangerous animal control, animal sheltering, animal placement, lost animal recovery, and public education programs also are provided. In addition, the Department operates six animal shelters which have veterinary medical clinics as part of their operations. Departmental costs are offset by revenue from pet licenses, contract city income, plus fees, fines and penalties collected for animals in the shelters.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects increased net County cost of $752,000 which includes: 1) negotiated increases in salaries and employee benefits; 2) an increase in fixed asset expense to replace animal control trucks; 3) 2.0 additional Animal Shelter Aid positions and a realignment of various positions; and 4) funding of $300,000 for the relocation of their headquarters.

Strategic Planning

The Department's strategic planning efforts will focus on workplace excellence by increasing customer service training for all staff; service excellence by increasing the number of staff members accredited with bilingual skills; and organizational effectiveness by upgrading the Department's website to enable pet owners to renew or obtain pet licenses on-line.

Critical Needs

The Department has a critical need for an additional 10.0 Animal Control Officer I positions to meet the increasing demand for animal control services throughout the County. These additional positions will help the Department meet the standards of the service excellence component of the Countywide Strategic Plan Goals and Objectives.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -40,000	$ -40,000	$ --	--
Department of Public Social Services (DPSS) Curtailment: Reflects a decrease in services and supplies and intrafund transfer due to a reduction in services requested by DPSS. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
2.	$ 97,000	$ 60,000	$ 37,000	2.0
Animal Housing Services: Reflects the addition of 2.0 Animal Shelter Aid positions to assist in the care of impounded animals and maintenance of the animal shelter, partially offset by increased revenues. Also, reflects a shift in funding from 4.0 temporary Animal Control Officer I positions to 4.0 permanent Animal Control Officer I positions. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
3.	$ 448,000	$ 230,000	$ 218,000	6.0
Staffing Realignment: Reflects changes to the current organizational structure to meet departmental needs and improve operations, partially offset by revenues for increased services. These changes include the addition of 6.0 new positions (1.0 Veterinarian, 1.0 Staff Assistant II for community outreach, 1.0 Staff Development Specialist, 1.0 Data System Analyst II, and 2.0 Secretary I positions). *Supports Countywide Strategic Plan Goal 3, Strategy 2.*				
Other Changes				
1.	$ 569,000	$ --	$ 569,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 28,000	$ --	$ 28,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 173,000	$ --	$ 173,000	--
Other Employee Benefits: Reflects an increase in workers' compensation and retiree health insurance charges.				
4.	$ -146,000	$ --	$ -146,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
5.	$ 300,000	$ --	$ 300,000	--
Headquarters Relocation: Reflects an increase in funding generated from savings in 2001-02 for the relocation of the Animal Care and Control headquarters office from Downey to Rancho Los Amigos in order to alleviate overcrowded working conditions.				
6.	$ 1,000	$ --	$ 1,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines				
7.	$ 34,000	$ --	$ 34,000	--
Fixed Assets: Reflects an increase in fixed asset expense for the replacement of animal control trucks.				
8.	$ --	$ 462,000	$ -462,000	--
Revenue: Reflects an increase in animal license fees and charges for services.				
Total $	***1,464,000***	***$ 712,000***	***$ 752,000***	***8.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Animal Housing and Field Services							
Contract Cities	$ 7,717,000	$ 0	$ 7,717,000	$ 0	$ 0	$ 0	135.0
Unincorporated Areas	$ 7,139,000	$ 0	$ 3,260,000	$ 3,879,000	$ 0	$ 3,879,000	117.0

Authority: Mandated programs with discretionary service level - California Health and Safety Code Section 1920, California Penal Code Section 597, California Food and Agricultural Code Section 31602, Section 30501 and Section 31101.

Provides animal housing and field services to residents of contract cities and unincorporated areas of the County. Animal license fees and cost of services recovered are the main sources of revenue for contract cities, and animal license fees and adoption fees are the main sources of revenue for the unincorporated areas.

A. Animal Licensing

Program Outcome: Licensing of domestic pets in compliance with State law and County ordinance.

Service Delivery Standard: Maximize pet license compliance.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Costs to run licensing program	$1,868,868	$1,759,346	$1,828,000	$1,919,000
Workload/Output				
Revenue generated from licensing program	$3,516,959	$3,726,915	$4,046,000	$4,369,000
Efficiency				
100% cost recovery of licensing program expenses	$1,648,071	$1,967,569	$2,218,000	$2,450,000
Effectiveness/Outcome				
Money Collected	$1.86	$2.12	$2.21	$2.28
Money Spent	$1.00	$1.00	$1.00	$1.00

B. Impounded Animal Placement

Program Outcome: Placement of adoptable unclaimed or surrendered animals.

Service Delivery Standard: Placement of 95% of adoptable animals by Fiscal Year 2010-11.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of healthy animals	26,500	27,660	26,925	26,400
Workload/Output				
Number of healthy animals adopted	14,595	16,595	16,920	17,425
Efficiency				
Percent of healthy animals adopted	55%	60%	63%	66%

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent change in adoptions of healthy animals	base year	5%	3%	3%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Veterinary Services						
$ 1,529,000	$ 0	$ 900,000	$ 629,000	$ 0	$ 629,000	10.0

Authority: Mandated program with discretionary service level - California Food and Agricultural Code Section 30503.

Provides low-cost spay/neuter services, treats injured/sick animals, and evaluates animal abuse cases at County clinics. Provides low-cost rabies vaccination clinics throughout service areas.

Program Outcome: Provides mandated medical care and treatment programs to impounded animals.

Service Delivery Standard: Every healthy dog and cat adopted to be sterilized before leaving the shelter.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of healthy animals adopted	14,595	16,595	16,920	17,425
Workload/Output				
Number of healthy animals altered	14,595	16,595	16,920	17,425
Efficiency(1)				
Percentage of healthy animals altered	100%	100%	100%	100%
Effectiveness/Outcome(1)				
Percent of healthy animals altered and adopted	100%	100%	100%	100%

Explanatory Note:
(1) These percentages will always be 100% because only healthy adopted animals are spayed and neutered.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration						
$ 2,345,000	$ 0	$ 200,000	$ 2,145,000	$ 0	$ 2,145,000	19.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office and departmental accounting, budgeting, personnel/payroll, and procurement.

Program Outcome: Ensure license collections are processed in a timely manner.

Service Delivery Standard: Within 45 days of receipt, ensure license collections have been properly processed.

Explanatory Note: Performance measures are under development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 18,730,000	**$ 0**	**$ 12,077,000**	**$ 6,653,000**	**$ 0**	**$ 6,653,000**	**281.0**

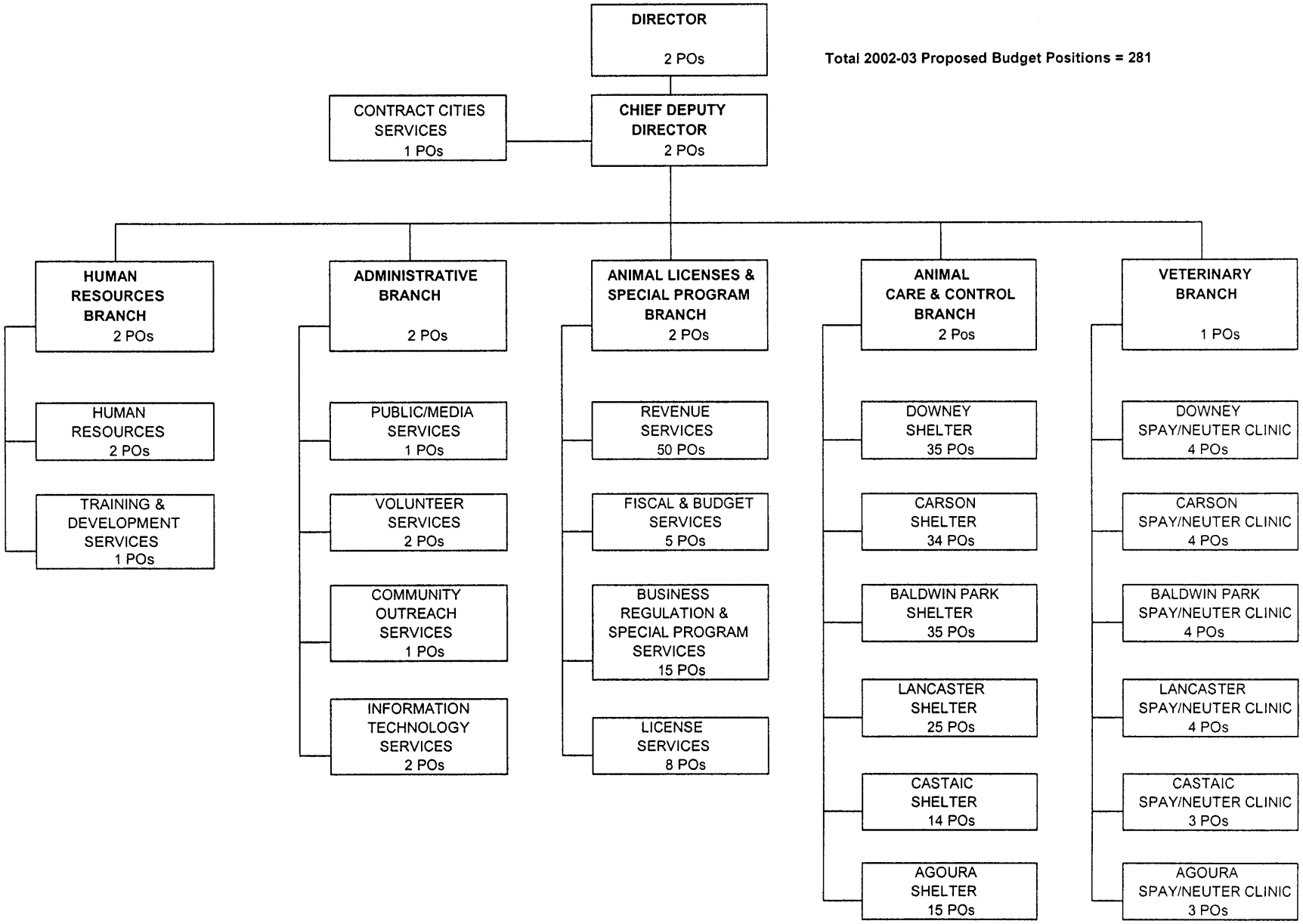
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	8,311,000	8,310,000	9,265,000	954,000
Employee Benefits	3,590,000	3,570,000	3,951,000	361,000
Total Salaries and Employee Benefits	11,901,000	11,880,000	13,216,000	1,315,000
Services and Supplies				
Clothing and Personal Supplies	45,000	70,000	50,000	5,000
Communications	432,000	416,000	371,000	-61,000
Household Expenses	70,000	105,000	95,000	25,000
Insurance	126,000	65,000	70,000	-56,000
Maintenance-Bldg and Improvements	504,000	859,000	711,000	207,000
Maintenance-Equipment	15,000	2,000	5,000	-10,000
Office Expense-Other	65,000	120,000	400,000	335,000
Office Expense-Postage	155,000	155,000	160,000	5,000
Office Expense-Stat and Forms	139,000	139,000	140,000	1,000
Professional and Specialized Services	582,000	599,000	650,000	68,000
Publications and Legal Notice	1,000	1,000	1,000	0
Rents and Leases-Bldg and Improvements	31,000	0	0	-31,000
Rents and Leases-Equipment	35,000	35,000	35,000	0
Small Tools and Instruments	80,000	80,000	60,000	-20,000
Special Departmental Expenses	879,000	753,000	953,000	74,000
Training	120,000	5,000	49,000	-71,000
Transportation and Travel-Auto Mileage	95,000	110,000	110,000	15,000
Transportation and Travel-Auto Service	600,000	460,000	450,000	-150,000
Transportation and Travel-Other	150,000	172,000	160,000	10,000
Utilities	557,000	454,000	294,000	-263,000
Total Services and Supplies	4,681,000	4,600,000	4,764,000	83,000
Other Charges				
Judgments and Damages	123,000	123,000	122,000	-1,000
Retirement of Other Long-Term Debt	60,000	91,000	93,000	33,000
Total Other Charges	183,000	214,000	215,000	32,000
Fixed Assets				
Equipment:				
Vehicle-Automobile	105,000	105,000	139,000	34,000
Total Equipment	105,000	105,000	139,000	34,000
Total Fixed Assets	105,000	105,000	139,000	34,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Operating Transfers Out	396,000	396,000	396,000	0
Total Other Financing Uses	396,000	396,000	396,000	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**17,266,000**	**17,195,000**	**18,730,000**	**1,464,000**
Less: Intrafund Transfers	40,000	40,000	0	-40,000
TOTAL NET REQUIREMENTS	17,226,000	17,155,000	18,730,000	1,504,000
REVENUES:				
Licenses, Permits and Franchises	7,605,000	8,130,000	8,062,000	457,000
Charges for Services	3,530,000	3,420,000	3,815,000	285,000
Miscellaneous	190,000	200,000	200,000	10,000
TOTAL REVENUES	11,325,000	11,750,000	12,077,000	752,000
NET COUNTY COST	**5,901,000**	**5,405,000**	**6,653,000**	**752,000**

DEPARTMENT OF ANIMAL CARE AND CONTROL

2002-03 ORGANIZATION CHART



ARTS COMMISSION
LAURA ZUCKER, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 4,018,181	$ 4,727,000	$ 4,744,000	$ 5,633,000	$ 4,750,000	$ 6,000
LESS INTRAFD TRANSFER			20,000			-20,000
NET TOTAL	$ 4,018,181	$ 4,727,000	$ 4,724,000	$ 5,633,000	$ 4,750,000	$ 26,000
REVENUE	391,956	550,000	547,000	551,000	497,000	-50,000
NET COUNTY COST	$ 3,626,225	$ 4,177,000	$ 4,177,000	$ 5,082,000	$ 4,253,000	$ 76,000
REVENUE DETAIL						
STATE-OTHER	$ 65,000	$ 203,000	$ 215,000	$ 225,000	$ 225,000	$ 10,000
FEDERAL-OTHER	70,000	70,000	70,000	225,000	150,000	80,000
OTHER GOVT AGENCIES		40,000	15,000	40,000	40,000	25,000
MISCELLANEOUS	116,956	162,000	172,000	61,000	82,000	-90,000
OPERATING TRANSFER IN	140,000	75,000	75,000			-75,000
TOTAL	$ 391,956	$ 550,000	$ 547,000	$ 551,000	$ 497,000	$ -50,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

To foster excellence, vitality, accessibility and diversity of the arts in Los Angeles County through community programs, contracts for services, special initiatives, research, and management assistance.

2002-03 Budget Message

The 2002-2003 Proposed Budget continues support for a wide spectrum of cultural services provided to County residents, including contracts for services with nonprofit arts organizations and management services for these organizations, free concerts at public sites, the annual free Holiday Celebration, the arts internship program, a free open house arts day, performances at the John Anson Ford Theatres (Ford Theatres), and arts education and folk arts programs which are fully offset by grant revenue.

Strategic Planning

To improve the well-being of children, the Arts Commission will build on the findings of its seminal survey of arts education activities in the County, *Arts in Focus*, and continue to collaborate across functional and jurisdictional boundaries to affect systemic improvement in arts education in the 82 school districts in the County. To provide the public with easy access to quality information, the Commission will implement a strategic technology plan that will enable constituents to file applications electronically, provide up-to-the-minute web-based information on performance activities at the Ford Theatres, and create an interactive online resource directory of arts education services for County teachers.

Critical Needs

As the number of nonprofit arts organizations that provide quality services continues to increase, there is a critical need to increase the grant funding that supports these small, mid-size and large budget organizations to ensure services to diverse and geographically dispersed constituencies. In addition, funds are needed for an additional support position.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -78,000	$ -78,000	$ --	--

Organizational Grant Program One: Reflects a depletion of trust fund revenue for small budget organizations. *Supports Countywide Strategic Plan Goal 4, Strategy 3.*

2.	$ -114,000	$ -114,000	$ --	--

Technical Assistance: Reflects the completion of two grant-funded evaluation projects: the National Arts Stabilization project to evaluate the effectiveness of the mid-size grant program, and the National Endowment for the Arts grant to evaluate the arts leadership program. *Supports Countywide Strategic Plan Goal 1, Strategy 3.*

3.	$ $40,000	$ 40,000	$ --	--

Arts Open House: Reflects a new collaboration with the City of Los Angeles Cultural Affairs Department in support of the free annual Arts Open House. *Supports Countywide Strategic Plan Goal 4, Strategy 3.*

4.	$ 85,000	$ 85,000	$ --	--

Arts Education: Reflects an increase in grant awards from the National Endowment for the Arts and California Arts Council, offset by deletion of one-time Productivity Investment Fund (PIF) funding, to support artist training for in-school services and other arts education programs. *Supports Countywide Strategic Plan Goal 5, Strategy 1.*

5.	$ 7,000	$ 7,000	$ --	--

Folk Arts: Reflects an increase in grant funds from the Fund for Folk Culture to support a festival of folk arts at the Ford Theatre as part of Arts Open House. *Supports Countywide Strategic Plan Goal 4, Strategy 3.*

Other Changes				
1.	$ 76,000	$ --	$ 76,000	--

Cost-of-Living Adjustment: Reflects funding necessary to offset cost-of-living increases in salaries and employee benefits associated with the Commission's management and administrative positions and unavoidable cost increases in services and supplies.

2.	$ 25,000	$ 25,000	$ --	--

Administration: Reflects consolidation of marketing and public relations funds in the Ford Theatres, Arts Open House and Holiday Celebration programs to finance a new permanent Director of Marketing position allocated in the Board of Supervisor's budget. Additional costs associated with this position are funded by the Ford Theatre Foundation. *Supports Countywide Strategic Plan Goal 2, Strategy 1 and Strategic Plan Goal 3, Strategy 2.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
3.	$ -35,000	$ -35,000	$ --	--
	Musicians Trust Fund: Reflects a decrease in revenue from matching municipality awards for free concerts. Municipalities are now paying these costs directly, so no change in service level is anticipated.			
Total	***$ 6,000***	***$ -70,000***	***$ 76,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Organizational Grants							
	$ 2,274,000	$ 0	$ 0	$ 2,274,000	$ 0	$ 2,274,000	0.0

Authority: Non-mandated, discretionary program.

Funds artistic and management projects of small, mid-size and large nonprofit arts organizations that provide cultural services.

Program Outcome: Access to quality arts programs for geographically and culturally diverse County communities.

Service Delivery Standard: Ensure availability of grant applications at least 60 days prior to each submission deadline in three formats: electronic, Word and hard copy.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of grant applications received	196	174	187	219
Workload/Output				
Number of grant applications funded	154	146	166	195
Efficiency				
Average grant award	$10,435	$13,027	$14,169	$11,662 (1)
Effectiveness/Outcome				
Percentage of grants funded	79%	84%	89%	89%

Explanatory Notes:
(1) The average grant award is projected to decrease due principally to a 17 percent increase in applications received in all 3 grant categories.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Technical Assistance							
	$ 650,000	$ 0	$ 0	$ 650,000	$ 0	$ 650,000	0.0

Authority: Non-mandated, discretionary program.

Provides up to 130 paid internships for undergraduates with arts organizations, a leadership development program for artistic and executive directors, and consulting services and workshops for small and mid-size organizations.

Program Outcome: Training and development of new and existing arts leaders and administrators to strengthen the infrastructure of nonprofit arts organizations in the County.

Service Delivery Standard: Survey participating interns at the end of internship and implement changes to program based on feedback to further refine program and increase student interest in arts administration careers.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of interns placed	123	149	130 (1)	130
Workload/Output				
Number of interns interested in arts administration career at the start of program	55	65	56	56
Efficiency				
Number of interns interested in arts administration career at the end of program	100	120	104	105
Effectiveness/Outcome				
Percent increase of students interested in arts administration careers at the end of program	36%	37%	37%	38%

Explanatory Notes:
(1) Stipend for interns was increased in 2001-2002 without an increase in total program budget, resulting in fewer available internships.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. John Anson Ford Theatres						
$ 299,000	$ 0	$ 0	$ 299,000	$ 0	$ 299,000	0.0

Authority: Non-mandated, discretionary program.

Provides support for the multi-disciplinary arts festival at the John Anson Ford Amphitheatre and theatre productions at [Inside] the Ford. Earned revenue associated with this program is deposited into the Ford Theatre Development Fund and is also used to underwrite expenses for Ford Theatres operations. Funds raised from the private sector by the Ford Theatre Foundation support family and classical programming, as well as a Hispanic Theatre Initiative.

Program Outcome: Affordable quality performing arts programming that reflects the cultural diversity of the County and increases usage of a County regional park.

Service Delivery Standard: Fill all ticket orders within 24 hours of receipt.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
County contribution to Ford Theatres	$300,000	$349,000	$349,000	$349,000(1)
Workload/Output				
Number of performances	68	64	80	85
Efficiency				
Subsidy per performance	$4,412	$5,453	$4,362	$4,106
Effectiveness/Outcome				
Percent change in cost per performance	-16%	+24%	-20%	-6%

Explanatory Notes:
(1) Includes $50,000 marketing services which will be allocated in the Administration Program to continue support of Ford Theatres programming.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Community Programs						
$ 423,000	$ 0	$ 40,000	$ 383,000	$ 0	$ 383,000	0.0

Authority: Non-mandated, discretionary program.

Provides funds for the free annual Holiday Celebration at the Dorothy Chandler Pavilion that is broadcast on KCET-TV and for the Los Angeles Arts Open House, during which 125 arts organizations open their doors for free on the first Saturday of October. Also, matches funds from the Recording Industries' Music Performance Trust Fund to pay musicians to present free concerts at more than 100 community sites.

Program Outcome: Free access to the arts for all County residents.

Service Delivery Standard: Submit all Trust Fund contracts to the Recording Industries' Professional Musicians, Local 47 Trust Fund by mid-April to ensure maximum utilization of available funds.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of requests for Trust Fund concerts	180	174	127 (1)	160 (2)
Workload/Output				
Number of Trust Fund concerts funded	115	132	110	120
Efficiency				
Average cost per Trust Fund concert	$1,217	$1,061	$1,091	$1,000
Effectiveness/Outcome				
Percentage of concert requests funded	64%	76%	87%	75%

Explanatory Notes:
(1) Excludes concerts previously processed for the Department of Beaches and Harbors. The Department is now processing the majority of its concerts in house.

(2) Arts Commission is responding to the drop in applications over the past years by expanding outreach in 2002-03. Initiatives taken are: (a) sending applications to schools within the Los Angeles County Office of Education Division of Alternative Education, Juvenile Court and community schools; and (b) promoting the program to folk and traditional performing artists.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Arts Education Hub						
$ 310,000	$ 0	$ 310,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program.

Funds a partnership of the Arts Commission and the Los Angeles County Office of Education to develop and implement a countywide strategic plan for the systematic advancement of arts education in 82 school districts in the County; includes

5. **Arts Education Hub** (cont'd)

providing training opportunities for artists and teachers, and developing an online interactive resource directory of arts education programs.

Program Outcome: Increased sequential arts education in grades K-12.

Service Delivery Standard: Disseminate information on the Artist Training program eight weeks prior to each workshop.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated[1] 2001-02	Projected 2002-03
Input				
Number of artists that participate in the training on content standards	n/a	n/a	120	135
Workload/Output				
Percentage of artists completing the training	n/a	n/a	100%	100%
Efficiency				
Number of artists that are approved to work in schools and provide content-based sequential arts education to students	n/a	n/a	120	135
Effectiveness/Outcome				
Percentage of artists that are approved to work in schools and provide content-based sequential arts education to students	n/a	n/a	100%	100%

Explanatory Notes:
(1) The Arts Education Hub is a new initiative established in September 2001.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Folk Arts						
$ 57,000	$ 0	$ 57,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program.

Funds a Folk and Traditional Arts Program Manager to connect Los Angeles County folk and traditional artists with resources and presenters through gatherings, workshops, mentorships, a countywide database, an e-mail listing service, and funding opportunities.

Program Outcome: To stimulate, strengthen and support the presentation and perpetuation of traditional arts throughout the County.

Service Delivery Standard: Survey workshop participants to achieve 75 percent satisfaction level and to provide recommendations for ongoing training and development.

Performance Measures	Actual 1999-00	Actual[1] 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of folk artists and organizations served	n/a	364	900	1,000
Workload/Output				
Number of folk artists and organizations receiving development consultation	n/a	33	150	250
Efficiency				
Number of consulted folk artists and organizations receiving funding from 3 indicator grant programs [2]	n/a	n/a	12	27
Effectiveness/Outcome				
Percentage of consulted folk artists and organizations receiving grant funding	n/a	n/a	8%	11%

Explanatory Notes:
(1) Program began on March 1, 2001.
(2) Indicator grants reflect those from the Arts Commission, the Alliance for California Traditional Arts (state-wide organization), and the Fund for Folk Culture (western regional organization).

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Administration						
$ 737,000	$ 0	$ 90,000	$ 647,000	$ 0	$ 647,000	0.0

Authority: Non-mandated, discretionary program.

Funds all staff and general administrative expenses; including publications, marketing and information technology.

Total Programs						
$ 4,750,000	**$ 0**	**$ 497,000**	**$ 4,253,000**	**$ 0**	**$ 4,253,000**	**0.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Admin and General	20,000	20,000	20,000	0
Computer Equipment - Non-capital	6,000	6,000	6,000	0
Computer Software	0	1,000	1,000	1,000
Food	0	2,000	2,000	2,000
Information Technology Services	2,000	10,000	40,000	38,000
Maintenance-Buildings and Improvements	34,000	34,000	41,000	7,000
Maintenance-Equipment	20,000	20,000	23,000	3,000
Memberships	6,000	6,000	6,000	0
Miscellaneous Expense	21,000	21,000	21,000	0
Office Expense-Other	30,000	22,000	30,000	0
Professional and Specialized Services	4,596,000	4,576,000	4,551,000	-45,000
Small Tools and Instruments	3,000	3,000	2,000	-1,000
Transportation and Travel-Auto Mileage	1,000	1,000	1,000	0
Transportation and Travel-Traveling	5,000	5,000	6,000	1,000
Total Services and Supplies	4,744,000	4,727,000	4,750,000	6,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**4,744,000**	**4,727,000**	**4,750,000**	**6,000**
Less: Intrafund Transfers	20,000	0	0	-20,000
TOTAL NET REQUIREMENTS	4,724,000	4,727,000	4,750,000	26,000

ASSESSOR
RICK AUERBACH, ASSESSOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 82,507,195	$ 88,300,000	$ 92,054,000	$ 96,202,000	$ 96,210,000	$ 4,156,000
SERVICES & SUPPLIES	21,928,705	26,210,000	26,430,000	26,291,000	25,468,000	-962,000
OTHER CHARGES	778,782	841,000	759,000	917,000	917,000	158,000
FIXED ASSETS-EQUIP	264,056	257,000	257,000	494,000	494,000	237,000
GROSS TOTAL	$ 105,478,738	$ 115,608,000	$ 119,500,000	$ 123,904,000	$ 123,089,000	$ 3,589,000
LESS INTRAFD TRANSFER	231,617	304,000	304,000	103,000	103,000	-201,000
NET TOTAL	$ 105,247,121	$ 115,304,000	$ 119,196,000	$ 123,801,000	$ 122,986,000	$ 3,790,000
REVENUE	48,509,864	53,795,000	53,428,000	55,480,000	55,993,000	2,565,000
NET COUNTY COST	$ 56,737,257	$ 61,509,000	$ 65,768,000	$ 68,321,000	$ 66,993,000	$ 1,225,000
BUDGETED POSITIONS	1,524.0	1,515.0	1,515.0	1,515.0	1,515.0	
REVENUE DETAIL						
BUSINESS LICENSES	$ 3,100	$	$	$	$	$
PEN/INT/COSTS-DEL TAX	66,628					
STATE-OTHER	16,726,970	21,091,000	21,291,000	21,558,000	22,065,000	774,000
ASSESS/TAX COLL FEES	28,408,287	30,050,000	29,470,000	31,071,000	31,071,000	1,601,000
AUDITING-ACCTG FEES	46,322					
LEGAL SERVICES	102,917					
COURT FEES & COSTS	2,149					
RECORDING FEES	2,391					
CHRGS FOR SVCS-OTHER	87,887	654,000	654,000	674,000	674,000	20,000
OTHER SALES	396,028					
MISCELLANEOUS	2,666,247	2,000,000	2,013,000	2,177,000	2,183,000	170,000
SALE OF FIXED ASSETS	938					
TOTAL	$ 48,509,864	$ 53,795,000	$ 53,428,000	$ 55,480,000	$ 55,993,000	$ 2,565,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

To provide a fair, cost-effective, accurate and timely assessment roll in accordance with the law; provide high-quality service to the public and other government agencies; and promote an environment of professionalism and high employee morale.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects an increase in net County cost of $1,225,000 primarily for negotiated increases in salaries and employee benefits, as well as additional revenues for property tax administration. The Proposed Budget will allow the Department to: 1) continue to meet the maintenance of effort and production goals delineated in the State-County Property Tax Administration Program (PTAP) contract; 2) continue with the Assessor's portion of the Property Tax Departments' Re-engineering Project; and 3) upgrade facilities for designated sections located within the Hall of Administration.

Strategic Planning

Consistent with the Los Angeles Countywide Strategic Plan, in 1999-00 the Department began to consolidate its regional offices in the north and west County areas. The consolidation of offices in the east and south areas took place in 2001-02. In addition to four large facilities, the Downtown Administration Center and satellite facility in Lancaster will provide improved public access. Improvements in delivering existing and new information to the public is provided by the enhanced website, as well as upgrades to various work areas in the Hall of Administration in 2002-03 to link them to the Department's infrastructure. Increased training and career development opportunities for staff and an enhanced tuition reimbursement program are also in line with the strategic plan.

As a result of the Property Tax Departments' Re-engineering Project, conversion to more efficient processing methods and a complete overhaul of the secured property database is expected. The Assessor will continue to pursue legislation to allow for improved efficiency with no loss in County revenue, and will continue to identify alternate sources of non-tax revenue, such as sales of data to offset operating costs.

Critical Needs

Work on rebuilding the Property Tax System has begun with the Deed Imaging Project. Recommendations associated with the Property Tax Departments' Re-engineering Project are expected to cost in excess of $10 million and will be partially funded with PTAP monies. Additional funding sources must be identified to provide for the continuation and completion of this project.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 164,000	$ 164,000	$ --	--
Appraisals: Reflects the addition of 4.0 supervisory positions offset by a reduction of 4.0 positions to standardize the span of control within key appraisal operations. *Supports Countywide Strategic Plan Goal 2, Strategy 1; and Goal 4, Strategy 1.*				
2.	$ --	$ 513,000	$ -513,000	--
Property Tax Administration Program: Reflects an increase in utilization of Property Tax Administration Program revenue to offset negotiated salary and employee benefit increases. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Other Changes				
1.	$ 2,931,000	$ --	$ 2,931,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 289,000	$ --	$ 289,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
3.	$ -22,000	$	$ -22,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -1,460,000	$	$ -1,460,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ 76,000	$ 76,000	$ --	--
Other Charges: Reflects a decrease in services and supplies of $82,000 to more accurately reflect expenditures, offset by a $158,000 increase in capital lease expense to replace inoperable photocopiers. The cost differential is offset with miscellaneous revenue increases.				
6.	$ 237,000	$ 237,000	$ --	--
Fixed Assets/Equipment: Reflects an increase in fixed assets to purchase computer server hardware and related peripheral equipment, fully offset by Property Tax Administration Program revenue.				
7.	$ 602,000	$ 602,000	$ --	--
Office Renovation: Reflects the reallocation of services and supplies for alterations and improvements and $602,000 in increased Senate Bill (SB) 2557 revenue to fund office renovations in the Hall of Administration. *Supports Countywide Strategic Plan Goal 2, Strategy 2.*				
8.	$ 772,000	$ 772,000	$ --	--
Employee Benefits: Reflects an increase in employee benefits to more accurately reflect the Department's actual expenditures, which is offset by increased SB 2557 revenue.				
Total	**$ 3,589,000**	**$ 2,364,000**	**$ 1,225,000**	**0.0**

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Appraisals						
$ 73,854,000	$ 62,000	$ 33,801,000	$ 39,991,000	$ 39,991,000	$ 0	906.0

Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the California Constitution and the California Revenue and Taxation Code require local assessment of property and establish audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

The primary function of this program is to appraise real estate properties that undergo a change of ownership or are subject to new construction, as well as to appraise business personal properties. This includes over 2.2 million parcels in Los Angeles County and over 300,000 business properties, which together have a revenue producing assessment value of $533 billion. This sub department performs work that is critical for meeting contractual obligations under the State-County Property Tax Administration Program which provides $13.45 million in funding; it also provides public services in all the Assessor's regional and area offices.

Program Outcome: Appraise properties in a timely manner, provide accurate assessment information and satisfy requirements of the State-County Property Tax Administration Program (PTAP).

Service Delivery Standard: Complete 95 percent of all workloads (contractually required by PTAP).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
New Construction (NC) assessments staff	92	106	111	112
Re-appraisable transfer staff	46	42	45	47
Appeals defended staff	94	69	61	58
Property statements staff	41	43	41	41
Non-mandatory audits staff	8	7	7	7
Prop. 8 review staff	25	19	16	13
Missing/incorrect single family residence and condo information staff	6	5	4	4
Workload/Output				
Number of completed NC assessments	76,684	85,893	84,940	85,800
Number of completed re-appraisable transfers	217,639	207,781	214,259	218,600
Number of appeals defended	38,657	20,826	16,609	15,100
Number of completed property statements	173,150	166,478	165,000	165,000
Number of completed non-mandatory audits	1,493	1,446	1,450	1,450
Number of Prop. 8 reviews	319,870	265,935	212,059	162,500
Number of missing/incorrect single family residence and condo information	54,607	44,927	40,000	40,000
Efficiency				
Completed NC assessments per staff	834	810	766	766
Completed re-appraisable transfers per staff	4,731	4,947	4,761	4,651
Defended appeals per staff	411	302	272	261
Completed late and "no reply" property statements per staff	4,223	3,872	4,024	4,024
Completed non-mandatory audits per staff	187	207	207	207
Completed Prop. 8 reviews	12,795	13,997	13,254	12,500
Completed missing/incorrect single family residence and condo information	9,101	8,985	10,000	10,000

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
NC statement backlog	621	538	1,110	200
Re-appraisable transfer backlog	721	608	1,450	300
Appeals not defended backlog	0	3,114	1,551	1,400
Percentage of appeals not defended	0%	13%	8.5%	8.5%
Percentage of NC backlog	0.8%	0.6%	1.3%	0.2%
Percentage of re-appraisable transfer backlog	0.3%	0.3%	0.7%	0.1%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Roll Services						
$ 32,003,000	$ 27,000	$ 14,425,000	$ 17,551,000	$ 17,551,000	$ 0	395.0

Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and establish audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

This program is responsible for processing transfers and new construction permits; for providing advice on legal and ownership matters to the Assessor's staff and for representing the Department in assessment appeals cases involving ownership issues; for processing property tax exemptions and for creating and maintaining over 3,000 map books, containing over 2.3 million parcels in Los Angeles County; for serving as the nucleus of the Assessor's public information efforts, handling over 300,000 telephone calls a year and assisting more than 70,000 taxpayers.

Program Outcome: Respond to phone calls in a timely manner.

Service Delivery Standard: Answer within 3 minutes, 100 percent of calls received during peak business period.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of personnel answering calls	n/a	14	14	14
Workload/Output				
Number of calls received	n/a	319,554	310,000	310,000
Efficiency				
Number of calls received per personnel answering calls	n/a	22,825	22,143	22,143
Effectiveness/Outcome				
Number of phone calls answered within 3 minutes	n/a	303,516	310,000	310,000
Percentage of calls responded within 3 minutes	n/a	95%	100%	100%

Explanatory Notes:
n/a = Not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Systems Division						
$ 8,616,000	$ 7,000	$ 3,884,000	$ 4,725,000	$ 4,725,000	$ 0	102.0

Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and establish audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

This division is responsible for the development, support and production execution of the Assessor's automated systems. It is composed of a highly technical group of analysts, programmers and production operations specialists who manage systems in a multi-platform and multi-discipline environment. Key activities include creation of annual tax roll, taxpayer correspondence processing, facilitating solutions in response to tax law changes, Help Desk support to customers and technical contracts management.

Program Outcome: Provide reliable and prompt customer support.

Service Delivery Standard: Respond to Help Desk inquiries within 2 days of the request.

Explanatory Note:
Data on this standard are not available but will be gathered beginning in FY 2002-03.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 6,154,000	$ 5,000	$ 2,774,000	$ 3,375,000	$ 3,375,000	$ 0	84.0

Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and establish audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

Provides administrative support to the department. Includes the executive office, budget services, accounting, research and development, special investigation, personnel/payroll, and procurement. Also, includes allocable rents, utilities and miscellaneous services and supplies.

Program Outcome: Process vendor payments timely.

Service Delivery Standard: Ensure that at least 90 percent of invoices are processed within 30 days of receipt.

Explanatory Note: Data on this standard are not available but will be gathered beginning in FY 2002-03.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Support Services						
$ 2,462,000	$ 2,000	$ 1,109,000	$ 1,351,000	$ 1,351,000	$ 0	28.0

Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and establish audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

These are support services that cannot, for practical reasons, be directly attributed to other programs. These include training, facilities services and reprographics. Also, includes allocable rent, utilities, and miscellaneous services and supplies.

Program Outcome: Provide training that results in a more efficient labor force.

Service Delivery Standard: Increase by 10 percent the number of appraisers that pass the State Board of Equalization (SBE) training requirements.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of training staff involved in the State Board of Equalization (SBE) advance certification requirement courses	n/a	n/a	4	4
Workload/Output				
Number of appraisers who received (SBE) advance certification	n/a	n/a	423	465
Efficiency				
Average number of appraisers qualifying for the (SBE) advance certification per training staff	n/a	n/a	106	116
Effectiveness/Outcome				
Number of appraisers qualifying from previous year	n/a	n/a	n/a	42
Increase percentage of appraisers qualified for (SBE) advance certification from previous year	n/a	n/a	n/a	10%

Explanatory Note:
Data for 1999-00 and 2000-01 are not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 123,089,000	**$ 103,000**	**$ 55,993,000**	**$ 66,993,000**	**$ 66,993,000**	**$ 0**	**1,515.0**

DEPARTMENTAL DETAIL SUMMARY

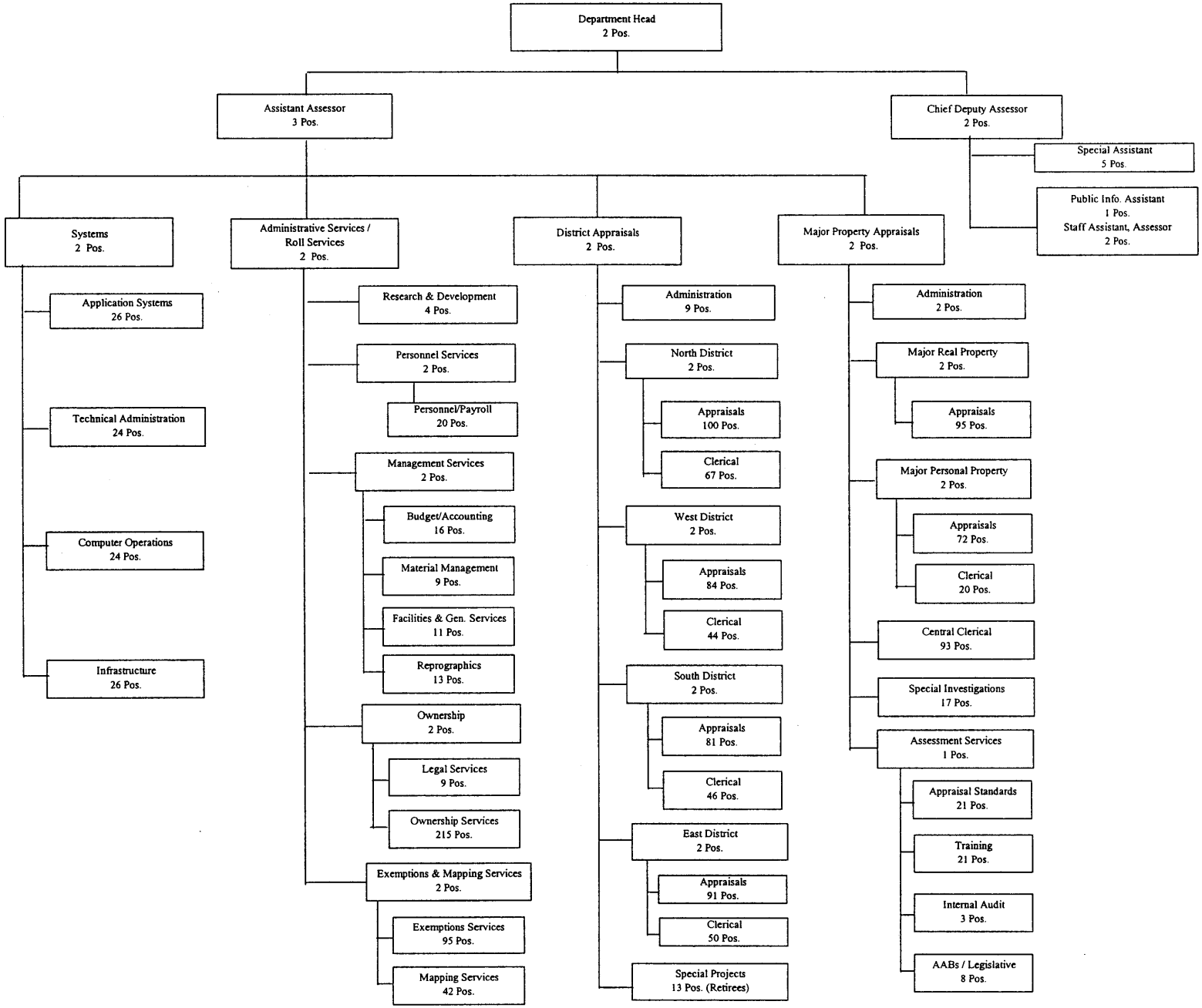
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	67,148,000	64,409,729	69,874,000	2,726,000
Employee Benefits	24,906,000	23,890,271	26,336,000	1,430,000
Total Salaries and Employee Benefits	92,054,000	88,300,000	96,210,000	4,156,000
Services and Supplies				
Communications	1,080,000	1,080,000	1,093,000	13,000
Administrative and General	1,433,450	1,433,450	1,460,000	26,550
Building and Improvement	479,710	479,710	1,113,000	633,290
Information Technology Services	4,083,365	3,863,365	4,080,000	-3,365
Maintenance-Communication	629,526	629,526	656,000	26,474
Miscellaneous Expense	21,000	21,000	0	-21,000
Office Expense-Stationery and Forms	260,000	260,000	200,000	-60,000
Other Office Expense	925,840	925,840	932,000	6,160
Other County Departments	3,091,388	3,091,388	3,212,000	120,612
Other Operations	11,090	11,090	9,000	-2,090
Outside County Services	441,729	441,729	464,000	22,271
Professional and Specialized Services	253,190	253,190	198,000	-55,190
Postage	389,852	389,852	403,000	13,148
Purchasing and Stores Services	110,000	110,000	113,000	3,000
Rents and Leases-Bldg and Improvement	3,682,453	3,682,453	3,380,000	-302,453
Rents and Leases	708,100	708,100	616,000	-92,100
Special Departmental Expense	494,395	494,395	591,000	96,605
Transportation and Travel - Auto Services	47,618	47,618	47,000	-618
Transportation-Auto Mileage	648,000	648,000	650,000	2,000
Travel	358,650	358,650	360,000	1,350
Utilities	3,690,113	3,690,113	2,298,000	-1,392,113
PTAP	3,590,531	3,590,531	3,593,000	2,469
Total Services and Supplies	26,430,000	26,210,000	25,468,000	-962,000
Other Charges				
Judgments and Damages	26,592	26,592	42,000	15,408
Capital Lease Payments	732,408	814,408	875,000	142,592
Total Other Charges	759,000	841,000	917,000	158,000
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys	257,000	257,000	494,000	237,000
Total Equipment	257,000	257,000	494,000	237,000
Total Fixed Assets	257,000	257,000	494,000	237,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**119,500,000**	**115,608,000**	**123,089,000**	**3,589,000**
Less: Intrafund Transfers	304,000	304,000	103,000	-201,000
TOTAL NET REQUIREMENTS	119,196,000	115,304,000	122,986,000	3,790,000
REVENUES:				
Intergovernmental Revenues:				
State	21,291,000	21,091,000	22,065,000	774,000
Charges For Services	30,124,000	30,704,000	31,745,000	1,621,000
Miscellaneous	2,013,000	2,000,000	2,183,000	170,000
TOTAL REVENUES	53,428,000	53,795,000	55,993,000	2,565,000
NET COUNTY COST	**65,768,000**	**61,509,000**	**66,993,000**	**1,225,000**

COUNTY OF LOS ANGELES
OFFICE OF THE ASSESSOR

FY 2002-03 Proposed Budgeted Positions = 1,515

Rick Auerbach, Assessor



AUDITOR-CONTROLLER
J. TYLER McCAULEY, AUDITOR-CONTROLLER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 25,010,910	$ 28,595,000	$ 32,473,000	$ 34,272,000	$ 34,184,000	$ 1,711,000
SERVICES & SUPPLIES	14,645,273	16,033,000	16,623,000	16,992,000	16,985,000	362,000
OTHER CHARGES	231,758	213,000	213,000	220,000	220,000	7,000
FIXED ASSETS-EQUIP	66,767	133,000	133,000	217,000	217,000	84,000
OTHER FINANCING USES	2,618					
GROSS TOTAL	$ 39,957,326	$ 44,974,000	$ 49,442,000	$ 51,701,000	$ 51,606,000	$ 2,164,000
LESS INTRAFD TRANSFER	17,006,534	20,659,000	21,519,000	22,169,000	22,169,000	650,000
NET TOTAL	$ 22,950,792	$ 24,315,000	$ 27,923,000	$ 29,532,000	$ 29,437,000	$ 1,514,000
REVENUE	11,249,014	11,910,000	11,692,000	13,032,000	13,032,000	1,340,000
NET COUNTY COST	$ 11,701,778	$ 12,405,000	$ 16,231,000	$ 16,500,000	$ 16,405,000	$ 174,000
BUDGETED POSITIONS	407.0	447.0	447.0	448.0	447.0	
REVENUE DETAIL						
ASSESS/TAX COLL FEES	$ 4,180,399	$ 4,177,000	$ 4,022,000	$ 4,321,000	$ 4,321,000	$ 299,000
AUDITING-ACCTG FEES	1,978,338	2,166,000	2,134,000	2,159,000	2,159,000	25,000
CIVIL PROCESS SERVICE	9,158	48,000	48,000	48,000	48,000	
CHRGS FOR SVCS-OTHER	4,612,189	5,074,000	5,043,000	6,158,000	6,158,000	1,115,000
MISCELLANEOUS	468,930	445,000	445,000	346,000	346,000	-99,000
TOTAL	$ 11,249,014	$ 11,910,000	$ 11,692,000	$ 13,032,000	$ 13,032,000	$ 1,340,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

To provide the County of Los Angeles with financial leadership and expert advice, and advocate financial integrity and accountability in business practices.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $174,000 primarily for negotiated increases in salaries and employee benefits. The Proposed Budget provides for continuation of the Department's information technology program, and funding to: 1) implement customer service improvements for the Countywide Timekeeping and Payroll Personnel System (CWTAPPS), and 2) enhance operational efficiencies in the property tax, disbursements and auditing programs. The addition of 5.0 new positions is offset by the deletion of 1.0 professional and 4.0 support positions from various programs. This is a reallocation of staffing resources to meet changing workload requirements.

Strategic Planning

The Auditor-Controller will implement strategic plan initiatives related to each of the County's strategic goals during 2002-03. New financial reporting requirements will be implemented as mandated by Government Accounting Standards Board Statement 34, which requires the County to significantly modify its financial statements, disclosures, and other elements of the Comprehensive Annual Financial Report.

Strategic Planning (cont'd)

Information technology enhancements will include completing Phase I of the Integrated Data Warehouse to increase departments' access to financial data, developing a Community Redevelopment Agency Property Tax Accounting System design document to improve organizational effectiveness, and developing an employee self-service module for the payroll and personnel functions to provide County employees the ability to access their payroll/personnel information and update selected personal information through a web-enabled Intranet application. Additionally, the Department will play a key role in the development of the Los Angeles County Administrative System.

The Department will fully implement its customer service orientation plan to ensure staff acquires the skills needed to provide excellent service to the public and County employees. Additionally, strategic plan initiatives will be addressed by completing program audits to provide the Board of Supervisors and departments with an independent analysis of program outcomes. Also, key business processes will be benchmarked to identify areas to enhance timeliness and accuracy of Auditor-Controller data.

Strategic goals accomplished in 2001-02 include the development of a direct deposit module for the disbursement function, which enables the County to deposit funds directly into a public assistance participant's account as required by Senate Bill (SB) 962; expansion of the Auditor-Controller's website to include Intranet functionality; implementation of a financial managers training program; reactivation of the Department's Uncashed Checks (warrants) Website that allows the public to use the Internet to research checks that were issued previously but not yet cashed; and development of the customer service orientation program plan.

Critical Needs

The Department has a critical need to fund 1.0 position in the Systems Program to provide technical support and enhance computer applications utilized by executive and administrative staff. Adding an additional position would facilitate utilization of the powerful desktop Information Technology (IT) resources by developing smaller, less complex applications that can be developed and implemented quickly and can achieve significant work efficiencies.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 100,000	$ 218,000	$ -118,000	--
Staffing Alignment: Reflects the addition of 5.0 positions ($399,000) offset by the elimination of 5.0 positions (-$284,000), a reduction in services and supplies (-$15,000), intrafund transfer increase ($159,000) and revenue increase ($59,000) to reallocate staffing resources to address changing workload requirements and to meet strategic planning goals. *Supports Countywide Strategic Plan Goal 2, Strategy 2.*				
Other Changes				
1.	$ 1,266,000	$ 504,000	$ 762,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 108,000	$ 42,000	$ 66,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
3.	$ -551,000	$ --	$ -551,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
4.	$ -3,000	$ --	$ -3,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
5.	$ 222,000	$ --	$ 222,000	--
Salaries and Employee Benefits: Reflects a net increase in salaries as a result of Board-approved reclassification actions and increases in workers' compensation, disability insurance, and retiree health insurance based on available information provided by the Chief Administrative Officer and Department of Human Resources.				
6.	$ --	$ 86,000	$ -86,000	--
Charges to Other County Departments: Reflects a net increase in charges to other County departments due to salaries, employee benefits, and agreed upon increases in service levels.				
7.	$ 503,000	$ --	$ 503,000	--
Miscellaneous: Reflects an increase in services provided by other County departments, increases for supplies and equipment, and a projected increase in capital lease and risk management changes.				
8.	$ --	$ 1,140,000	$ -1,140,000	--
Other Reimbursements: Reflects an increase in Senate Bill 813, Community Redevelopment Agency and Property Tax Administration revenues, partially offset by a reduction in co-generation revenue. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
9.	$ 519,000	$ --	$ 519,000	--
Information Technology: Reflects an increase for information technology services related to implementation of the business automation plan. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*				
Total $	***2,164,000***	***$ 1,990,000***	***$ 174,000***	***0.0***

TRANSPORTATION CLEARING ACCOUNT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 9,268,418	$ 9,000,000	$ 9,000,000	$ 10,000,000	$ 10,000,000	$ 1,000,000
LESS EXPENDITURE DIST	9,268,418	9,000,000	9,000,000	10,000,000	10,000,000	1,000,000
TOT S & S						
GROSS TOTAL	$	$	$	$	$	$
NET COUNTY COST	$	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

2002-03 Budget Message

The Transportation Clearing Account is a central receiving point for charges for transportation costs incurred by departments. All charges are then distributed to the appropriate departments leaving this budget unit with no net appropriation. The 2002-03 Proposed Budget reflects a slight increase due to anticipated rising transportation costs.

Changes From 2001-02 Budget

	Gross Appropriation	Expenditure Distribution/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 1,000,000	$ 1,000,000	$ --	--
Transportation Cost: Reflects an increase due to rising transportation costs.				
Total	***$ 1,000,000***	***$ 1,000,000***	***$ 0***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Accounting and Reporting							
	$ 6,442,000	$ 825,000	$ 1,425,000	$ 4,192,000	$ 2,251,000	$ 1,941,000	56.0

Authority: Mandated program-Government Code Title 3, Revenue and Taxation Code 4653, State Controller A-87.

The Accounting and Reporting program maintains control over the County's accounting and budget functions, including enforcing budgetary controls over budget units; monitors and reports the County's cash position; prepares legally-required financial reports; prepares the Countywide Cost Allocation Plan; allocates interest among Treasury pool participants and serves as controller for Joint Powers Authorities (JPA) and non-profit corporations. This program provides procedural and technical guidance on various financial matters such as general accounting, cost accounting, and fixed assets accounting. Comprehensive financial reporting is prepared relative to the Board of Supervisors (Board) directives, legal mandates and compliance with generally accepted accounting principles. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcomes: Issue County financial statements that conform with nationally recognized reporting requirements at the highest level. Educate County managers and fiscal staff regarding accounting policies and procedures.

Service Delivery Standard: Prepare the Comprehensive Annual Financial Report (CAFR) and attain the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting, 100 percent of the time. Deliver accounting training on subject matter that supports the annual objectives of the County's Training Academy and is responsive to departmental requests and needs.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Staff hours to prepare the CAFR	n/a	n/a	2,800	3,500
Training hours requested	n/a	n/a	30	35
Workload/Output				
Number of adjusting entries required to prepare the CAFR	n/a	n/a	117	175
Training hours provided	n/a	n/a	30	35
Efficiency				
Cost of preparing the CAFR	n/a	n/a	$190,000	$240,000
Number of persons trained	n/a	n/a	420	450
Effectiveness/Outcome				
Percent of time GFOA certificate attained	100%	100%	100%	100%
Percent of training hours delivered	n/a	n/a	100%	100%

Explanatory Note:
n/a = Not available

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Property Tax							
	$ 7,142,000	$ 387,000	$ 6,668,000	$ 87,000	$ 667,000	$ -580,000	80.0

Authority: Mandated program-Government Code Sections 30051-30056 and 30067, Revenue and Taxation Code Sections 75, 1647 - 49, 4655, 4658, 5102, and 5452-5454.

2. Property Tax (cont'd)

The Property Tax program determines property tax allocations, distributes and accounts for property taxes collected, and issues overpayment refunds to taxpayers. Throughout the year, additions and changes to the tax roll are processed which result in new or corrected tax bills or refunds. Taxes once collected are apportioned and distributed to nearly 2,300 local agencies (1 percent general tax levy, debt service, and direct assessment accounts) including the County, cities, school districts, Education Revenue Augmentation Fund (ERAF), special districts, and community redevelopment agencies. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Accurate and timely calculation of property tax revenues, distribution of property tax collections, and processing tax roll changes and refunds.

Service Delivery Standard: Extend tax roll and apportion and distribute taxes in accordance with approved timeframes. Issue/enroll 95 percent of approved property tax refund claims and approved changes to the various property tax rolls within 30 days of receipt.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Property tax related funding	2,628,305	3,159,335	3,650,000	3,770,000
Workload/Output				
Number of property tax transactions apportionments, roll changes and direct	16,904,165	17,662,314	17,700,000	17,700,000
Number of apportionment and roll changes only	1,205,839	1,174,300	1,200,000	1,200,000
Efficiency				
Cost per 1,000 property tax transactions	$155.48	$178.87	$206.21	$212.99
Cost per apportionment and roll changes only	$2.18	$2.69	$3.04	$3.14
Effectiveness/Outcome				
Percent of approved refund claims processed within 30 days	95%	95%	95%	96%
Percent of property tax roll changes processed	95%	95%	95%	96%
Percent of property tax apportionment/distributions processed within established timeframes	100%	100%	100%	100%
Tax Roll extended by mandated timeframes	Yes	Yes	n/a (1)	Yes

Explanatory Note:
(1) Delivery of the secured assessment roll as required by Section 2601 of the Revenue and Taxation Code was delayed until October 2, 2001. This was due to a Board motion in September 2001, that would allow Flood Control the ability to possibly reduce their assessments. Changes to direct assessments delay tax extension.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Countywide Payroll						
$ 8,399,000	$ 6,413,000	$ 1,174,000	$ 812,000	$ 500,000	$ 312,000	33.0

Authority: Mandated program-Government Code Sections 11550 - 11653, 28101 - 28106 and County Code Title 6 and Title 2 Section 2.10.020.

The countywide payroll program prepares and accounts for the County employee payroll and related employee benefits. This program is also responsible for implementing pay practices negotiated with bargaining units, withhold both mandatory and voluntary deductions, and withhold earnings payable to various creditors and agencies for garnishments, federal and State tax levies and child support. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

3. **Countywide Payroll** (cont'd)

Program Outcome: Issue County payroll and tax withholding payments timely and effectively.

Service Delivery Standard: Issue the County employee payroll in a timely manner to meet all established County paydays, 100 percent of the time. Issue payments for tax withholding to the Internal Revenue Service (IRS), Social Security, and State Franchise Tax Board by legally required dates and amounts for all established County paydays, 100 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of established County paydays	24	24	24	24
Staff hours for payroll issuances	45,800	43,500	44,800	48,000
Workload/Output				
Number of issued payrolls	24	24	24	24
Number of issued tax withholdings	24	24	24	24
Payroll warrants issued	2,100,000	2,200,000	2,300,000	2,300,000
Efficiency				
Transactions per staff hour for payroll warrants issued	46	50	51	48
Labor cost per 1,000 payroll warrants issued	$719	$690	$740	$826
Effectiveness/Outcome				
Percent of time payroll issued to meet established paydays	100%	100%	100%	100%
Percent of time tax withholdings issued to meet established paydays and amounts	100%	100%	100%	100%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Disbursements	$ 6,805,000	$ 4,310,000	$ 554,000	$ 1,941,000	$ 1,197,000	$ 744,000	77.0

Authority: Mandated program-Government Code Sections 911, 6001, 5.40, 5.42, 29800 - 29803, 29806 and 29850 - 29853 and California Welfare & Institutions Code Section 15000.

The disbursements program issues and accounts for all welfare and foster care payments; investigates alleged forgeries of County warrants and claims filed with the Board; defends the County in Small Claims Court; and pays general claims against the County to providers of services and claimants of trust funds. Additional payment functions include maintaining warrant registers, placing stop payments, maintaining the Uncashed Warrant Website, and replacing lost, stolen and destroyed warrants. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Issue all payments accurately and timely to vendors and constituents.

Service Delivery Standard: Mail 100 percent of all warrants within one working day of warrant printing. Process 100 percent of all requests for stop payments on the same day as the request was made. Replace 100 percent of all forged warrants within eight days of the client's initial review.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of warrants printed	4,453,230	4,823,770	4,523,816	4,200,000
Number of stop payment requests	n/a	n/a	9,410	9,100
Number of forged warrants	n/a	n/a	864	780
Staff hours for warrants issued	36,225	34,743	32,500	31,000
Workload/Output				
Number of warrants mailed	n/a	n/a	4,278,865	4,200,000
Number of stop payments issued	n/a	n/a	9,410	9,100
Number of forged warrants replaced within eight days	n/a	n/a	862	780
Efficiency				
Transactions per staff hour for warrants issued	123	139	139	136
Labor cost per 1,000 warrants issued	$168	$153	$158	$164
Effectiveness/Outcome				
Percent of warrants mailed (in one working day)	n/a	n/a	95%	100%
Percent of stop payments issued to meet established timeframe	n/a	n/a	100%	100%
Percent of forged warrants replaced to meet established timeframe	n/a	n/a	99.7%	100%

Explanatory Note:
n/a = Not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Auditing						
$ 9,566,000	$ 5,585,000	$ 813,000	$ 3,168,000	$ 785,000	$ 2,383,000	87.0

Authority: Mandated program-Government Code Sections 26909, 26923, 29321.1, 25252.6 and 25250 and County Code Sections 2.10 and 16.62.

The auditing program performs financial, compliance, management and performance audits; oversees contracts for audit services for all County departments; responds immediately to all Board special requests for investigations or audits; and investigates and reports on allegations of fraud reported to the Special Investigations Unit through the Fraud Hotline or other referral. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Assessment of departments' operational efficiencies, program outcomes and compliance with fiscal policies and procedures.

Service Delivery Standard: Respond to all Board special requests within Board established timeframes, 100 percent of the time. Perform and complete four program audits of County departments each year, 100 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of special requests received	64	66	50	60
Number of program audits planned	n/a	n/a	4	4
Workload/Output				
Number of special request responses	n/a	55	45	55
Number of program audits completed	n/a	3	4	4

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Labor hours for Board requests	n/a	n/a	25,000	25,000
Labor hours for program audits	n/a	n/a	n/a	8,000
Effectiveness/Outcome				
Percent of responses to Board of Supervisors special requests within established timeframe	n/a	83%	90%	92%
Percent of planned program audits completed within established timeframe	n/a	n/a	100%	100%

Explanatory Notes: Department began gathering data in FY 2001-02, except for labor hours for program audits - this data will begin to be collected in FY 2002-03.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Children's Services Inspector General						
$ 330,000	$ 392,000	$ 0	$ -62,000	$ 20,000	$ -82,000	3.0

Authority: Non-mandated, discretionary program-per February 27, 1996 Board order.

The Children's Services Inspector General is responsible for the investigation of matters involving the death of children who have had contact with or are currently being supervised by the Department of Children and Family Services (DCFS). The Inspector General's function also includes the investigation of matters concerning the re-abuse of children under the supervision of DCFS and the completion of special projects as directed by the Board of Supervisors. Also, includes intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Contributes towards the safety and survival of children.

Service Delivery Standard: Continue the investigation of trends concerning the re-abuse of children and prepare two comprehensive reports regarding trends. Develop an annual report on child deaths, which will contain year-to-date information, trend analysis, and discussion of activities engaged in by the office.

Explanatory Notes: The Children's Services Inspector General resigned in December 2000, leaving behind unresolved cases requiring investigation. During the fiscal year, 88 referrals of deceased children were received and reviewed, 38 cases were opened for further investigation, 26 cases were completed and 12 reports were submitted to the Board. At year-end, approximately 23 cases remained open in various stages of investigation.

Two long-term research projects were completed, one for prenatal substance abuse, and one for problems in relative care. Completion of the research projects required the review of approximately 1,316 cases and documents. As a result, two reports containing nine recommendations were issued to the Board. Following the presentation of these reports, staff participated on several committees to assist with implementation of the report recommendations.

In addition to the completion of child death reports and the completion of the research projects, a revised filing and record-keeping system, as well as a computer-based child death referral database was developed and implemented. Performance measurement data is under review, and development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Systems						
$ 8,432,000	$ 3,585,000	$ 2,127,000	$ 2,720,000	$ 796,000	$ 1,924,000	77.0

7. **Systems** (cont'd)

Authority: Non-mandated, discretionary program.

The systems program develops, installs and maintains automated systems which support operations of the Department and provides business services for all other departments, including Countywide Accounting and Purchasing System (CAPS), Secured Tax Roll System (STR), Countywide Payroll System (CWPAY), and Countywide Timekeeping and Personnel Payroll System (CWTAPPS), welfare/foster care systems, trust, disbursement, and property tax systems; installs and maintains the departmental network of computers; implements legislative and Board-ordered changes to these systems. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Maintain automated systems to support departmental and countywide operations.

Service Delivery Standard: Successfully run 98 percent of all systems/programs as scheduled. Make a service call to repair 90 percent of all Help Desk calls within eight business hours.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of systems/programs scheduled	n/a	70,230	71,000	73,000
Number of Help Desk calls received	n/a	2,304	2,700	3,000
Workload/Output				
Number of systems/programs run successfully	n/a	69,754	70,000	72,000
Number of Help Desk responses within eight hours	n/a	2,147	2,500	2,700
Efficiency(1)	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of systems/programs run successfully within established timeframe	n/a	99.3%	99%	99%
Percent of service calls to Help Desk repaired within established timeframe	n/a	93.2%	93%	90%

Explanatory Note:
n/a = Not available. Department began gathering data in FY 2000-01.
(1) Performance measure is under review and development as this is primarily a support function.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. Children's Services Ombudsman						
$ 430,000	$ 497,000	$ 0	$ -67,000	$ 42,000	$ -109,000	4.0

Authority: Non-mandated, discretionary program-per October 13, 1998 Board order.

The Children's Services Ombudsman serves as an advocate and problem solver for children placed in group homes. The Ombudsman is independent from the agencies that place children in homes. Children are encouraged to call or email the Ombudsman who will conduct an investigation of the issues they raise if needed and provide assistance in resolution of problems. Conversations between the Ombudsman and children are confidential. The Ombudsman also acts as the monitor to ensure program compliance as described in group home program statements for agencies that place children in group homes. Additionally, the Ombudsman oversees the integration of services provided to children residing in the MacLaren Children's Center (MCC) by the Interagency Consortium as described in the Operating Agreement signed by those agencies. The Ombudsman conducts quarterly surveys of MCC residents to determine their perception of the services provided to them by the shelter. Also includes intrafund transfers that were partially generated by costs incurred in the administration program.

8. Children's Services Ombudsman (cont'd)

Program Outcome: Contributes to all five Board-approved children and family outcome areas (Good Health, Safety and Survival, Education/Workforce Readiness, Economic Well-Being and Emotional and Social Well-Being).

Service Delivery Standard: Complete draft audit reports and schedule exit conferences with group homes within 30 days of the completion of program compliance audits. Complete and distribute monthly Ombudsman Hotline report within five business days of the conclusion of the reporting period.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of children in group homes	n/a	n/a	2,157	2,500
Number of group homes	n/a	n/a	352	360
Number of MCC agreement elements monitored	n/a	n/a	78	78
Number of children sheltered monthly in MCC	n/a	n/a	156	156
Workload/Output				
Number of hotline calls per month	n/a	n/a	51	55
Number of group homes monitored	n/a	n/a	333	350
Number of MCC children surveyed quarterly	n/a	n/a	32	35
Number of MCC agreement elements reviewed	n/a	n/a	78	78
Efficiency				
Percent of children using hotline	n/a	n/a	2%	2%
Percent of group homes monitored	n/a	n/a	95%	97%
Percent of MCC residents surveyed	n/a	n/a	20%	22%
Effectiveness/Outcome				
Percent of reports on group home compliance completed within timeframe	90%	94%	95%	98%
Percent of follow-up reports on group home corrective action plans completed within timeframe	n/a	98%	98%	98%
Percent of reports completed on MCC compliance with operating agreements within timeframe	n/a	n/a	90%	95%
Percent of reports on MCC residents perception of quality of services completed within timeframe	n/a	n/a	90%	95%

Explanatory Notes:
n/a = Not available. Department began gathering data in FY 2001-02, except for the percentage of follow-up reports on group homes. Data was collected beginning in FY 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Risk Management - Inspector General						
$ 137,000	$ 175,000	$ 0	$ -38,000	$ 5,000	$ -43,000	1.0

Authority: Non-mandated, discretionary program-per January 19, 1999 Board order.

9. **Risk Management - Inspector General** (cont'd)

The Risk Management - Inspector General performs independent reviews and investigates the processes and procedures, actions and omissions related to events resulting in liability for claims or litigation alleging County liability for damages, and evaluates corrective action plans in County departments to address inherent risk in programs. Facts and findings are reported to the Board with recommendations for risk management measures. Also, includes intrafund transfers that were partially generated by costs incurred in the administration program.

Program Outcome: Develop a countywide risk management program, and programs in major County departments, with the goals of mitigating risks and minimizing losses.

Service Delivery Standard:(1) Assist the County Fire Department and the Department of Public Works in the development of risk management programs and present a written plan for development of a risk management program to the Department.(2) Utilize risk management consultant to recommend reconfigured risk management functions in order to improve effectiveness of risk management program and service to all County Departments and present completed consultant report to the Board.(3)

Explanatory Notes:
(1) Performance measurement data for the program is under review and development
(2) Risk management reviews have been completed for the Fire Department and the Department of Health Services (due to risk priority) and recommendations are being implemented. A risk management review at the Department of Public Works is in progress.
(3) Detailed review was completed and a report was made to the Board of Supervisors. The recommendations are currently being implemented.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
10. Administration							
	$ 3,923,000	$ 0	$ 271,000	$ 3,652,000	$ 1,357,000	$ 2,295,000	29.0

Authority: Non-mandated, discretionary program.

Administration provides administrative support and executive oversight to the operations of the Department. This program includes the executive office, departmental budgeting, accounting, personnel/payroll, procurement, and strategic planning functions.

Program Outcome: Provide timely and effective support services.

Service Delivery Standard: Process service requests and confirm status with requesting division within three working days of receiving requests, for non-safety hazard requests, 90 percent of the time. Provide divisions eligible lists within 45-60 days for of receiving a request, 90 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of service requests	n/a	n/a	200	200
Number of exams	21	26	15	20
Workload/Output				
Number of service requests confirmed	n/a	n/a	180	190
Number of exams completed in 45-60 days	19	23	15	20
Efficiency(1)	n/a	n/a	n/a	n/a

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of service requests confirmed within established timeframe	n/a	n/a	90%	95%
Percent of time lists provided within established timeframe	90%	88%	100%	100%

Explanatory Notes:
n/a = Not available. Department began gathering data in FY 2001-02.
(1) Performance measure is under review and development as this is primarily a support function.

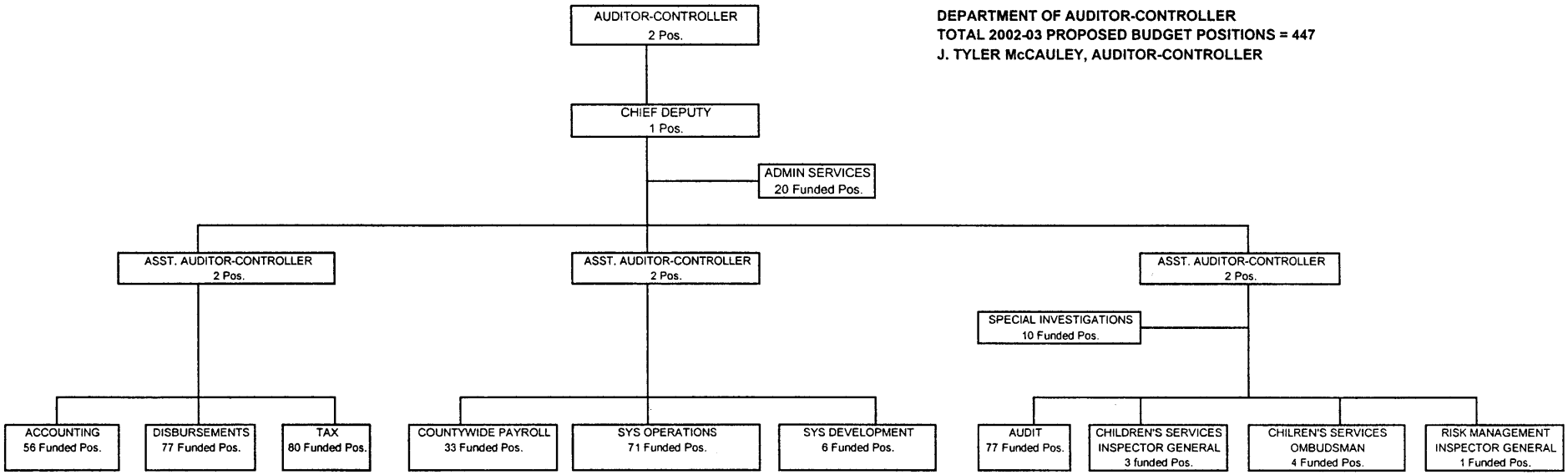
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 51,606,000	**$ 22,169,000**	**$ 13,032,000**	**$ 16,405,000**	**$ 7,620,000**	**$ 8,785,000**	**447.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	24,380,000	20,645,000	25,442,500	1,062,500
Employee Benefits	8,093,000	7,950,000	8,741,500	648,500
Total Salaries and Employee Benefits	32,473,000	28,595,000	34,184,000	1,711,000
Services and Supplies				
Communications	365,500	375,000	467,000	101,500
Insurance	45,500	45,500	60,500	15,000
Maintenance-Equipment	64,000	64,000	60,000	-4,000
Maintenance-Bldgs and Improvements	633,000	651,000	646,000	13,000
Memberships	14,000	13,000	14,000	0
Office Expense	1,892,000	1,857,000	1,977,000	85,000
Professional and Spec Svcs-Contracts	1,346,500	1,214,000	1,402,500	56,000
Professional and Spec Svcs-Other	518,500	573,000	538,500	20,000
Rents and Leases-Equipment	87,000	87,000	105,500	18,500
Rents and Leases-Bldg and Improvement	12,000	13,000	33,000	21,000
Special Departmental Expense	107,000	104,000	110,000	3,000
Training	79,000	78,000	79,000	0
Transportation and Travel	95,500	91,500	106,500	11,000
Utilities	1,497,000	1,000,000	1,000,000	-497,000
Information Technology	9,866,500	9,867,000	10,385,500	519,000
Total Services and Supplies	16,623,000	16,033,000	16,985,000	362,000
Other Charges				
Judgments and Damages	3,000	0	3,000	0
Capital Lease Payments	207,000	213,000	212,000	5,000
Other	3,000	0	5,000	2,000
Total Other Charges	213,000	213,000	220,000	7,000
Fixed Assets				
Equipment:				
Major Office Equipment	133,000	133,000	99,000	-34,000
Vehicle-Automotive	0	0	34,000	34,000
Computer Info and Data Processing Sys	0	0	84,000	84,000
Total Equipment	133,000	133,000	217,000	84,000
Total Fixed Assets	133,000	133,000	217,000	84,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**49,442,000**	**44,974,000**	**51,606,000**	**2,164,000**
Less: Intrafund Transfers	21,519,000	20,659,000	22,169,000	650,000
TOTAL NET REQUIREMENTS	27,923,000	24,315,000	29,437,000	1,514,000
REVENUES:				
Charges for Services	11,247,000	11,465,000	12,686,000	1,439,000
Miscellaneous	445,000	445,000	346,000	-99,000
TOTAL REVENUES	11,692,000	11,910,000	13,032,000	1,340,000
NET COUNTY COST	**16,231,000**	**12,405,000**	**16,405,000**	**174,000**

DEPARTMENT OF AUDITOR-CONTROLLER
TOTAL 2002-03 PROPOSED BUDGET POSITIONS = 447
J. TYLER McCAULEY, AUDITOR-CONTROLLER



BEACHES AND HARBORS
STAN WISNIEWSKI, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 9,463,423	$ 11,292,000	$ 11,942,000	$ 12,471,000	$ 12,456,000	$ 514,000
SERVICES & SUPPLIES	11,095,531	11,570,000	12,481,000	12,810,000	12,214,000	-267,000
OTHER CHARGES	2,332,025	2,931,000	3,131,000	5,257,000	3,293,000	162,000
FIXED ASSETS-EQUIP	826,072	940,000	730,000	716,000	716,000	-14,000
OTHER FINANCING USES	579,709	654,000	654,000	654,000	146,000	-508,000
GROSS TOTAL	$ 24,296,760	$ 27,387,000	$ 28,938,000	$ 31,908,000	$ 28,825,000	$ -113,000
LESS INTRAFD TRANSFER	1,732					
NET TOTAL	$ 24,295,028	$ 27,387,000	$ 28,938,000	$ 31,908,000	$ 28,825,000	$ -113,000
REVENUE	21,690,219	22,657,000	24,208,000	23,261,000	23,261,000	-947,000
NET COUNTY COST	$ 2,604,809	$ 4,730,000	$ 4,730,000	$ 8,647,000	$ 5,564,000	$ 834,000
BUDGETED POSITIONS	204.0	217.0	217.0	218.0	218.0	1.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 177,650	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$
CONSTRUCTION PERMITS	6,750					
OTHER LIC & PERMITS	172,000					
VEHICLE CODE FINES			20,000	150,000	150,000	130,000
INTEREST	2,579					
RENTS AND CONCESSIONS	2,281,890	2,245,000	2,215,000	2,250,000	2,250,000	35,000
STATE-OTHER	120,681	20,000	250,000			-250,000
FEDERAL-OTHER	163					
OTHER GOVT AGENCIES		114,000	114,000			-114,000
PLANNING & ENG SVCS	4,098					
CHRGS FOR SVCS-OTHER	7,260,677	6,525,000	7,166,000	7,562,000	7,562,000	396,000
MISCELLANEOUS	859,931	796,000	761,000	1,455,000	1,455,000	694,000
SALE OF FIXED ASSETS	19,045	10,000	10,000			-10,000
OPERATING TRANSFER IN	10,784,755	12,747,000	13,472,000	11,644,000	11,644,000	-1,828,000
TOTAL	$ 21,690,219	$ 22,657,000	$ 24,208,000	$ 23,261,000	$ 23,261,000	$ -947,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	RECREATION FACILITIES

Mission Statement

Manage Marina del Rey and County owned or operated beaches to enhance public access and enjoyment while maximizing County revenue through professional and accountable asset management. This includes Marina lease administration and leasehold redevelopment; beach concession, parking and use permit administration; beach and Marina maintenance (refuse removal, restroom cleaning, grounds maintenance, and facility repairs); Marina leasehold and beach facilities maintenance inspections; planning and implementation of Marina del Rey and beach capital and infrastructure improvement programs; marketing and management of promotional campaigns; and children's programs including the Day in the Marina and the Water Awareness, Training, Education and Recreation (WATER) programs.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net increase of $834,000 primarily for: 1) negotiated increases in salaries and employee benefits; and 2) anticipated cost reductions in services and supplies. The Proposed Budget also reflects an overall revenue and appropriation decrease of $947,000 due to the general economic downturn and its impact on Marina rent revenue, partially offset by revenue to be realized from lease extension fees, new marketing contracts and the parking control program.

Strategic Planning

Implementation of the Department's strategic plan will accomplish the following outcomes: 1) Beach and Marina visitors: customer satisfaction through accessible, clean, attractive and functionally safe facilities; and 2) Marina residents and boaters: accessible, clean, attractive and well-maintained waterways, roads and parks. Goals for customer service orientation, employee satisfaction and personal advancement have been achieved through training programs in customer service and language skills. Continued efforts include diversity training and advanced language skills. These programs will improve employee skills and knowledge with respect to department and County operations and provide for employee input toward improved departmental performance.

Critical Needs

The Department's critical needs consist of: widening of Admiralty Way; various beach facilities capital projects; Marina waterfront, median and water quality improvements; and establishing an adequate reserve for Marina infrastructure repairs and replacement.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 315,000	$ --	$ 315,000	--
	Marina Development and Maintenance: Reflects increased funding for consultant services to provide ongoing monitoring and inspection for preservation of the Marina seawall as well as development of a Marina simulation model for redevelopment purposes. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ 30,000	$ --	$ 30,000	1.0
	Chace Park: Reflects the addition of 1.0 Recreation Services Leader at Chace Park to assist with park administration and maintenance, operation of guest docks, and preparation of various events held at the park. This position is fully funded by the realignment of existing resources. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*			
3.	$ 317,000	$ 694,000	$ -377,000	--
	Marina Promotion: Reflects increased marketing costs attributable to promoting the "Hot Summer Nights" concert series, the 4th of July Celebration and Marina del Rey Day, more than offset by anticipated revenue from a new marketing contract. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ 60,000	$ --	$ 60,000	--
	Community Services: Reflects increased costs associated with expanding the Department's highly successful youth-outreach programs (WATER and Day in the Marina). *Supports Countywide Strategic Plan Goal 5.*			
5.	$ -250,000	$ -250,000	$ --	--
	Coast of California Study: Reflects the elimination of the passthrough State grant to offset the County's obligation for the five-year study on restoration and erosion control of Los Angeles County beaches sponsored by the U.S. Army Corps of Engineers. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ -114,000	$ -114,000	$ --	--
Continuous Deflection Separation Devices: Reflects the elimination of a Proposition A grant due to project completion of the continuous deflection separation device installations to improve water quality associated with operation of the Marina launch ramp. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
7.	$ -187,000	$ 396,000	$ -583,000	--
Parking: Reflects cost savings as a result of new parking management contract requirements. Also, reflected is an increase in parking revenue primarily due to the implementation of a new automated parking equipment program. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Other Changes				
1.	$ 450,000	$ --	$ 450,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 34,000	$ --	$ 34,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 358,000	$ --	$ 358,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -8,000	$ --	$ -8,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ -1,079,000	$ -1,838,000	$ 759,000	--
Other Financing Sources: Reflects decreased funding for deferred/preventative maintenance and improvements as well as a one-time deferral of the annual General Fund contribution to the Marina del Rey Accumulative Capital Outlay Fund. Also, reflected is an anticipated decrease in rental revenue due to the economic downturn.				
6.	$ -196,000	$ --	$ -196,000	--
Other Charges: Reflects a net decrease in LAC-CAL and capital lease payments, partially offset by an estimated increase in judgments and damages costs.				
7.	$ -14,000	$ --	$ -14,000	--
Fixed Assets: Reflects a reduction in fixed assets to more accurately reflect the Department's spending pattern.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
8.	$ 140,000	$ 165,000	$ -25,000	--
	Services and Supplies: Reflects increased costs for additional employee uniforms, contract services, and anticipated rate increases in diesel fuel, oil, and dumping charges, more than offset by an increase in revenue from vehicle code fines and concessions.			
9.	$ 31,000	$ --	$ 31,000	--
	Miscellaneous Adjustments: Reflects ministerial adjustments in various accounts based on current and anticipated spending trends.			
Total	***$ -113,000***	***$ -947,000***	***$ 834,000***	***1.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Marina Program						
$ 7,376,000	$ 0	$ 11,644,000	$ -4,268,000	$ 7,376,000	$ -11,644,000	34.0

Authority: Non-mandated, discretionary program pursuant to 1992-93 Marina del Rey Certificates of Participation.

Manage, develop, operate, maintain and promote County-owned Marina del Rey. Includes development, maintenance and operation of public areas (e.g., public launch ramp, guest docks, parking lots); repair or replacement of infrastructure; provision for inner-city youth programs; management of 55 major ground leases (e.g., rental adjustment negotiation or arbitration and leasehold maintenance inspections); and, management of second-generation development in accordance with implementation of the Marina Asset Management Strategy.

Program Outcome: Increase timeliness and eliminate backlog of Marina leasehold rent adjustment negotiations.

Service Delivery Standard: Negotiate Marina leasehold rent adjustments on schedule.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Leases scheduled for rent adjustment	4	0	5	7
Workload/Output				
Lease rent adjustments completed	10	1	7	9
Efficiency				
Scheduled rent adjustments completed	250%	n/a	140%	129%
Effectiveness/Outcome				
Year-end lease rent adjustment backlog	16	15	13	11

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Beach Program						
$ 15,312,000	$ 0	$ 11,617,000	$ 3,695,000	$ 777,000	$ 2,918,000	146.0

Authority: Non-mandated, discretionary program.

Manage, develop, operate, maintain and promote 30 miles of County-owned or operated beaches. Includes concessions management; beach maintenance; infrastructure development; and parking facilities.

Program Outcome: Reduce beach parking lot staffing costs.

Service Delivery Standard: Fully automate parking fee collection at beach parking lots to the extent practical.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual number of staffing hours	n/a	n/a	77,387	70,507
Workload/Output				
Parking revenue from beach parking lots	$4,994,260	$4,958,872	$5,042,686	$5,392,468
Efficiency				
Amount of revenue per staff hour	n/a	n/a	$65.16	$76.48
Effectiveness/Outcome				
Increase revenue share to Department	n/a	n/a	n/a	$11.32

Explanatory Note: Information not available prior to current management contract, which began in October 2001. Prior parking contract was a concession agreement in which the parking contractor paid the Department a guaranteed amount plus a percentage of parking revenue. The current contract is based on the number of staffing hours at set hourly rates.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration						
$ 4,361,000	$ 0	$ 0	$ 4,361,000	$ 1,181,000	$ 3,180,000	31.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes Director, Chief Deputy, and secretarial support; payroll; personnel; non-program accounting; budgeting; information systems; procurement; and auditing.

Program Outcome: Increased timeliness of audit process.

Service Delivery Standard: Administer audit reports within six months of the last audited month.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Parcels scheduled for audit	30	16	9	9
Workload/Output				
Audit reports administered	2	10	28	24
Efficiency				
Scheduled audits completed	6.7%	62.5%	311%	267%
Effectiveness/Outcome				
Year-end audit backlog	28	34	15	0
Average number of days between the last audited month and the administration of the audit report.	463	233	180	180

Explanatory Note: Workload/Output and Efficiency information for 1999-00 does not include reports administered that same year for audits scheduled in prior years, as information was not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Unincorporated Services						
$ 1,776,000	$ 0	$ 0	$ 1,776,000	$ 214,000	$ 1,562,000	7.0

Authority: Non-mandated, discretionary program pursuant to 1992-93 Marina del Rey Certificates of Participation.

Provides for the operation and maintenance of mole roads, Chace Park, Admiralty Park, Marina Beach, and other public-use acreage in Marina del Rey.

Program Outcome: To increase the number of improved public acreage in Marina del Rey.

Service Delivery Standard: Renegotiate leases with the requirement that lessees provide an increased number of acreage for public use.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Improved public acreage available	18.2	18.2	18.2	18.2
Workload/Output				
Number of new improved public acreage	n/a	n/a	n/a	7.9
Efficiency				
Percent increase in improved public acreage	n/a	n/a	n/a	43.4%
Effectiveness/Outcome				
Total number of public acreage	18.2	18.2	18.2	26.1

Explanatory Note: The Department has not had an opportunity to increase the acreage dedicated for public use until this year primarily because the term for current leases is 60 years. With the renegotiations of a number of leases in Marina del Rey, the Department has the opportunity to require the lessees to provide an increased number of improved acres dedicated to public use as a requirement of the new leases.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 28,825,000	**$ 0**	**$ 23,261,000**	**$ 5,564,000**	**$ 9,548,000**	**$ -3,984,000**	**218.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	8,865,000	8,255,000	9,237,000	372,000
Employee Benefits	3,077,000	3,037,000	3,219,000	142,000
Total Salaries and Employee Benefits	11,942,000	11,292,000	12,456,000	514,000
Services and Supplies				
Clothing and Personal Supplies	22,000	50,000	75,000	53,000
Communications	346,000	402,000	354,000	8,000
Computer Equipment - Non-capital	151,000	74,000	121,000	-30,000
Computer Software	50,000	60,000	50,000	0
Household Expenses	94,000	30,000	94,000	0
Information Technology Services	140,000	79,000	105,000	-35,000
Insurance	78,000	140,000	78,000	0
Maintenance-Buildings and Improvements	4,028,000	3,016,000	3,513,000	-515,000
Maintenance-Equipment	102,000	372,000	102,000	0
Memberships	2,000	8,000	2,000	0
Office Expense-Other	83,000	113,000	86,000	3,000
Office Expense-Postage	20,000	26,000	22,000	2,000
Office Expense-Stationary and Forms	41,000	66,000	79,000	38,000
Professional and Specialized Services	5,337,000	5,151,000	5,284,000	-53,000
Rents and Leases-Bldg and Improvemts	2,000	10,000	2,000	0
Rents and Leases-Equipment	40,000	19,000	31,000	-9,000
Small Tools and Instruments	22,000	29,000	23,000	1,000
Special Departmental Expense	500,000	605,000	710,000	210,000
Telecommunications	82,000	32,000	111,000	29,000
Training	30,000	76,000	33,000	3,000
Transportation and Travel-Auto Mileage	7,000	7,000	12,000	5,000
Transportation and Travel-Auto Service	340,000	292,000	340,000	0
Transportation and Travel-Other	286,000	295,000	317,000	31,000
Transportation and Travel-Traveling	4,000	5,000	4,000	0
Utilities	674,000	613,000	666,000	-8,000
Total Services and Supplies	12,481,000	11,570,000	12,214,000	-267,000
Other Charges				
Interest on Notes and Warrants	1,067,000	1,026,000	1,048,000	-19,000
Judgments and Damages	40,000	40,000	100,000	60,000
Other Charges	36,000	30,000	36,000	0
Retirement of Other Long-Term Debt	1,974,000	1,821,000	2,095,000	121,000
Taxes and Assessments	14,000	14,000	14,000	0
Total Other Charges	3,131,000	2,931,000	3,293,000	162,000

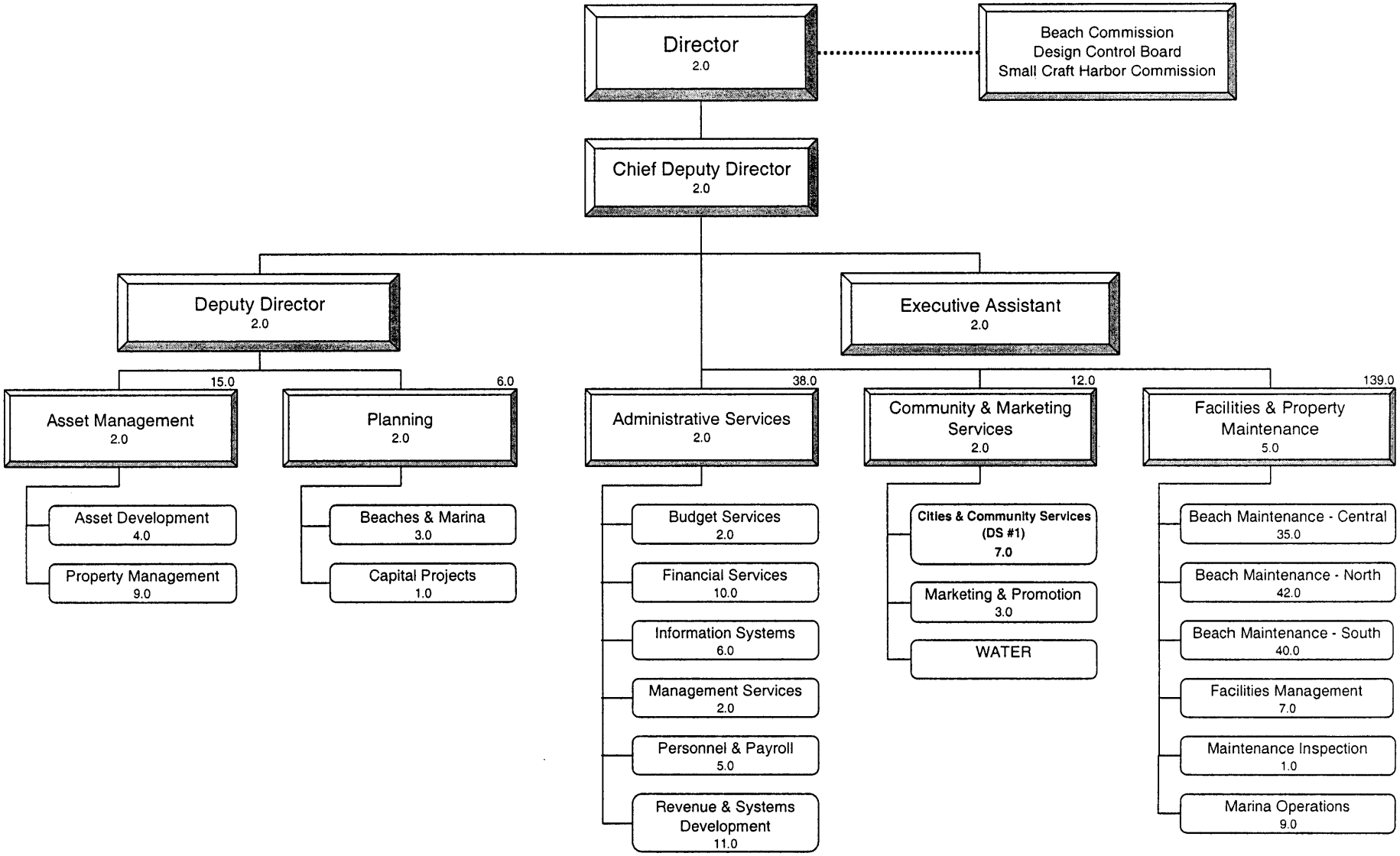
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys.	50,000	50,000	50,000	0
Construction and Heavy Maintenance	79,000	0	100,000	21,000
Vehicle-Automobile	166,000	0	426,000	260,000
Vehicle-Heavy Use	78,000	0	140,000	62,000
Watercraft	57,000	0	0	-57,000
Other Undefined Assets	300,000	890,000	0	-300,000
Total Equipment	730,000	940,000	716,000	-14,000
Total Fixed Assets	730,000	940,000	716,000	-14,000
Other Financing Uses				
Operating Transfers Out	654,000	654,000	146,000	-508,000
Total Other Financing Uses	654,000	654,000	146,000	-508,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**28,938,000**	**27,387,000**	**28,825,000**	**-113,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	28,938,000	27,387,000	28,825,000	-113,000
REVENUES:				
Licenses, Permits and Franchises	200,000	200,000	200,000	0
Fines, Forfeitures and Penalties	20,000	40,000	150,000	130,000
Revenue from Use of Money and Property	2,215,000	2,245,000	2,250,000	35,000
Intergovernmental Revenues:				
State	250,000	20,000	0	-250,000
Other	114,000	114,000	0	-114,000
Charges for Services	7,166,000	6,490,000	7,562,000	396,000
Miscellaneous Revenues	761,000	791,000	1,455,000	694,000
Other Financing Sources	13,482,000	12,757,000	11,644,000	-1,838,000
TOTAL REVENUES	24,208,000	22,657,000	23,261,000	-947,000
NET COUNTY COST	**4,730,000**	**4,730,000**	**5,564,000**	**834,000**

BEACHES AND HARBORS

STAN WISNIEWSKI, DIRECTOR

2002-03 PROPOSED BUDGET

218 Positions



BOARD OF SUPERVISORS
VIOLET VARONA-LUKENS, EXECUTIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 23,831,566	$ 27,432,000	$ 27,432,000	$ 28,598,000	$ 28,562,000	$ 1,130,000
SERVICES & SUPPLIES	23,824,094	45,845,000	45,845,000	29,725,000	23,891,000	-21,954,000
LESS EXPENDITURE DIST	4,782,499	5,316,000	5,316,000	5,816,000	5,816,000	500,000
TOT S & S	19,041,595	40,529,000	40,529,000	23,909,000	18,075,000	-22,454,000
OTHER CHARGES	275,894	378,000	378,000	391,000	391,000	13,000
FIXED ASSETS-EQUIP	78,803					
OTHER FINANCING USES	22,000					
GROSS TOTAL	$ 43,249,858	$ 68,339,000	$ 68,339,000	$ 52,898,000	$ 47,028,000	$ -21,311,000
LESS INTRAFD TRANSFER	5,413,317	4,409,000	4,409,000	5,355,000	5,419,000	1,010,000
NET TOTAL	$ 37,836,541	$ 63,930,000	$ 63,930,000	$ 47,543,000	$ 41,609,000	$ -22,321,000
REVENUE	5,471,574	3,346,000	3,346,000	3,346,000	3,346,000	
NET COUNTY COST	$ 32,364,967	$ 60,584,000	$ 60,584,000	$ 44,197,000	$ 38,263,000	$ -22,321,000
BUDGETED POSITIONS	293.0	298.0	298.0	296.0	297.0	-1.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 5,800	$	$	$	$	
RENTS AND CONCESSIONS	8,160					
STATE-OTHER	165,771					
STATE-TRIAL COURTS	619,226					
FEDERAL-OTHER	26,199			487,000	487,000	487,000
ASSESS/TAX COLL FEES	1,108,640			1,100,000	1,100,000	1,100,000
CIVIL PROCESS SERVICE	168,330			100,000	100,000	100,000
COURT FEES & COSTS	95,000					
CHRGS FOR SVCS-OTHER	1,593,840	3,273,000	3,273,000	3,000	3,000	-3,270,000
MISCELLANEOUS	1,600,158	73,000	73,000	1,656,000	1,656,000	1,583,000
SALE OF FIXED ASSETS	9,000					
OPERATING TRANSFER IN	71,450					
TOTAL	$ 5,471,574	$ 3,346,000	$ 3,346,000	$ 3,346,000	$ 3,346,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	LEGISLATIVE AND ADMINISTRATIVE

Mission Statement

The Board of Supervisors (Board), as the governing body of Los Angeles County, enacts ordinances, directs overall operation of County departments and districts, and oversees the delivery of services within the County.

The Executive Office is a vital support team to the Board of Supervisors by preparing agendas, statements of proceedings, minutes and communications, and maintaining the official records of the Board; providing staff support to the Assessment Appeals Board; providing management/administrative services in accounting/procurement, facility management, information technology, payroll/personnel and program compliance; and providing administrative support to Board-appointed commissions, committees and task forces, and small County departments and budget units.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost reduction of $22.3 million primarily due to the deletion of one-time, carryover funding which supports programs of community interest and benefit. The Proposed Budget also reflects: 1) funding for negotiated increases in salaries and employee benefits; 2) a $739,000 increase in reimbursable costs primarily associated with temporary services contracts for client departments; 3) the transfer of 1.0 support position to the Department of Children and Family Services; 4) the deletion of 1.0 grant-funded position; and 5) the addition of 1.0 position, fully offset by intrafund transfer, to serve as a public information coordinator for the Arts Commission.

Strategic Planning

The Executive Office has updated and fully aligned its Departmental strategic plan to form a comprehensive, unified plan consistent with the County strategic plan. Over the next several years, the Department will continue to develop and implement programs that maximize the potential of employees, and to work with the Department of Human Resources to train and develop employee skills. The Department will work toward expanding the effectiveness of its web page and utilizing other available technologies in order to streamline work processes and improve services to its customers. Examples include integrating web tools in the administration of the Political Reform Act's economic disclosure provisions and the County's lobbyist ordinance, and conversion of payroll and personnel documents to digital format.

Critical Needs

The Department's critical needs consist of: 1) funding to defray continued increases in operational building-related costs, including network administration, 2) funding for training and development of staff, and 3) funding for technical support and other information technology expenditures to maintain current network and web-based applications. The additional resources in these areas would promote the Countywide Strategic Plan goals of service excellence, workforce excellence and organizational effectiveness.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -22,700,000	$ --	$ -22,700,000	--
	Community Programs: Reflects a reduction in carryover funding which supports various programs of community interest and benefit. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*			
2.	$ 1,002,000	$ 1,002,000	$ --	--
	Client Services: Reflects increased reimbursable costs primarily associated with temporary services contracts for client departments. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*			
3.	$ -56,000	$ -56,000	$ --	-2.0
	Realignment of Positions: Reflects the transfer of 1.0 reimbursable support position to the Department of Children and Family Services; and the deletion of 1.0 grant-funded position due to the elimination of the grant program. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
4.	$ 64,000	$ 64,000	$ --	1.0
Arts Commission Support: Reflects the addition of 1.0 public information coordinator position for the Arts Commission which is fully reimbursable through intrafund transfer. *Supports Countywide Strategic Plan Goal 1, Strategy 1.*				
Other Changes				
1.	$ 1,051,000	$ --	$ 1,051,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 71,000	$ --	$ 71,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 6,000	$ --	$ 6,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -749,000	$ --	$ -749,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
Total	***$ -21,311,000***	***$ 1,010,000***	***$ -22,321,000***	***-1.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. County Government Administration							
	$ 22,213,000	$ 0	$ 1,409,000	$ 20,804,000	$ 3,974,000	$ 16,830,000	140.0

Authority: Mandated program - California Constitution and discretionary levels of support.

The County Government Administration Program consists of the five Board of Supervisors (Board) offices and the Clerk of the Board. The Board of Supervisors provides for the public welfare by determining County and special district policies; supervises activities of County departments and special districts; adopts annual budgets; and sets salaries. The Executive Office prepares agendas and notices in accordance with legal requirements, and maintains complete minutes of Board meetings and other records.

Program Outcome: Publish and distribute weekly Board of Supervisor Agendas.

Service Delivery Standard: Accurately prepare and distribute Board Agendas by 9:00 a.m. each Thursday.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Board Operations staff to process agendas, staff meetings, and communicate official actions	18	18	18	18
Workload/Output				
Number of agenda items processed	3,200	3,200	3,200	3,200
Efficiency				
Number of agenda items processed per staff person	178	178	178	178
Effectiveness/Outcome				
Percentage of weekly Board Agendas prepared by 9:00 a.m. Thursdays	100%	100%	100%	100%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Assessment Appeals							
	$ 3,490,000	$ 185,000	$ 3,000	$ 3,302,000	$ 546,000	$ 2,756,000	22.0

Authority: Mandated program - Article XII of the Constitution of California.

The Assessment Appeals Board hears and renders decisions on assessment appeals filed by property owners regarding assessed valuations on the County tax roll.

Program Outcome: Resolution of assessment appeals.

Service Delivery Standard: Initial hearings on valid assessment appeal applications held within one year of filing.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of assessment appeals staff to process applications	26	26	26	26
Workload/Output				
Number of initial hearings on assessment appeals	n/a	n/a	7,000	7,000
Efficiency				
Number of initial hearings on assessment appeals applications heard per staff person	n/a	n/a	269	269
Effectiveness/Outcome				
Percentage of assessment appeal applications with initial hearing within one year of filing	n/a	n/a	100%	100%

Explanatory Note: Number of initial hearings on assessment appeals not available for 1999-00 and 2000-01; actual data is available for 2001-02.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Committees and Commissions						
$ 7,363,000	$ 1,291,000	$ 587,000	$ 5,485,000	$ 578,000	$ 4,907,000	47.0

Authority: Non-mandated, discretionary program.

The Committees and Commissions Program provides clerical and administrative support to numerous Board-appointed committees and commissions (e.g. Commission on Disabilities, Commission for Women, Judicial Procedures Commission, various joint powers authorities, and non-profit corporations), as well as operational support for countywide Criminal Justice Coordination Committee, Economy and Efficiency Commission, Arts Commission, Employee Relations Commission and for the following three mandated commissions: Business License Commission (County Code, Title 7), Civil Service Commission (Article 9 of the Los Angeles County Charter) and the City Selection Committee (State Statute).

Program Outcome: Support of Board-appointed committees and commissions.

Service Delivery Standard: Preparation and distribution of commission agendas and minutes in a timely manner.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of commission services central staff to support commissions	10	12	13	14
Workload/Output				
Number of commission meetings supported	393	365	419	419
Efficiency				
Number of commission meetings supported per staff person	39	30	32	30
Effectiveness/Outcome				
Percentage of commission agendas developed and posted at least seven days in advance of the meeting	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Support Services/Administration						
$ 13,962,000	$ 3,943,000	$ 1,347,000	$ 8,672,000	$ 1,092,000	$ 7,580,000	88.0

Authority: Non-mandated, discretionary program.

Provides client services including accounting, payroll, personnel, procurement, office support and temporary clerical services to other County departments and budget units. Also, includes information technology services to each Board member and the Executive Office; comprehensive building management program for the Kenneth Hahn Hall of Administration; and legislation and sundry operational support. This program includes the Executive Office, budget, fiscal, payroll, personnel and procurement services for the Board of Supervisors and all other programs.

Explanatory Note: The outcome and service delivery standard for this program will be developed for the next fiscal year.

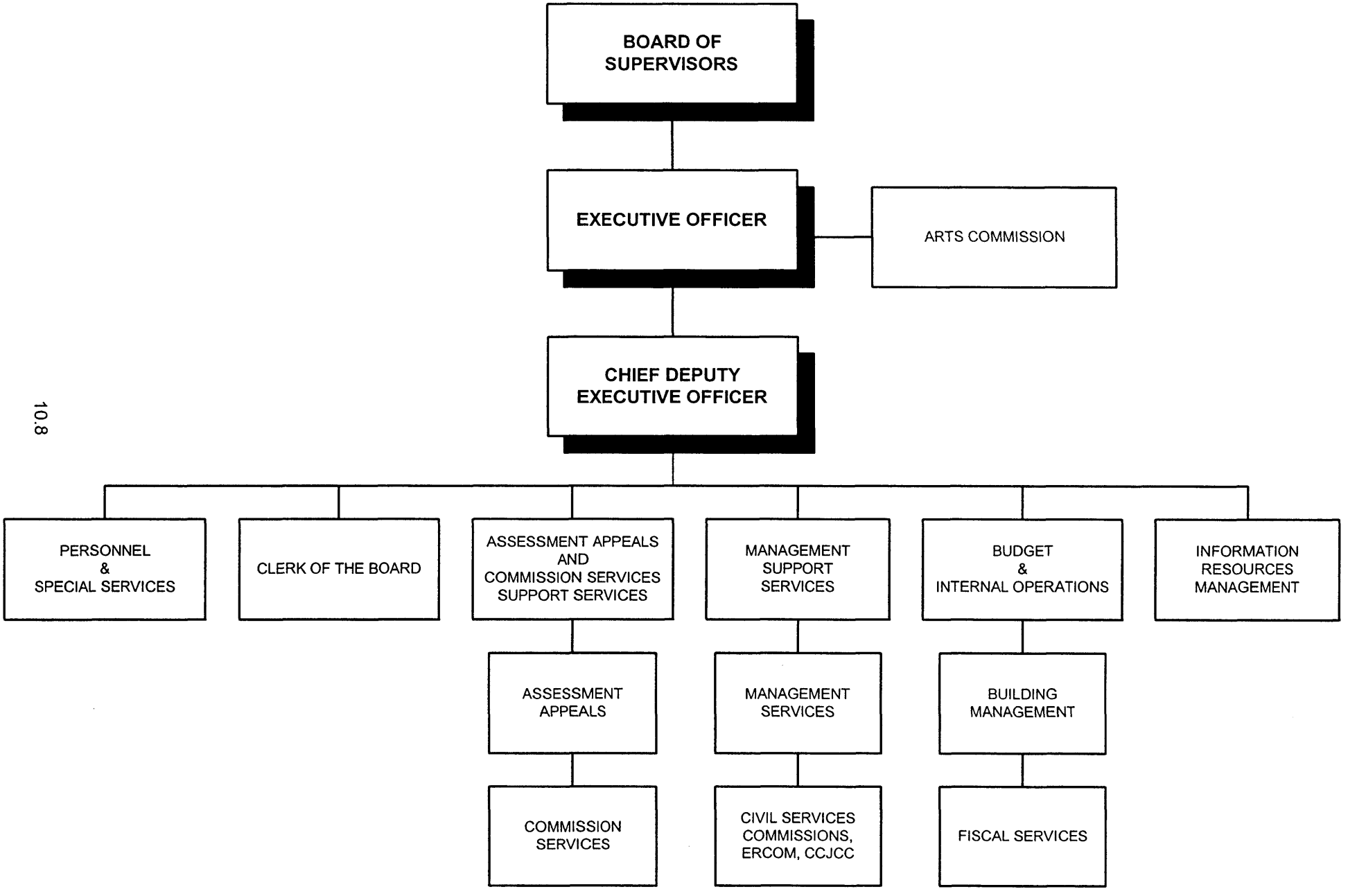
Total Programs						
$ 47,028,000	**$ 5,419,000**	**$ 3,346,000**	**$ 38,263,000**	**$ 6,190,000**	**$ 32,073,000**	**297.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	19,924,000	19,924,000	20,493,000	569,000
Employee Benefits	7,508,000	7,508,000	8,069,000	561,000
Total Salaries and Employee Benefits	27,432,000	27,432,000	28,562,000	1,130,000
Services and Supplies				
Communications	1,430,000	700,000	1,163,000	-267,000
Computer Equipment - Non-capital	420,000	300,000	300,000	-120,000
Computer Software	11,000	11,000	11,000	0
Information Technology Services	0	110,000	110,000	110,000
Insurance	30,000	45,000	45,000	15,000
Maintenance-Buildings and Improvements	5,037,000	5,590,000	5,590,000	553,000
Maintenance-Equipment	215,000	25,000	25,000	-190,000
Memberships	1,000	3,000	3,000	2,000
Office Expense-Other	654,000	1,500,000	1,500,000	846,000
Office Expense-Postage	371,000	400,000	400,000	29,000
Professional and Specialized Services	32,956,000	32,627,000	10,180,000	-22,776,000
Publication and Legal Notices	1,654,000	1,800,000	1,800,000	146,000
Rents and Leases-Bldg and Improvemts	458,000	459,000	459,000	1,000
Rents and Leases-Equipment	219,000	299,000	299,000	80,000
Special Departmental Expense	25,000	100,000	100,000	75,000
Telecommunications	252,000	441,000	441,000	189,000
Training	31,000	31,000	61,000	30,000
Transportation and Travel-Auto Mileage	44,000	30,000	30,000	-14,000
Transportation and Travel-Auto Service	256,000	280,000	280,000	24,000
Transportation and Travel-Other	0	20,000	20,000	20,000
Transportation and Travel-Traveling	22,000	40,000	40,000	18,000
Utilities	1,759,000	1,034,000	1,034,000	-725,000
Total Services and Supplies	45,845,000	45,845,000	23,891,000	-21,954,000
Other Charges				
Judgments and Damages	100,000	98,000	75,000	-25,000
Other Charges	278,000	0	30,000	-248,000
Capital Lease	0	278,000	284,000	284,000
Taxes and Assessments	0	2,000	2,000	2,000
Total Other Charges	378,000	378,000	391,000	13,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	5,316,000	5,316,000	5,816,000	500,000
Gross Total	**68,339,000**	**68,339,000**	**47,028,000**	**-21,311,000**
Less: Intrafund Transfers	4,409,000	4,409,000	5,419,000	1,010,000
TOTAL NET REQUIREMENTS	63,930,000	63,930,000	41,609,000	-22,321,000
REVENUES:				
Intergovernmental Revenues:				
Federal	0	487,000	487,000	487,000
Charges for Services	3,273,000	1,203,000	1,203,000	-2,070,000
Miscellaneous	73,000	1,656,000	1,656,000	1,583,000
TOTAL REVENUES	3,346,000	3,346,000	3,346,000	0
NET COUNTY COST	**60,584,000**	**60,584,000**	**38,263,000**	**-22,321,000**

BOARD OF SUPERVISORS ORGANIZATION CHART
2002-2003 PROPOSED BUDGETED POSITIONS = 297
Violet Varona-Lukens, Executive Officer



CAPITAL PROJECTS/REFURBISHMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FIXED ASSETS-LAND	$ 127,195	$ 408,000	$ 6,050,000	$ 8,468,000	$ 6,551,000	$ 501,000
FIXED ASSETS-B & I	55,789,250	110,864,000	424,860,000	1,265,260,000	359,515,000	-65,345,000
TOT CAP PROJ	55,916,445	111,272,000	430,910,000	1,273,728,000	366,066,000	-64,844,000
GROSS TOTAL	$ 55,916,445	$ 111,272,000	$ 430,910,000	$ 1,273,728,000	$ 366,066,000	$ -64,844,000
REVENUE	33,058,892	57,320,000	211,290,000	193,753,000	177,311,000	-33,979,000
NET COUNTY COST	$ 22,857,553	$ 53,952,000	$ 219,620,000	$ 1,079,975,000	$ 188,755,000	$ -30,865,000
REVENUE DETAIL						
ST AID-EARTHQUAKE/CP	$ 311,000	$ 62,000	$ 62,000	$	$	$ -62,000
STATE AID-CONSTR/CP	-398,460	22,784,000	60,311,000	54,671,000	44,802,000	-15,509,000
FED AID-CONSTRUCT/CP	2,208,168	5,421,000	10,922,000	11,415,000	6,452,000	-4,470,000
FED AID-EARTHQUAKE/CP	2,808,000	982,000	2,315,000	1,063,000	1,333,000	-982,000
OTHER GOVTL AGENCY/CP	24,360,416	16,337,000	83,080,000	75,031,000	72,343,000	-10,737,000
CHARGES FOR SVCS/CP	148,712	1,652,000	2,969,000	2,094,000	1,522,000	-1,447,000
MISCELLANEOUS/CP	507,067	4,082,000	32,273,000	35,025,000	37,167,000	4,894,000
INSURANCE PROCEEDS/CP	448,000					
SALE-FIXED ASSETS/CP	4					
OPERATING TRANS IN/CP	2,665,985	6,000,000	19,358,000	14,454,000	13,692,000	-5,666,000
TOTAL	$ 33,058,892	$ 57,320,000	$ 211,290,000	$ 193,753,000	$ 177,311,000	$ -33,979,000

Mission Statement

The Capital Projects/Refurbishments Budget displays the Chief Administrative Officer's funding recommendations for the acquisition, design, construction and refurbishment of General Fund capital assets and infrastructure. These recommendations support projects that are currently funded and underway, as well as projects that are anticipated to commence in the coming year and for which viable and sufficient funding has been identified.

The 2002-03 Capital Projects/Refurbishments Addendum provides more specific information regarding capital projects and refurbishments funded in the General Fund, Special Funds and Special Districts. Detailed descriptions, schedules, cost breakdowns and financing sources for individual projects are provided in the Addendum. The Addendum also includes a listing of departmental capital needs for which funding has not been identified.

2002-03 Budget Message

The Proposed 2002-03 Capital Projects/Refurbishments Budget reflects the Board of Supervisors' continuing commitment to allocate a significant amount of available one-time funding to expand, replace and refurbish the County's capital assets and infrastructure. Since 1998-99, the Board has allocated $288.4 million in one-time General Fund funding to address the County's capital and infrastructure needs. The Proposed 2002-03 Capital Projects/Refurbishments Budget reflects the ongoing appropriation of $162.0 million of funding allocated in prior fiscal years and an additional allocation of $26.8 million in one-time funding to support ongoing projects. In addition, the 2002-03 Capital Projects/Refurbishments Budget includes $177.3 million in projects that are offset by grant funds or other revenue sources.

2002-03 Budget Message

The Proposed 2002-03 General Fund appropriation of $366.1 million represents the budgetary requirements of 288 General Fund projects currently under development, design or construction. The Proposed 2002-03 Capital Projects/Refurbishments Budget reflects the following changes from the 2001-02 Budget:

-- A net decrease of $64.8 million in appropriation due to the encumbrance of design agreements and construction contracts, as well as the completion of 66 projects during 2001-02. These decreases are partially offset by the inclusion of 32 new projects and increases to the ongoing appropriation for design of the Countywide Data Center and improvements required under the Senate Bill 1953 Seismic Retrofit Program for the County's hospitals, as well as the construction of the Palmdale and San Dimas Sheriff Stations.

-- A net decrease of $34.0 million in revenue due to the completion of more than 50 projects that were fully or partially funded from revenue sources, as well as continuing progress on park and recreation projects that are funded from grant revenues. The decrease is partially offset by the inclusion of new projects funded through the State's Proposition 12 Bond Act and other grant and revenue sources.

-- A net decrease of $30.9 million in net County cost due to the completion of projects in 2001-02 as well as the continuing progress on projects funded in the past several fiscal years. The decrease is partially offset by additional General Fund support for the Countywide Data Center, Senate Bill 1953 Seismic Retrofit Program, and the Palmdale and San Dimas Sheriff Stations.

Strategic Planning

The Capital Projects/Refurbishments Budget provides the Board of Supervisors and County departments with a budgetary mechanism to facilitate the implementation of departmental capital plans that support Board-approved programs. The Capital Projects/Refurbishments Budget reflects the annual requirements and funding resources to support the expansion, replacement and refurbishment of the County's capital assets necessary to support the departments' multiyear Strategic Plans.

Since 1998-99, the County has expended $257.7 million to upgrade its physical plant. The $366.1 million in appropriation in the Proposed 2002-03 Capital Projects/Refurbishments Budget reflects the continuation of 256 projects and the addition of 32 new projects that are scheduled to be completed within the next five years. Project scopes, schedules, costs and budgetary requirements are continuously reviewed and adjusted annually in the Capital Projects/Refurbishments Budget.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -4,076,000	$ -3,173,000	$ -903,000	--
	Animal Care and Control: The reduction in appropriation, revenue and net County cost reflects the completion of the expansions of the Baldwin Park, Gardena and Lancaster animal shelters and the award of a construction contract for the expansion of the Downey animal shelter.			
2.	$ -2,714,000	$ -1,187,000	$ -1,527,000	--
	Beaches and Harbors: The reduction in appropriation reflects the award of construction contracts for improvements at Dan Blocker, Dockweiler, Torrance, Venice and Will Rogers beaches, which are offset by revenue from the Regional Park and Open Space District, and initial expenditures for the replacement of 154 lifeguard towers, funded through net County cost.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
3.	$ -2,511,000	$ -544,000	$ -1,967,000	--

East Los Angeles Civic Center: The reduction in appropriation reflects expenditures on land acquisition, building demolition, and supplemental architectural and engineering services, which were funded through net County cost, and the relocation of modular buildings to house educational enrichment programs, which were offset by Community Development Block Grant revenue.

4.	$ -620,000	$ -620,000	$ --	--

Federal and State Disaster Aid: The reduction in appropriation and revenue reflects the completion of three replacement facilities at Olive View Medical Center.

5.	$ -7,892,000	$ -5,404,000	$ -2,488,000	--

Health Services: The reduction in appropriation reflects the completion of the nonstructural seismic safety improvements that were required to meet the January 1, 2002, milestone under Senate Bill 1953, as well as the award of construction contracts for Senate Bill 1953 improvements to meet the January 1, 2008, deadline at Olive View Medical Center and Martin Luther King Drew Medical Center, which were funded in part by Federal Emergency Management Agency Hazard Mitigation Grant Funds. The reduction in appropriation and revenue also reflects the award of a purchase order to provide modular housing for multiple drug resistant tuberculosis patients at High Desert Hospital, funded by a State grant.

The reduction in appropriation and net County cost also reflects expenditures on various smaller projects, including the telecommunication reroute at Harbor-UCLA Medical Center and installation of a new fire alarm system at High Desert Hospital. The net change also reflects the addition of $7.8 million of appropriation and net County cost to support anticipated design and consultant activities necessary in Fiscal Year 2002-03 to support the County's Senate Bill 1953 seismic retrofit program, consisting of structural and additional nonstructural seismic renovations at High Desert Hospital, Harbor-UCLA Medical Center, Martin Luther King Jr./Drew Medical Center and Olive View Medical Center and the construction of a replacement facility at Rancho Los Amigos National Rehabilitation Center as a cost-effective alternative to the seismic retrofit of the existing buildings.

6.	$ 1,552,000	$ -144,000	$ 1,696,000	--

Internal Services: The increase in appropriation and net County cost represents the allocation of an additional $2.1 million to support design activities for the Countywide Data Center, partially offset by preliminary expenditures for the data center in Fiscal Year 2001-02 and the completion of improvements to comply with the Americans with Disabilities Act at the department's headquarters, which were funded by departmental revenue.

7.	$ -13,048,000	$ -5,750,000	$ -7,298,000	--

Parks and Recreation: The reduction in appropriation, revenue and net County cost reflects the acquisition of land for Acton Park and Vasquez Rocks Natural Area and the completion of approximately 15 capital projects, including new gymnasiums at Jackie Robinson and Pamela Parks, the nature center at Friendship Park, the community building at Lennox Park, and refurbishment of Roosevelt Park, Manzanita Park, and Belvedere Park. The reduction also reflects the award of construction contracts on 17 additional projects, as well as ongoing design and development activities on other park and recreation projects.

These activities are partially offset by the inclusion of 19 new projects funded through net County cost allocated from Board office discretionary capital project funds and State Proposition 12 competitive grant revenue.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
8.	$ -37,478,000	$ -23,387,000	$ -14,091,000	--

Probation: The reduction in appropriation, revenue and net County cost reflect the completion of the Camp Challenger Staff Quarters and South Central Area Office projects, the award of construction contracts and related construction management expenditures for Camp Scott and Central Juvenile Hall, and the issuance of purchase orders to provide modular buildings and female showers at various camps to comply with Department of Justice requirements.

9.	$ -402,000	$ --	$ -402,000	--

Public Library: The reduction in appropriation and net County cost reflects completion of planning and programming activities for several public library projects.

10.	$ 6,430,000	$ -1,062,000	$ 7,492,000	--

Sheriff: The increase in appropriation and net County cost reflects the allocation of $16.3 million for construction of the Palmdale Sheriff Station and construction management and inspection for the San Dimas Sheriff Station. The increase in appropriation also reflects the addition of two projects, the Pitchess Post Closure Maintenance and an East Los Angeles Satellite Station, and supplemental funding for the Pitchess Landfill Closure, all of which are offset by revenue.

These increases are partially offset by the completion of five projects and the award of a construction contract for the San Dimas Sheriff Station, as well as the elimination of appropriation and revenue associated with the Regional Forensic Crime Lab, which will be designed and constructed by the Los Angeles Regional Crime Laboratory Authority.

11.	$ -4,085,000	$ 7,292,000	$ -11,377,000	--

Various Capital Projects and Refurbishments: The reduction in appropriation and net County cost reflects the completion of various capital projects and refurbishments for the Auditor-Controller, Consumer Affairs, and Human Resources, as well as the award of design and consultant agreements on other projects, including Patriotic Hall and El Pueblo. The reductions in appropriation and net County cost also reflect the allocation of discretionary funds available to the Board of Supervisors to support departmental projects, primarily the Department of Parks and Recreation.

The reduction in appropriation is partially offset by the inclusion of the Grand Avenue Realignment and Pedestrian Improvement Project, which is fully revenue offset by available grant funds and other revenue sources.

Total	***$ -64,844,000***	***$ -33,979,000***	***$ -30,865,000***	***0.0***

CHIEF INFORMATION OFFICER

JON W. FULLINWIDER, CHIEF INFORMATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 1,544,496	$ 2,086,000	$ 2,424,000	$ 3,876,000	$ 2,549,000	$ 125,000
SERVICES & SUPPLIES	882,543	1,135,000	3,371,000	3,183,000	3,183,000	-188,000
OTHER CHARGES	3,423	18,000	18,000	20,000	20,000	2,000
FIXED ASSETS-EQUIP	62,842	132,000	889,000	922,000	922,000	33,000
GROSS TOTAL	$ 2,493,304	$ 3,371,000	$ 6,702,000	$ 8,001,000	$ 6,674,000	$ -28,000
REVENUE	3,384	70,000	40,000	9,000	17,000	-23,000
NET COUNTY COST	$ 2,489,920	$ 3,301,000	$ 6,662,000	$ 7,992,000	$ 6,657,000	$ -5,000
BUDGETED POSITIONS	15.0	18.0	18.0	19.0	18.0	
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 6	$	$	$	$	$
MISCELLANEOUS	3,378	70,000	40,000	9,000	17,000	-23,000
TOTAL	$ 3,384	$ 70,000	$ 40,000	$ 9,000	$ 17,000	$ -23,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

The Chief Information Officer (CIO) is responsible to the Board of Supervisors for developing and implementing a strategic direction and vision for the effective application of information technology (I/T) throughout the County of Los Angeles. The CIO is responsible for developing countywide business automation plans, developing enterprise computer and telecommunications standards to ensure compatibility, and ensuring that all automation initiatives are in concert with both departmental and County objectives.

2002-03 Budget Message

The 2002-2003 Proposed Budget reflects a net County cost decrease of $5,000 as higher costs from negotiated salary and employee benefit increases are more than offset by the deletion of one-time funding associated with anti-virus software. The Proposed Budget provides for carryover of unexpended current year funds for the Health Insurance Portability and Accountability Act ($1,500,000) and the Security Action Plan ($1,493,000) cyber terrorism element.

Strategic Planning

The CIO will continue to participate in and support the County Strategic Plan. In the upcoming fiscal year, the CIO will continue development of a countywide I/T strategic plan that will assess existing and future enterprise and departmental technology opportunities to improve delivery of services to the public. The plan will also assess technologies that will improve organizational effectiveness by increasing employee productivity and enhancing communication across jurisdictional boundaries. The CIO will use its existing departmental resources to assist in these strategic planning efforts.

Critical Needs

The Department's critical needs include: 1) funding for legal services essential to the development of agreements with vendors for systems or services to support countywide initiatives; 2) funding to purchase additional network hardware and peripheral equipment to secure network hardware that is maintained in open areas to combat cyber terrorism; 3) funding to obtain professional services to implement the recommendations from the study of the County's Geographic Information Systems (GIS) needs; 4) funding for the design, acquisition, and installation of wireless LAN equipment in the Hall of Administration to allow County personnel to access their email and other appropriate departmental systems from designated conference rooms; and 5) funding for document imaging and document management feasibility studies.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -131,000	$ --	$ -131,000	--
Security Action Plan: Reflects a reduction of $400,000 in one-time funding provided in the current fiscal year, partially offset by an increase of $269,000 in one-time funding for the second year, consistent with the Board approved Security Action Plan. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*				
2.	$ -40,000	$ -40,000	$ --	--
Southern California Association of Governments (SCAG): Reflects elimination of one-time reimbursable funding to provide consulting services to SCAG for the Enterprise Resource Planning Implementation Project. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Other Changes				
1.	$ 103,000	$ --	$ 103,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 2,000	$ --	$ 2,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 38,000	$ 17,000	$ 21,000	--
Utilities: Reflects an increase from funding levels provided in 2001-02 due to updated space allocation notification.				
Total	***$ -28,000***	***$ -23,000***	***$ -5,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Information Technology Planning/Oversight						
$ 6,674,000	$ 0	$ 17,000	$ 6,657,000	$ 15,000	$ 6,642,000	18.0

Authority: Non-mandated, discretionary program - assisting in compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996, Federal Regulation §164.530.

Provides leadership in creating information technology strategies that will meet County business needs, maximize information technology impact and mitigate risk. Major services provided are: development of countywide I/T strategic vision and associated policies; guidance and assistance to departments to ensure their technology plans are consistent with countywide plans; recommendations to the Board regarding the viability and cost effectiveness of requested departmental I/T contracts; risk assessments; and review of departmental strategic and tactical plans to ensure consistency with County strategic plan goals and objectives.

Also provides leadership, policy development and implementation on countywide security and privacy issues, including coordinating and monitoring the County's compliance with HIPAA regulations.

Program Outcome: Coordinated application of information technology in County departments.

Service Delivery Standard: Timely review of departmental business automation plans and responses to Board actions, requests and referrals.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
HIPAA Compliance				
Input				
Number of actual assigned technology consultants	n/a	n/a	n/a	3
Workload/Output				
Number of compliant entities	n/a	n/a	n/a	13
Efficiency				
Number of compliant entities per technology consultants	n/a	n/a	n/a	4
Effectiveness				
Percentage of entities in compliance with HIPAA privacy regulations.	n/a	n/a	n/a	100%

Explanatory Notes: Data for FY's 1999-00, 2000-01, and 2001-02 is not available. The CIO, through its Information Security and Privacy Office, will lead and manage the privacy compliance for the impacted entities.

General Oversight				
Input				
Number of actual assigned technology consultants	n/a	n/a	n/a	10
Workload/Output				
Number of Board actions, requests, and referrals	n/a	n/a	n/a	360

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
General Oversight (cont'd)				
Efficiency				
Number of Board actions, requests, and referrals per technology consultants	n/a	n/a	n/a	36
Effectiveness				
Percentage of CIO responses provided to Board office and client departments within schedule	n/a	n/a	n/a	90%

Explanatory Notes:
n/a = Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 6,674,000	**$ --**	**$ 17,000**	**$ 6,657,000**	**$ 15,000**	**$ 6,642,000**	**18.0**

DEPARTMENTAL DETAIL SUMMARY

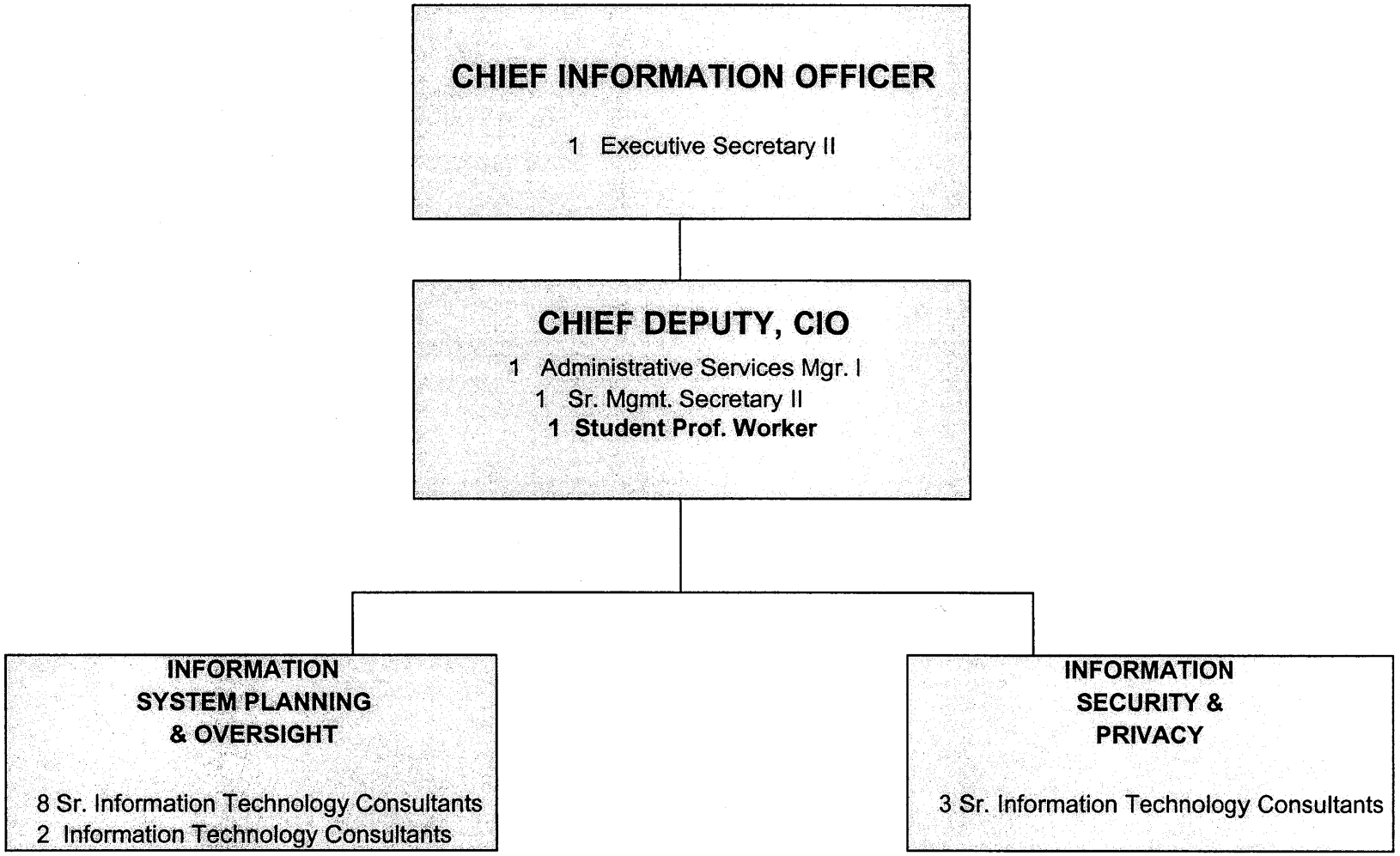
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	1,806,000	1,536,000	1,890,000	84,000
Employee Benefits	618,000	550,000	659,000	41,000
Total Salaries and Employee Benefits	2,424,000	2,086,000	2,549,000	125,000
Services and Supplies				
Communications	23,000	25,000	27,000	4,000
Computer Equipment-Non-capital	15,000	1,000	1,000	-14,000
Computer Software	15,000	15,000	149,000	134,000
Information Technology Services	102,000	63,000	75,000	-27,000
Insurance	1,000	1,000	1,000	0
Maintenance-Bldgs and Improvement	20,000	0	0	-20,000
Maintenance-Equipment	0	73,000	61,000	61,000
Memberships	5,000	5,000	5,000	0
Office Expense	30,000	172,000	63,000	33,000
Professional and Spec Services	2,814,000	442,000	2,402,000	-412,000
Rents and Leases-Bldg and Improvement	3,000	5,000	3,000	0
Rents and Leases-Equipment	262,000	234,000	293,000	31,000
Telecommunications	4,000	0	0	-4,000
Training	30,000	30,000	30,000	0
Travel	34,000	34,000	35,000	1,000
Utilities	13,000	35,000	38,000	25,000
Total Services and Supplies	3,371,000	1,135,000	3,183,000	-188,000
Other Charges				
Judgments and Damages	9,000	6,000	6,000	-3,000
Capital Lease Payments	9,000	12,000	14,000	5,000
Total Other Charges	18,000	18,000	20,000	2,000
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys	849,000	92,000	882,000	33,000
Major Office Equipment	40,000	40,000	40,000	0
Total Equipment	889,000	132,000	922,000	33,000
Total Fixed Assets	889,000	132,000	922,000	33,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Budgeted Fiscal Year 2001-02	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**6,702,000**	**3,371,000**	**6,674,000**	**-28,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	6,702,000	3,371,000	6,674,000	-28,000
REVENUES:				
Miscellaneous	40,000	70,000	17,000	-23,000
TOTAL REVENUES	40,000	70,000	17,000	-23,000
NET COUNTY COST	**6,662,000**	**3,301,000**	**6,657,000**	**-5,000**

CHIEF INFORMATION OFFICER

Jon W. Fullinwider, Chief Information Officer

Total 2002-03 Proposed Budget Positions = 18



CHILD SUPPORT SERVICES
PHILIP L. BROWNING, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 85,807,218	$ 95,752,000	$ 111,154,000	$ 114,154,000	$ 114,154,000	$ 3,000,000
SERVICES & SUPPLIES	65,437,781	72,618,000	61,746,000	69,260,000	69,260,000	7,514,000
OTHER CHARGES	60,235	151,000	151,000	151,000	151,000	
FIXED ASSETS-EQUIP	299,714	62,000				
GROSS TOTAL	$ 151,604,948	$ 168,583,000	$ 173,051,000	$ 183,565,000	$ 183,565,000	$ 10,514,000
LESS INTRAFD TRANSFER	1,674,999					
NET TOTAL	$ 149,929,949	$ 168,583,000	$ 173,051,000	$ 183,565,000	$ 183,565,000	$ 10,514,000
REVENUE	150,350,434	173,051,000	173,051,000	183,565,000	183,565,000	10,514,000
NET COUNTY COST	$ -420,485	$ -4,468,000	$	$	$	$
BUDGETED POSITIONS	1,811.0	2,034.0	2,034.0	2,035.0	2,035.0	1.0
REVENUE DETAIL						
STATE-OTHER	$ 10,575,369	$ 57,968,000	$ 54,200,000	$ 62,232,000	$ 62,232,000	$ 8,032,000
FEDERAL-OTHER	137,000,280	112,781,000	118,851,000	121,153,000	121,153,000	2,302,000
CHRGS FOR SVCS-OTHER	38	131,000		180,000	180,000	180,000
OTHER SALES	124					
MISCELLANEOUS	2,773,284	2,171,000				
SALE OF FIXED ASSETS	1,339					
TOTAL	$ 150,350,434	$ 173,051,000	$ 173,051,000	$ 183,565,000	$ 183,565,000	$ 10,514,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

To enforce the financial responsibility of parents to support their children.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects $10.5 million in additional appropriation to primarily address the maintenance cost of $7.3 million for the Consortium that includes Orange and San Diego Counties' utilization of the Los Angeles County's Automated Child Support Enforcement System (ACSES) Replacement System (ARS), and the program cost of $3.1 million for Statewide Initiatives including Quality Assurance, Community Outreach and Training, all of which are fully offset by a corresponding increase in State funding. The State Department of Child Support Services (SDCSS) has tentatively approved the funding for the ARS Consortium Project and the final planning allocation is expected prior to June 30, 2002. The budget also includes 1.0 Data Processing Manager position to assist in the management of the ARS Consortium. The Proposed Budget does not reflect any net County cost (NCC) as a result of State legislation that provides for full State funding of eligible expenditures not reimbursed by federal revenue.

Strategic Planning

The Department began its strategic planning process in 1998 and developed four strategic objectives, as well as established ongoing work groups tasked with implementation of these objectives. The Department's strategic planning process and objectives are consistent with, and will be directly linked to, the County's Strategic Plan process and the County's Management Appraisal and Performance Plan process. The four strategic objectives address increases in the following: 1) paternity establishment; 2) cases with a child support order; 3) current support collected; and 4) cases with arrearage collections. These objectives are measurable and are consistent with the federal standards.

Critical Needs

The Department is seeking an additional allocation from the State to fund the following: 1) cost-of-living salary adjustments for current staffing; and 2) A-87 Countywide Cost Allocation Plan Adjustments.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 3,149,000	$ 3,149,000	$ --	--
	Statewide Initiatives: Reflects supplemental funding for statewide programs including Quality Assurance, Community Outreach and Training, fully offset by a corresponding increase in State subvention revenue. *Supports Countywide Strategic Goal 4, Strategy 1 and Goal 5, Strategy 1.*			
2.	$ 7,260,000	$ 7,260,000	$ --	--
	ARS Consortium: Reflects additional State funding primarily for Unisys Data Center costs associated with Orange and San Diego Counties' utilization of Los Angeles County's automated child support processing system. *Supports Countywide Strategic Goal 4, Strategy 1 and Goal 5, Strategy 1.*			
3.	$ 105,000	$ 105,000	$ --	1.0
	Consortium Supervision: Reflects the addition of 1.0 Data Processing Manager position to provide supplemental management and support of the three-County ARS Consortium Project, fully offset by a corresponding increase in State subvention revenue. *Supports Countywide Strategic Goal 4, Strategy 1 and Goal 5, Strategy 1.*			
Total	***$ 10,514,000***	***$ 10,514,000***	***$ 0***	***1.0***

CHILD SUPPORT SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Child Support Services						
$ 169,879,000	$ 0	$ 169,879,000	$ 0	$ 0	$ 0	1,852.0

Authority: Mandated by the State - Family Code Section 17304 require the creation of an independent Child Support Services Department for each county in California.

Program Outcome: The Child Support Services Department enforces the financial responsibility of parents to support their children. The Department also coordinates the children's program Keep Your Freedoms/Keep Your Dreams, which is designed to reduce teen pregnancy in Los Angeles County.

Service Delivery Standard: Continued enhancement of the Department's Customer Service Operation that includes the successful development of the new Ombudsman program and the implementation of an expanded Customer Service Plan, as approved by the State.

Maintenance of the consortium that includes Orange and San Diego Counties onto the Los Angeles County's Automated Child Support Enforcement System (ACSES) Replacement System (ARS).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Workload/Output				
Total collections	$381,100,000	$425,000,000	$470,000,000	$507,600,000
Families served	576,072	576,070	580,000	550,000
Effectiveness/Outcome				
Percentage of paternity establishment	n/a	58.51%	68.50%	75.35%
Percentage of cases with a child support order	n/a	62.38%	72.50%	79.75%
Percentage of current support collected	n/a	32.08%	35.00%	40.00%
Percentage of cases with arrearage collections	n/a	46.60%	50.00%	55.00%

Explanatory Notes: The Effectiveness/Outcomes are new measures that will provide the foundation for new baseline data.

The following four performance measures are federally mandated for each California County and the State earns federal funding incentives based on its ranking throughout the United States. Each County is also measured based on its ranking statewide.

-- Paternity Establishment - The total number of children in the open active IV-D caseload (not including emancipated or over age 18) born out-of-wedlock for whom paternity has been established compared to the total number of children born out-of-wedlock in the open active caseload who require the establishment of paternity (during the reporting period).

-- Cases with a Child Support Order - The total number of cases in the IV-D caseload with support orders (including orders for zero cash support, child support reserved, or health insurance/medical support only) compared with the total open active caseload, with and without support orders (last day of reporting period).

-- Current Support Collected - The total amount of current support disbursed (including voluntary payments) compared to the amount of current support due (during the reporting period).

-- Cases Paying Towards Arrears - The total number of cases in the IV-D caseload for which any arrears payment was disbursed compared to the total number of cases for which there are any arrears due (during the reporting period).

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Administration						
$ 13,686,000	$ 0	$ 13,686,000	$ 0	$ 0	$ 0	183.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office, budget and fiscal, personnel, payroll, and procurement.

Program Outcome: Provide adequate staffing to carry out the Department's mission.

Service Delivery Standard: Maintain vacancy factor of ten (10) percent or less of budgeted items.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted positions	n/a	n/a	2,034	2,035
Workload/Output				
Average monthly number of employees hired	n/a	n/a	10	10
Efficiency				
Average new employee recruitment time (weeks)	n/a	n/a	5	5
Effectiveness/Outcome				
Percentage of vacant items	n/a	n/a	12.3%	7.4%

Explanatory Notes:

-- The Child Support Services Department was established July 1, 2001. Prior-year administrative support was performed by the District Attorney's Office.

-- Percent of vacant items were calculated using estimated vacancies divided by budgeted positions. In fiscal year 2001-02, the average number of vacant items per month is 250; and for fiscal year 2002-03, the number is estimated at 150 average vacant items per month.

Gross Appropriation	IFT	Revenue	Net County Cost	Fixed Costs (NCC)	County Cost Savings	Budgeted Positions
Total Programs						
$ 183,565,000	**$ 0**	**$ 183,565,000**	**$ 0**	**$ 0**	**$ 0**	**2,035.0**

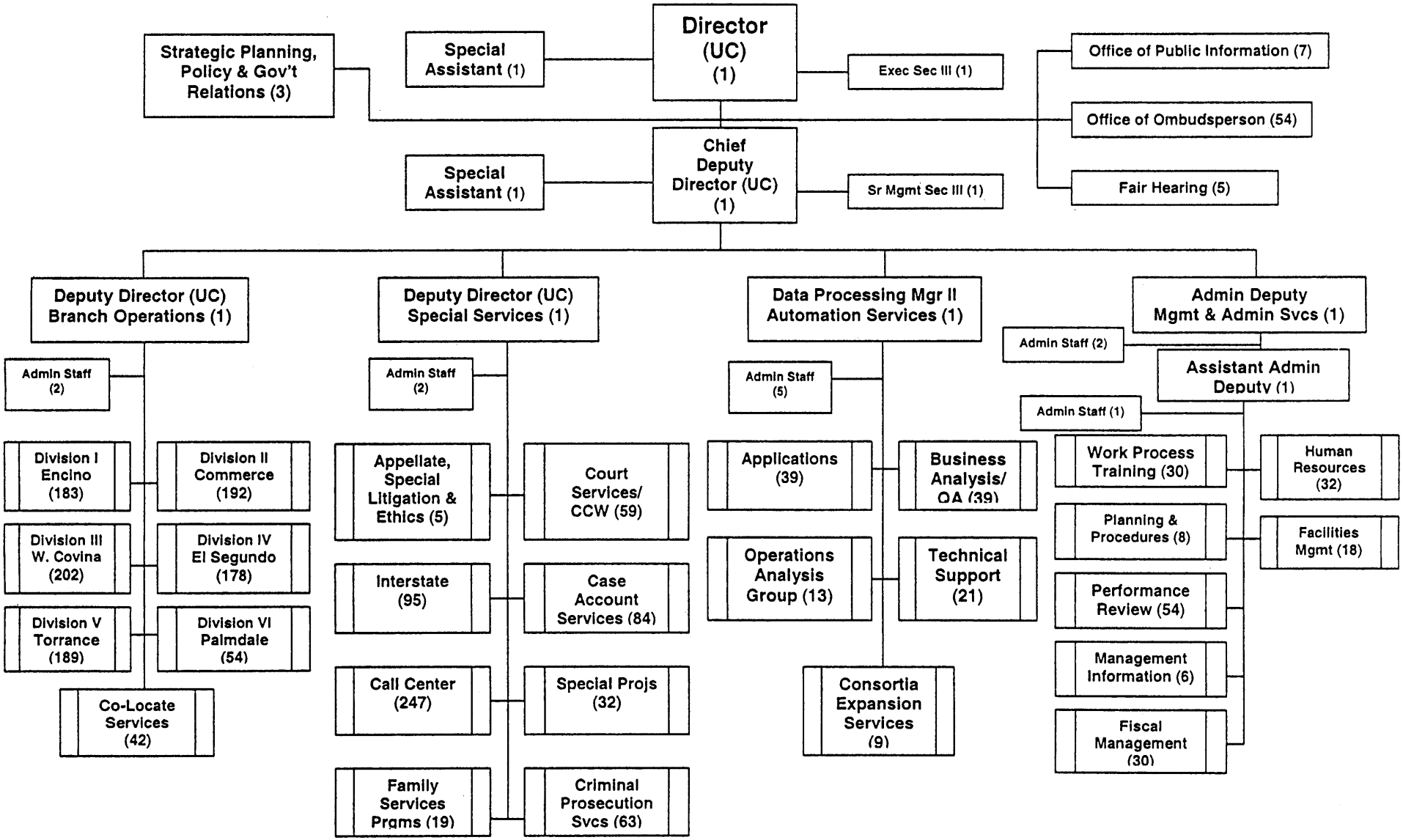
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	83,444,000	71,378,000	86,202,000	2,758,000
Employee Benefits	27,710,000	24,374,000	27,952,000	242,000
Total Salaries and Employee Benefits	111,154,000	95,752,000	114,154,000	3,000,000
Services and Supplies				
Communications	2,206,000	2,792,000	2,974,000	768,000
Computer Equipment - Non-capital	2,000,000	0	0	-2,000,000
Computer Software	0	180,000	120,000	120,000
Household Expenses	0	1,403,000	6,000	6,000
Information Technology Services	12,100,000	17,243,000	16,826,000	4,726,000
Insurance	55,000	93,000	93,000	38,000
Jury and Witness Expense	1,000	1,000	1,000	0
Maintenance-Buildings and Improvements	5,000	46,000	43,000	38,000
Maintenance-Equipment	30,000	351,000	351,000	321,000
Memberships	136,000	160,000	160,000	24,000
Miscellaneous Expense	0	1,331,000	1,331,000	1,331,000
Office Expense-Other	3,576,000	638,000	600,000	-2,976,000
Office Expense-Postage	1,123,000	2,874,000	2,874,000	1,751,000
Office Expense-Stat and Forms	200,000	716,000	716,000	516,000
Professional and Specialized Services	26,193,000	30,293,000	27,148,000	955,000
Rents and Leases-Bldg and Improvemts	9,883,000	9,812,000	11,031,000	1,148,000
Rents and Leases-Equipment	462,000	594,000	594,000	132,000
Special Departmental Expense	180,000	78,000	78,000	-102,000
Telecommunications	3,000,000	3,466,000	3,763,000	763,000
Training	0	9,000	9,000	9,000
Transportation and Travel-Auto Mileage	140,000	140,000	140,000	0
Transportation and Travel-Auto Service	7,000	10,000	14,000	7,000
Transportation and Travel-Other	6,000	2,000	2,000	-4,000
Transportation and Travel-Traveling	335,000	250,000	250,000	-85,000
Utilities	108,000	136,000	136,000	28,000
Total Services and Supplies	61,746,000	72,618,000	69,260,000	7,514,000
Other Charges				
Judgments and Damages	151,000	151,000	151,000	0
Total Other Charges	151,000	151,000	151,000	0
Fixed Assets				
Equipment:				
Vehicle-Automobile	0	62,000	0	0
Total Equipment	0	62,000	0	0
Total Fixed Assets	0	62,000	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**173,051,000**	**168,583,000**	**183,565,000**	**10,514,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	173,051,000	168,583,000	183,565,000	10,514,000
REVENUES:				
Intergovernmental Revenues:				
Federal	118,851,000	112,781,000	121,153,000	2,302,000
State	54,200,000	57,968,000	62,232,000	8,032,000
Other	0	131,000	180,000	180,000
Miscellaneous	0	2,171,000	0	0
TOTAL REVENUES	173,051,000	173,051,000	183,565,000	10,514,000
NET COUNTY COST	**0**	**-4,468,000**	**0**	**0**

CHILD SUPPORT SERVICES DEPARTMENT
ORGANIZATIONAL CHART

Total 2002-2003 Proposed Budgeted Positions = 2,035.0



CHILDREN AND FAMILY SERVICES

ANITA M. BOCK, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 353,381,356	$ 393,874,000	$ 410,192,000	$ 489,167,000	$ 434,669,000	$ 24,477,000
SERVICES & SUPPLIES	134,231,128	169,684,000	174,090,000	214,276,000	183,759,000	9,669,000
OTHER CHARGES	694,146,820	744,553,000	732,009,000	805,017,000	766,107,000	34,098,000
FIXED ASSETS-EQUIP	667,597	1,935,000	2,220,000	2,030,000	1,720,000	-500,000
OTHER FINANCING USES	185,600					
GROSS TOTAL	$ 1,182,612,501	$ 1,310,046,000	$ 1,318,511,000	$ 1,510,490,000	$ 1,386,255,000	$ 67,744,000
LESS INTRAFD TRANSFER	2,513,622	13,747,000	14,641,000	14,206,000	16,200,000	1,559,000
NET TOTAL	$ 1,180,098,879	$ 1,296,299,000	$ 1,303,870,000	$ 1,496,284,000	$ 1,370,055,000	$ 66,185,000
REVENUE	1,047,374,161	1,165,803,000	1,179,143,000	1,259,891,000	1,233,248,000	54,105,000
NET COUNTY COST	$ 132,724,718	$ 130,496,000	$ 124,727,000	$ 236,393,000	$ 136,807,000	$ 12,080,000
BUDGETED POSITIONS	6,416.0	6,922.0	6,922.0	6,987.0	6,967.0	45.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	$ 149,857,892	$ 186,217,000	$ 195,898,000	$ 206,445,000	$ 207,338,000	$ 11,440,000
ST AID-PUB ASST PROG	170,893,267	184,260,000	181,010,000	194,726,000	190,433,000	9,423,000
STATE-OTHER	896,933	3,083,000	3,333,000	3,605,000	2,987,000	-346,000
STATE-REALIGNMENT REV	178,075,000	193,466,000	193,466,000	193,466,000	193,643,000	177,000
FEDERAL-PUB ASST-ADM	290,809,927	330,903,000	339,817,000	371,978,000	366,608,000	26,791,000
FED AID-PUB ASST PROG	250,657,728	260,731,000	258,476,000	286,786,000	268,723,000	10,247,000
FEDERAL-OTHER	1,818,877	49,000	49,000	49,000	49,000	
COURT FEES & COSTS	600					
ADOPTION FEES	514,966	498,000	498,000	498,000	498,000	
INSTIT CARE & SVS	5,612					
CHRGS FOR SVCS-OTHER	28,417					
OTHER SALES	990	6,503,000	6,503,000		2,245,000	-4,258,000
MISCELLANEOUS	3,808,243	93,000	93,000	2,338,000	93,000	
SALE OF FIXED ASSETS	5,709					
OPERATING TRANSFER IN					631,000	631,000
TOTAL	$ 1,047,374,161	$ 1,165,803,000	$ 1,179,143,000	$ 1,259,891,000	$ 1,233,248,000	$ 54,105,000

CHILDREN AND FAMILY SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 332,847,477	$ 369,331,000	$ 384,376,000	$ 461,106,000	$ 407,453,000	$ 23,077,000
SERVICES & SUPPLIES	126,145,158	160,067,000	164,223,000	197,509,000	168,519,000	4,296,000
OTHER CHARGES	57,443,923	68,260,000	69,330,000	84,881,000	85,237,000	15,907,000
FIXED ASSETS-EQUIP	667,597	1,435,000	1,720,000	1,530,000	1,720,000	
OTHER FINANCING USES	185,600					
GROSS TOTAL	$ 517,289,755	$ 599,093,000	$ 619,649,000	$ 745,026,000	$ 662,929,000	$ 43,280,000
LESS INTRAFD TRANSFER	2,513,622	12,811,000	14,141,000	13,406,000	15,400,000	1,259,000
NET TOTAL	$ 514,776,133	$ 586,282,000	$ 605,508,000	$ 731,620,000	$ 647,529,000	$ 42,021,000
REVENUE	442,449,727	523,529,000	538,076,000	572,980,000	571,357,000	33,281,000
NET COUNTY COST	$ 72,326,406	$ 62,753,000	$ 67,432,000	$ 158,640,000	$ 76,172,000	$ 8,740,000
BUDGETED POSITIONS	6,050.0	6,486.0	6,486.0	6,505.0	6,528.0	42.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	$ 146,088,549	$ 183,846,000	$ 190,320,000	$ 201,227,000	$ 202,828,000	$ 12,508,000
STATE-OTHER	-2,016,964					
STATE-REALIGNMENT REV	14,287,000	15,490,000	15,490,000	15,490,000	15,667,000	177,000
FEDERAL-PUB ASST-ADM	280,840,322	317,130,000	325,203,000	353,458,000	349,426,000	24,223,000
FEDERAL-OTHER	1,819,861	49,000	49,000	49,000	49,000	
COURT FEES & COSTS	600					
ADOPTION FEES	514,966	498,000	498,000	498,000	498,000	
CHRGS FOR SVCS-OTHER	28,417					
OTHER SALES	990	6,503,000	6,503,000		2,245,000	-4,258,000
MISCELLANEOUS	881,820	13,000	13,000	2,258,000	13,000	
SALE OF FIXED ASSETS	4,166					
OPERATING TRANSFER IN					631,000	631,000
TOTAL	$ 442,449,727	$ 523,529,000	$ 538,076,000	$ 572,980,000	$ 571,357,000	$ 33,281,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	ADMINISTRATION

Mission Statement

The Department of Children and Family Services will, with its community partners, provide a comprehensive child protection system of prevention, preservation, and permanency to ensure that children grow up safe, physically and emotionally healthy, educated, and in permanent homes.

2002-03 Budget Message

The 2002-03 Proposed Budget for Administration reflects increased appropriation of $43.2 million and a net County cost (NCC) increase of $8.7 million, as well as a net increase of 42.0 positions. The Department has also proposed a number of other position changes that are not included in this Proposed Budget. These requested position changes, as well as operational/systems changes, will be reviewed and addressed in the Final Changes portion of the budget cycle. Key components of the appropriation increase include:

2002-03 Budget Message (cont'd)

-- $15.7 million to fund the Board of Supervisors (Board)-approved contracts for Lead Wraparound Agencies. The Wraparound Program allows agencies to "pool" their foster care funds so that they can individualize services and use whatever resources are necessary to support children in their homes and communities. The $4.7 million NCC related to this increase will be funded by a corresponding reduction in foster care payments as reflected in the Department's Proposed Assistance budget;

-- $2.8 million to fund Board-approved Wraparound administrative infrastructure costs, including those of other departments, which will be submitted on the Department's administrative claim to the State to maximize revenue;

-- $1.6 million to fund the Department's minimum match requirement to access available State and federal funding;

-- $3.8 million to fund the Child Health and Education Passport service application, which will be funded through a combination of federal and State grant funding and the County Information Infrastructure Technology Fund; and

-- $1.3 million in intrafund revenues from the Department of Public Social Services to fund Long-Term Family Self-Sufficiency (LTFSS) project activities.

The Proposed Budget also includes $17.4 million for negotiated salaries and employee benefits increases and $1.1 million for increased pension bond costs, partially offset by $0.5 million in savings from the countywide Word Processor reclass study and the transfer of 3.0 positions from the Administration budget to MacLaren Children's Center budget.

In addition, the Proposed Budget reflects the redirection of services and supplies appropriation to salaries and employee benefits to fund additional positions for information technology services, public health nurses, and transportation workers. Contract and other County department staff currently provide these services. The appropriation redirection will enable the Department to perform the services in-house.

Strategic Planning

The Department recently released Phase II of its Strategic Plan. The action plan represents the Department's goals, key tasks and action steps, and the related performance measures that will be used to reach them. This is the second of three phases in the Department's strategic planning and systems reform process. It identifies over 25 goals that, if met, will contribute to the improved safety and protection of children and will reflect the means for permanently changing and improving the system of care.

The strategic plan reflects the time and effort of hundreds of managers and staff, as well as that of consultants and community partners and stakeholders. The Department will continue to explore every possibility for growth and improvement in the services that are provided for children and their families. Beginning in the early part of 2002-03, the Department will identify and assess the progress made on the Phase II goals and will provide both a published update of that progress as well as identify goals for the new fiscal year.

Critical Needs

The Department's unmet critical needs include additional positions and unfunded operating costs for Board and Court mandates, as well as for recommendations from the Inspector General, Foster Care Task Force, and Auditor-Controller.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 15,722,000	$ 11,022,000	$ 4,700,000	--
	Wraparound Program Expansion: Reflects the funding of Board-approved contracts providing wraparound services, funded by a corresponding reduction in foster care assistance costs. *Supports Countywide Strategic Plan Goal 1, Strategy 2; and Goal 5, Strategy 1.*			
2.	$ 2,818,000	$ 2,436,000	$ 382,000	-2.0
	Wraparound Infrastructure: Reflects funding for Wraparound administrative infrastructure costs, including those in other departments, to maximize revenue. *Supports Countywide Strategic Plan Goal 1, Strategy 2; and Goal 5, Strategy 1.*			
3.	$ 1,634,000	$ --	$ 1,634,000	--
	Minimum Match Requirement: Reflects funding to provide the Department's minimum match requirement to access available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ 3,831,000	$ 3,831,000	$ --	--
	Child Health and Education Passport: Reflects funding to pilot a service application that can link existing systems and provide internet access to information by multiple users. *Supports Countywide Strategic Plan Goal 1, Strategy 2; and Goal 5, Strategy 1.*			
5.	$ 56,000	$ 56,000	$ --	--
	Grant Development and Management Project: Reflects Productivity Investment Grant funding for implementation of a grant development and management project to support program operations and improve service delivery. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*			
6.	$ 1,259,000	$ 1,259,000	$ --	--
	LTFSS: Reflects additional intrafund transfer revenue from the Department of Public Social Services to fund LTFSS projects (Family Support and Family Preservation). *Supports Countywide Strategic Plan Goal 1, Strategy 2; and Goal 5, Strategy 1.*			
Other Changes				
1.	$ 17,411,000	$ 15,338,000	$ 2,073,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 1,105,000	$ 973,000	$ 132,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
3.	$ -32,000	$ -28,000	$ -4,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	$ --	$ --	$ --	47.0
	Additional Staffing: Reflects additional information technology, public health nurse, and transportation positions to perform services that were previously provided by contractors and other County departments, fully offset by a reduction in contract costs.			
5.	$ -238,000	$ -238,000	$ --	--
	Word Processor Reclass: Reflects savings from the countywide Word Processor reclass study performed by the Department of Human Resources.			
6.	$ -286,000	$ -286,000	$ --	-3.0
	Administration: Reflects the transfer of 3.0 positions from the Administration budget to MacLaren Children's Center budget.			
7.	$ --	$ 177,000	$ -177,000	--
	Realignment Sales Tax: Reflects a projected increase in Realignment Sales Tax revenue.			
Total	***$ 43,280,000***	***$ 34,540,000***	***$ 8,740,000***	***42.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Children and Family Services						
$ 308,028,000	$ 1,897,000	$ 267,258,000	$ 38,873,000	$ 38,873,000	$ 0	4,278.0

Authority: Mandated program - California Welfare & Institutions (W&I) Codes 16000 and 16500 - 16515.

Provides services to children and their families when children are at risk due to actual or potential abuse, neglect, abandonment, or exploitation. Emergency response services are available 24 hours every day. Services can be provided when the children remain in the home with their families, as well as when they have been placed in out-of-home care. Services also include the provision of case management and support and medical case management services to ensure that the children for whom the Department is responsible receive adequate, early, and comprehensive medical assessments in accordance with Child Health Disability Prevention (CHDP) requirements. Also, provides for the training of the Children's Social Workers (CSWs) who provide these services and the Foster Parents who care for the children.

Program Outcome: Children's safety and survival; emotional and social well-being; good health; economic well-being; and educational/workforce readiness.

Service Delivery Standard: 99.4% of children in out-of-home care will be safe and not re-victimized by subsequent substantiated Child Abuse/Neglect (CA/N).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
	(CY 1999)	(CY 2000)	(CY 2001)	(CY 2002)
Input				
Children in Foster Care (1)	58,029	53,772	50,000	48,000
Workload/Output				
Children in homes assigned by Foster Care Agencies (FCAs)	17,802	14,024	12,500	12,000
Efficiency				
Incidents of subsequent CA/N Substantiated in homes assigned by FCAs	379	308	250	72
Effectiveness/Outcome				
Percent of FCA assigned homes with no subsequent substantiated CA/N	97.9%	97.8%	98.0%	99.4%

Explanatory Note:
(1) Data extracted from a State report represents children in the system at any time during the calendar year. The Department is developing a database that will count children versus homes by fiscal year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Adoption Services						
$ 64,469,000	$ 0	$ 64,469,000	$ 0	$ 0	$ 0	578.0

2. Adoption Services (cont'd)

Authority: Mandated program - California W&I Codes 16000, 16130, and 16140 - 16144.

Provides adoption services which include the evaluation of children for adoption, the recruitment and placement of children in adoptive homes, the supervision of adoptive placement until the adoption is finalized, post-adoptive services to birth parents and the adoptive parents, services to the Superior Court on independent adoptions arranged by birth parents, and the provision of recommendations to the Superior Court on petitions of persons seeking to legally adopt a stepchild.

Program Outcome: Children's emotional and social well-being.

Service Delivery Standard: 95% of children in finalized adoptions will not experience a dissolution of their adoptive home.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
	(CY 1999)	(CY 2000)	(CY 2001)	(CY 2002)
Input				
Budgeted staff in Adoptions	n/a	579	579	579
Workload/Output				
Number of finalized adoptions	1,823	2,661	2,849	3,268
Efficiency				
Months between Termination of Parental Rights (TPR) and finalization of adoption	17.4	19.5	21.8	18.5
Effectiveness/Outcome				
Percent of adoptions with no dissolution post finalization (1)	n/a	n/a	n/a	95%

Explanatory Note:
(1) The Department recently implemented a tracking system to capture this data.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Foster Care Eligibility Services						
$ 29,134,000	$ 0	$ 25,204,000	$ 3,930,000	$ 3,930,000	$ 0	667.0

Authority: Mandated program - California W&I Codes 11400 - 11469.

Provides for the determination of eligibility, including Medi-Cal, for children placed in out-of-home care. Processes payments to caregivers and provides support to CSWs by completing placement searches and other eligibility related services.

Program Outcome: Children's good health and economic well-being.

Service Delivery Standard: 95% of Foster Care providers shall receive initial payment within 45 days of child's placement.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff performing Foster Care Eligibility services	48	38	49	51
Workload/Output				
Number of payments budgeted per month	2,501	1,963	2,554	2,682

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Average payments processed per staff	52	51	52	52
Effectiveness/Outcome				
Percent of payments made timely (1)	n/a	n/a	92%	95%

Explanatory Note:
(1) Reflects an estimate of payment timeliness. The Department is developing a database that will track timeliness of payments.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Emancipation/Independent Living Program (ILP) Services						
$ 23,345,000	$ 550,000	$ 22,795,000	$ 0	$ 0	$ 0	144.0

Authority: Non-mandated, discretionary program.

Provides emancipation services to current and former foster care youth who are between the ages of 14 and 21. Training and services are provided to prepare/help emancipating youth to live successfully on their own. Services include assessing the needs of each youth, identifying the type of skills training required, and providing counseling, vocational training, and career development. Also, includes services provided through a grant from the Weingart Foundation, HUD funding, and other public and private partnerships such as the YMCA and the Covenant House. These services are not funded under the State's ILP and include housing assistance, job training and placement, mentoring, and continuing education.

Program Outcome: Children's safety and survival; educational/workforce readiness; emotional and social well-being; and economic well-being.

Service Delivery Standard: 80% of age-appropriate youth will receive ILP services and will have their Transitional Independent Living Plan (TILP) updated every six months.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of DCFS and Probation Emancipation staff	n/a	204	156	156
Workload/Output				
Eligible youth	12,500	14,054	15,325 (1)	17,500 (1)
Efficiency				
Youth that received ILP services (2)	4,641	4,936	8,392	14,000
Effectiveness/Outcome				
Percent of youth served (2)	37%	35%	55%	80%

Explanatory Notes:
(1) Estimate is not complete. The Department is developing data that will capture counts for all eligible youth.
(2) Data is not complete. The Department is developing data to identify the percent of youth who have a TILP that is updated every six months.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Family Preservation (FP) and Support Services						
$ 42,778,000	$ 12,953,000	$ 24,267,000	$ 5,558,000	$ 5,558,000	$ 0	28.0

Authority: Non-mandated, discretionary program.

Provides coordinated multi-disciplinary, community-based service delivery systems for families who have experienced abuse/neglect within their homes, or whose children are unable to remain in the community due to severe emotional disturbance or delinquency. This program is designed to strengthen families thereby preventing placement of children in out-of-home care or limiting out-of-home stays by expediting the safe return of children to their families, homes, and communities.

Program Outcome: Children's safety and survival and social well-being.

Service Delivery Standard: 95% of children and families served by FP will be safe and not re-victimized by subsequent substantiated Child Abuse/Neglect (CA/N) within 12 months of case closure.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Families referred for FP services (1)	n/a	n/a	n/a	n/a
Workload/Output				
Families served	1,238	1,444	1,650	2,000
Efficiency				
Families with no subsequent substantiated CA/N within 12 months of case closure (1)	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of families with no subsequent substantiated CA/N within 12 months of case closure (1)	n/a	n/a	n/a	95%

Explanatory Note:
(1) A USC Research Project that will capture CA/N recidivism data is scheduled for completion June 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Foster Family Home (FFH)/Recruitment Services						
$ 10,469,000	$ 0	$ 10,469,000	$ 0	$ 0	$ 0	88.0

Authority: Non-mandated, discretionary program.

Recruits foster family homes in Los Angeles County to meet the needs of children who require foster home placement. Provides training for foster parents.

Program Outcome: Children's safety and survival; emotional, social, and economic well-being.

Service Delivery Standard: 98% of FFH evaluations will be completed timely (i.e., within 90 days of receipt from the State of California Community Care Licensing agency).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of FFH	3,179	2,198	2,868	2,800
Workload/Output				
Assigned FFH evaluations	894	718	816	850
Efficiency				
Completed FFH (1)	917	612	730	830
Effectiveness/Outcome				
Percent of timely completed evaluations (1)	102.6%	85.2%	89.5%	97.6%

Explanatory Note:
(1) FY 1999-00 completed evaluations include carryover from 1998-99. Timeliness data is under development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Community Support Services						
$ 17,418,000	$ 0	$ 16,834,000	$ 584,000	$ 584,000	$ 0	57.0

Authority: Non-mandated, discretionary program.

Provides for a wide variety of services offered through contracts with community agencies to support and strengthen families while children are residing in their own homes, as well as in foster care. These services include child care and the administrative cost of the Assembly Bill (AB) 1733 and AB 2994 contracts.

Program Outcome: Children's safety and survival; emotional and social well-being; educational/workforce readiness; and economic well-being.

Service Delivery Standard: 100% of childcare funds will be used each fiscal year to better meet the childcare needs of families.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of children needing child care	n/a	8,694	8,700	8,700
Workload/Output				
Number of children enrolled in child care	3,573	4,671	5,000	5,250
Efficiency				
Percent of children needing child care who are enrolled	n/a	53.7%	57.5%	60.3%
Effectiveness/Outcome				
Change in percent of children in child care	n/a	30.7%	7%	5%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

8. Administrative Services

$ 67,970,000	$ 0	$ 57,327,000	$ 10,643,000	$ 10,643,000	$ 0	419.0

Authority: Mandatory.

Provides administrative services to the Department, including budget, fiscal, and personnel/payroll activities.

Program Outcome: Workforce excellence.

Service Delivery Standard: The standard for Administrative Services is under development.

Explanatory Note: Performance measures for Administrative Services are under development.

9. Support Services

$ 63,186,000	$ 0	$ 53,294,000	$ 9,892,000	$ 9,892,000	$ 0	127.0

Authority: Mandatory.

Provides administrative support services to the Department including space, contracts, program and policy development, training strategic planning, internal audit, disaster preparedness, and legislation services; also, includes rents and utilities.

Program Outcome: Children's emotional and social well-being; safety and survival; educational/workforce readiness; and good health.

Service Delivery Standard: The standard for Support Services is under development.

Explanatory Note: Performance measures for Support Services are under development.

10. Information Technology Services

$ 36,132,000	$ 0	$ 29,440,000	$ 6,692,000	$ 6,692,000	$ 0	142.0

Authority: Mandated program - California W&I Code 16501.5.

Provides comprehensive Information Technology services to the Department including applications/systems maintenance, application development, network administration, technical support, contract maintenance, distribution of hardware and software, and administrative support.

Program Outcome: Workforce excellence.

Service Delivery Standard: 98% of the time the Departmental controlled critical server-based applications will be available.

Explanatory Note: Performance measures for Information Technology Services are under development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
11. MacLaren Children's Center						
$ 39,469,000	$ 0	$ 21,772,000	$ 17,697,000	$ 17,697,000	$ 0	439.0

Authority: Mandated program - California W&I Code 16504.1

Provides emergency transitional shelter care for abused, abandoned, and neglected children and youth on a temporary basis until an appropriate placement resource is identified.

Program Outcome: Children's emotional and social well-being and safety and survival.

Service Delivery Standard: 74% of children admitted to MacLaren Children's Center will be placed in a more appropriate setting within 30 days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Average monthly population	144	142	149	156
Workload/Output				
Average monthly releases	142	139	140	154
Efficiency				
Average monthly releases within 30 days	101	101	101	114
Effectiveness/Outcome				
Percent of releases within 30 days of admission	71.1%	72.7%	72.1%	74.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
12. Assistance Payments						
$ 683,857,000	$ 800,000	$ 640,119,000	$ 42,938,000	$ 42,938,000	$ 0	0.0

Authority: Mandated program - California W&I Codes 11400 - 11469, 16112 - 16115, and 18350 - 18351.

Provides funds to maintain children in out-of-home care when it is not safe for them to remain in their homes with their families because of abuse and/or neglect. Also, provides out-of-home care for children who are seriously emotionally disturbed when, as part of an Individualized Education Plan, services are required that cannot be provided to the child in their own home. In addition, funds are allocated to public and private agencies to provide child abuse/neglect prevention and intervention services to at-risk children and their families. Under the Kinship Guardian Assistance Payment (Kin-GAP) program, a relative caring for a dependent child may receive a subsidy on behalf of that child if he/she assumes legal guardianship and the dependency case is dismissed. Financial support is available for families adopting a child with special needs under the Adoption Assistance Program.

Explanatory Note: This budget exists for the payment of benefits only. All related departmental administrative, support and operational activities are included under other programs, so no performance measure was required for the Assistance Payments budget.

Total Programs						
$1,386,255,000	**$ 16,200,000**	**$1,233,248,000**	**$ 136,807,000**	**$ 136,807,000**	**$ 0**	**6,967.0**

CHILDREN AND FAMILY SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 2,967,475	$ 3,083,000	$ 3,333,000	$ 3,605,000	$ 2,987,000	$ -346,000
OTHER CHARGES	636,702,897	676,293,000	662,679,000	720,136,000	680,870,000	18,191,000
GROSS TOTAL	$ 639,670,372	$ 679,376,000	$ 666,012,000	$ 723,741,000	$ 683,857,000	$ 17,845,000
LESS INTRAFD TRANSFER		800,000		800,000	800,000	800,000
NET TOTAL	$ 639,670,372	$ 678,576,000	$ 666,012,000	$ 722,941,000	$ 683,057,000	$ 17,045,000
REVENUE	591,139,772	626,050,000	620,795,000	663,093,000	640,119,000	19,324,000
NET COUNTY COST	$ 48,530,600	$ 52,526,000	$ 45,217,000	$ 59,848,000	$ 42,938,000	$ -2,279,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$ 170,893,267	$ 184,260,000	$ 181,010,000	$ 194,726,000	$ 190,433,000	$ 9,423,000
STATE-OTHER	2,913,897	3,083,000	3,333,000	3,605,000	2,987,000	-346,000
STATE-REALIGNMENT REV	163,788,000	177,976,000	177,976,000	177,976,000	177,976,000	
FED AID-PUB ASST PROG	250,657,728	260,731,000	258,476,000	286,786,000	268,723,000	10,247,000
MISCELLANEOUS	2,886,880					
TOTAL	$ 591,139,772	$ 626,050,000	$ 620,795,000	$ 663,093,000	$ 640,119,000	$ 19,324,000

2002-03 Budget Message

The Children and Family Services - Assistance budget funds programs to: 1) maintain children who are placed in out-of-home care because of actual or potential abuse or neglect; 2) provide for seriously emotionally disturbed children who require services as part of an Individualized Education Plan; 3) aid prospective adoptive parents in meeting the additional expenses of special needs children; and 4) assist public and private agencies in providing child abuse and neglect prevention and intervention programs to meet the needs of high-risk children.

The 2002-03 Proposed Budget for Assistance Payments reflects a gross appropriation increase of $17.8 million, with a net County cost (NCC) savings of $2.3 million. Key components include:

-- Foster Care (FC): $11.1 million decrease in gross appropriation, with a NCC savings of $1.8 million, due to a 9.2 percent reduction in budgeted case costs based on current trends, partially offset by a 7.8 percent increase in budgeted caseload, primarily in Emergency Assistance.

-- Adoption Assistance Program (AAP): $27.6 million increase in gross appropriation, with a NCC increase of $3.4 million, due to a projected 21 percent increase in the AAP caseload and a reduction in the Federal Medical Assistance Percentage sharing ratio from 51.4 percent to 50 percent.

-- Seriously Emotionally Disturbed (SED): $1.7 million increase in gross appropriation, with a NCC savings of $3.9 million, due to a projected 8.4 percent increase in budgeted case costs based on current trends, more than offset by $5.6 million in additional revenue. The revenue increase includes $5.0 million in Senate Bill (SB) 90 revenue as the result of a successful unfunded mandate claim to the State.

-- Child Abuse Prevention Program: $0.4 million decrease in gross appropriation and revenue to stay within the available State funding.

Changes From FY 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ -11,899,000	$ -8,311,000	$ -3,588,000	--
	Foster Care: Reflects a 9.2 percent decrease in case costs based on current trends, partially offset by a projected 7.8 percent caseload increase.			
2.	$	$ -1,805,000	$ 1,805,000	--
	Foster Care: Reflects a decrease in the Federal Medical Assistance Percentage (FMAP) sharing ratio from 51.4 percent to 50.0 percent effective October 1, 2002.			
3.	$ 800,000	$ 800,000	$	--
	Foster Care: Reflects the transfer of the Department of Probation portion of Community Treatment Facility costs from the Administration Budget to the Assistance budget, fully offset by intrafund revenue.			
4.	$ 27,591,000	$ 24,471,000	$ 3,120,000	--
	Adoption Assistance Program: Reflects a projected 21 percent caseload increase based on current trends.			
5.	$ --	$ -328,000	$ 328,000	--
	Adoption Assistance Program: Reflects a decrease in the FMAP sharing ratio from 51.4 percent to 50.0 percent effective October 1, 2002.			
6.	$ 1,699,000	$ 680,000	$ 1,019,000	--
	Seriously Emotionally Disturbed: Reflects a projected 8.4 percent increase in case costs based on current trends.			
7.	$ --	$ 4,963,000	$ -4,963,000	--
	Seriously Emotionally Disturbed: Reflects the receipt of SB 90 revenue due to a successful unfunded mandate claim to the State.			
8.	$ -346,000	$ -346,000	$ --	--
	Child Abuse: Reflects a reduction in funding to stay within the available State allocation.			
Total	***$ 17,845,000***	***$ 20,124,000***	***$ -2,279,000***	***0.0***

ADOPTION ASSISTANCE PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 101,073,245	$ 127,255,000	$ 120,216,000	$ 147,807,000	$ 147,807,000	$ 27,591,000
REVENUE	91,408,753	115,408,000	109,174,000	133,645,000	133,317,000	24,143,000
NET COUNTY COST	$ 9,664,492	$ 11,847,000	$ 11,042,000	$ 14,162,000	$ 14,490,000	$ 3,448,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$ 40,174,897	$ 50,212,000	$ 47,794,000	$ 57,156,000	$ 57,156,000	$ 9,362,000
STATE-REALIGNMENT REV	3,720,000	4,890,000	4,890,000	4,890,000	4,890,000	
FED AID-PUB ASST PROG	47,513,856	60,306,000	56,490,000	71,599,000	71,271,000	14,781,000
TOTAL	$ 91,408,753	$ 115,408,000	$ 109,174,000	$ 133,645,000	$ 133,317,000	$ 24,143,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

CHILD ABUSE PREVENTION PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 2,967,475	$ 3,083,000	$ 3,333,000	$ 3,605,000	$ 2,987,000	$ -346,000
REVENUE	2,913,897	3,083,000	3,333,000	3,605,000	2,987,000	-346,000
NET COUNTY COST	$ 53,578	$	$	$	$	$
REVENUE DETAIL						
STATE-OTHER	$ 2,913,897	$ 3,083,000	$ 3,333,000	$ 3,605,000	$ 2,987,000	$ -346,000
TOTAL	$ 2,913,897	$ 3,083,000	$ 3,333,000	$ 3,605,000	$ 2,987,000	$ -346,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

FOSTER CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 514,395,561	$ 524,360,000	$ 517,388,000	$ 545,555,000	$ 506,289,000	$ -11,099,000
LESS INTRAFD TRANSFER		800,000		800,000	800,000	800,000
NET TOTAL	$ 514,395,561	$ 523,560,000	$ 517,388,000	$ 544,755,000	$ 505,489,000	$ -11,899,000
REVENUE	482,394,486	491,759,000	492,329,000	509,204,000	482,213,000	-10,116,000
NET COUNTY COST	$ 32,001,075	$ 31,801,000	$ 25,059,000	$ 35,551,000	$ 23,276,000	$ -1,783,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$ 122,224,734	$ 124,177,000	$ 123,186,000	$ 126,860,000	$ 117,604,000	$ -5,582,000
STATE-REALIGNMENT REV	154,139,000	167,157,000	167,157,000	167,157,000	167,157,000	
FED AID-PUB ASST PROG	203,143,872	200,425,000	201,986,000	215,187,000	197,452,000	-4,534,000
MISCELLANEOUS	2,886,880					
TOTAL	$ 482,394,486	$ 491,759,000	$ 492,329,000	$ 509,204,000	$ 482,213,000	$ -10,116,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

SERIOUSLY EMOTIONALLY DISTURBED CHILDREN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 21,234,091	$ 24,678,000	$ 25,075,000	$ 26,774,000	$ 26,774,000	$ 1,699,000
REVENUE	14,422,636	15,800,000	15,959,000	16,639,000	21,602,000	5,643,000
NET COUNTY COST	$ 6,811,455	$ 8,878,000	$ 9,116,000	$ 10,135,000	$ 5,172,000	$ -3,944,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$ 8,493,636	$ 9,871,000	$ 10,030,000	$ 10,710,000	$ 15,673,000	$ 5,643,000
STATE-REALIGNMENT REV	5,929,000	5,929,000	5,929,000	5,929,000	5,929,000	
TOTAL	$ 14,422,636	$ 15,800,000	$ 15,959,000	$ 16,639,000	$ 21,602,000	$ 5,643,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

CHILDREN AND FAMILY SERVICES - MACLAREN CHILDREN'S CENTER

ANITA M. BOCK, DIRECTOR
LISA NUNEZ, INTERIM ADMINISTRATOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 20,533,879	$ 24,543,000	$ 25,816,000	$ 28,061,000	$ 27,216,000	$ 1,400,000
SERVICES & SUPPLIES	5,118,495	6,534,000	6,534,000	13,162,000	12,253,000	5,719,000
FIXED ASSETS-EQUIP		500,000	500,000	500,000		-500,000
GROSS TOTAL	$ 25,652,374	$ 31,577,000	$ 32,850,000	$ 41,723,000	$ 39,469,000	$ 6,619,000
LESS INTRAFD TRANSFER		136,000	500,000			-500,000
NET TOTAL	$ 25,652,374	$ 31,441,000	$ 32,350,000	$ 41,723,000	$ 39,469,000	$ 7,119,000
REVENUE	13,784,662	16,224,000	20,272,000	23,818,000	21,772,000	1,500,000
NET COUNTY COST	$ 11,867,712	$ 15,217,000	$ 12,078,000	$ 17,905,000	$ 17,697,000	$ 5,619,000
BUDGETED POSITIONS	366.0	436.0	436.0	482.0	439.0	3.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	$ 3,769,343	$ 2,371,000	$ 5,578,000	$ 5,218,000	$ 4,510,000	$ -1,068,000
FEDERAL-PUB ASST-ADM	9,969,605	13,773,000	14,614,000	18,520,000	17,182,000	2,568,000
FEDERAL-OTHER	-984					
INSTIT CARE & SVS	5,612					
MISCELLANEOUS	39,543	80,000	80,000	80,000	80,000	
SALE OF FIXED ASSETS	1,543					
TOTAL	$ 13,784,662	$ 16,224,000	$ 20,272,000	$ 23,818,000	$ 21,772,000	$ 1,500,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

Mission Statement

To provide safe, supportive, temporary care while providing multi-disciplinary assessment, diagnosis, and treatment services for abused and neglected dependent children.

2002-03 Budget Message

The 2002-03 Proposed Budget for MacLaren Children's Center (MCC) reflects increased appropriation of $6.6 million with a net County cost (NCC) increase of $5.6 million, as well as a net increase of 3.0 positions transferred from Department of Children and Family Services (DCFS) - Administration Budget. Components of the NCC increase include:

-- $3.3 million revenue reduction due to clarification of Federal Title IV-E claiming guidelines related to case management activities and termination of the mental health day treatment services;

-- $1.7 million to fund services provided by the Department of Health Services, including $0.4 million for Certified Nursing Attendants; and

-- $0.6 million net increase due to various other changes, including $0.3 million in increased salaries and employee benefits costs and $0.4 million in unavoidable operating cost increases, partially offset by a $0.1 million savings in utilities costs.

2002-03 Budget Message (cont'd)

The Proposed Budget assumes the average population at MCC will not exceed the State licensed capacity of 156 youth. In addition, the Proposed Budget assumes a higher percentage (55.7%) of youth will transition into community-based settings within the first 30 days of arrival.

Strategic Planning

MacLaren Children's Center will continue to improve outcomes for children and families through enhanced assessment and care, coordinated case management, improved transition planning, and more effective service delivery. The Proposed Budget addresses the five outcome areas of Goal 5: Children and Families Well-Being, including: good health [Certified Nursing Attendants (CNAs)]; safety and survival; and emotional and social well-being. An on-site Independent Living Program provides educational/workforce readiness training and other services to prepare youth for successful transition to independence (education/workforce readiness and economic and social well-being).

Critical Needs

The critical needs at MCC will be assessed mid-year to determine if the requirements included in the proposed State regulations for Transitional Shelter Care Facilities will impact the shelter's operational budget.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ --	$ -228,000	$ 228,000	--
Child Protection: Reflects a reduction of intrafund transfer from the Department of Mental Health based on deletion of the day treatment services, partially offset by an increase in revenue related to redirection of staff to direct care and supervision activities. *Supports Countywide Strategic Plan Goal 5, Strategy 1.*				
2.	$ 1,726,000	$ --	$ 1,726,000	--
Child Protection: Reflects an increase in services to youth provided by CNAs and other health related services provided by the Department of Health Services. *Supports Countywide Strategic Plan Goal 5, Strategy 1.*				
Other Changes				
1.	$ 286,000	$ 286,000	$ --	3.0
Administration: Reflects the transfer of 3.0 positions from DCFS - Administration Budget to ensure appropriate support for recruitment and hiring activities. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*				
2.	$ 860,000	$ 536,000	$ 324,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
3.	$ 49,000	$ 28,000	$ 21,000	--
Retirement Debt Service: Reflects MCC's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
4.	$ -158,000	$ --	$ -158,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
5.	$ 3,856,000	$ 3,483,000	$ 373,000	--
	Unavoidable Cost Increases: Reflects an increase in operating costs, partially offset by an increase in salary savings. In addition, reflects the transfer of functions and associated operating costs from DCFS - Administration Budget to MCC, offset by an increase in revenue as a result of more timely placement of youth from MCC into community-based settings.			
6.	$ --	$ -3,105,000	$ 3,105,000	--
	Unavoidable Cost Increases: Reflects the loss of Federal Title IV-E revenue due to a federal policy announcement related to claiming case management activities.			
Total	***$ 6,619,000***	***$ 1,000,000***	***$ 5,619,000***	***3.0***

CHILDREN AND FAMILY SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	262,393,000	241,410,000	276,222,000	13,829,000
Employee Benefits	121,983,000	127,921,000	131,231,000	9,248,000
Total Salaries and Employee Benefits	384,376,000	369,331,000	407,453,000	23,077,000
Services and Supplies				
Clothing and Personal Supplies	640,000	299,000	640,000	0
Communications	9,041,000	8,718,000	9,041,000	0
Computer Equipment - Non-capital	3,051,000	3,759,000	3,051,000	0
Computer Software	0	21,000	0	0
Food	225,000	226,000	225,000	0
Household Expenses	525,000	125,000	525,000	0
Information Technology Services	25,658,000	22,531,000	27,111,000	1,453,000
Insurance	2,740,000	2,658,000	2,740,000	0
Jury and Witness Expense	195,000	196,000	195,000	0
Maintenance-Buildings and Improvements	8,009,000	7,862,000	8,009,000	0
Maintenance-Equipment	357,000	161,000	357,000	0
Medical Dental and Laboratory Supplies	82,000	16,000	82,000	0
Memberships	69,000	70,000	69,000	0
Miscellaneous Expense	1,745,000	202,000	1,745,000	0
Office Expense-Other	5,971,000	5,633,000	5,971,000	0
Office Expense-Postage	1,100,000	1,103,000	1,100,000	0
Office Expense-Stat and Forms	1,093,000	567,000	1,093,000	0
Professional and Specialized Services	56,422,000	56,840,000	59,297,000	2,875,000
Publication and Legal Notices	384,000	380,000	384,000	0
Rents and Leases-Bldg and Improvemts	21,243,000	21,279,000	21,211,000	-32,000
Rents and Leases-Equipment	367,000	307,000	367,000	0
Small Tools and Instruments	10,000	2,000	10,000	0
Special Departmental Expense	2,604,000	2,358,000	2,604,000	0
Telecommunications	299,000	334,000	299,000	0
Training	12,210,000	13,010,000	12,210,000	0
Transportation and Travel-Auto Mileage	3,641,000	4,346,000	3,641,000	0
Transportation and Travel-Auto Service	4,000	4,000	4,000	0
Transportation and Travel-Other	25,000	12,000	25,000	0
Transportation and Travel-Traveling	5,019,000	5,549,000	5,019,000	0
Utilities	1,494,000	1,499,000	1,494,000	0
Total Services and Supplies	164,223,000	160,067,000	168,519,000	4,296,000
Other Charges				
Judgments and Damages	3,920,000	3,785,000	3,920,000	0
Support and Care of Persons	65,410,000	64,475,000	81,317,000	15,907,000
Total Other Charges	69,330,000	68,260,000	85,237,000	15,907,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	580,000	680,000	580,000	0
Computer Info. and Data Processing Sys.	850,000	490,000	850,000	0
Major Office Equipment	75,000	80,000	75,000	0
Vehicle-Automobile	215,000	185,000	215,000	0
Total Equipment	1,720,000	1,435,000	1,720,000	0
Total Fixed Assets	1,720,000	1,435,000	1,720,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**619,649,000**	**599,093,000**	**662,929,000**	**43,280,000**
Less: Intrafund Transfers	14,141,000	12,811,000	15,400,000	1,259,000
TOTAL NET REQUIREMENTS	605,508,000	586,282,000	647,529,000	42,021,000
REVENUES:				
Intergovernmental Revenues:				
Federal	325,203,000	317,179,000	349,475,000	24,272,000
State	205,810,000	199,336,000	218,495,000	12,685,000
Other	49,000	0	0	-49,000
Charges for Services	498,000	498,000	498,000	0
Miscellaneous	6,516,000	6,516,000	2,258,000	-4,258,000
Other Financing Sources	0	0	631,000	631,000
TOTAL REVENUES	538,076,000	523,529,000	571,357,000	33,281,000
NET COUNTY COST	**67,432,000**	**62,753,000**	**76,172,000**	**8,740,000**

CHILDREN AND FAMILY SERVICES - ASSISTANCE

DEPARTMENTAL DETAIL SUMMARY

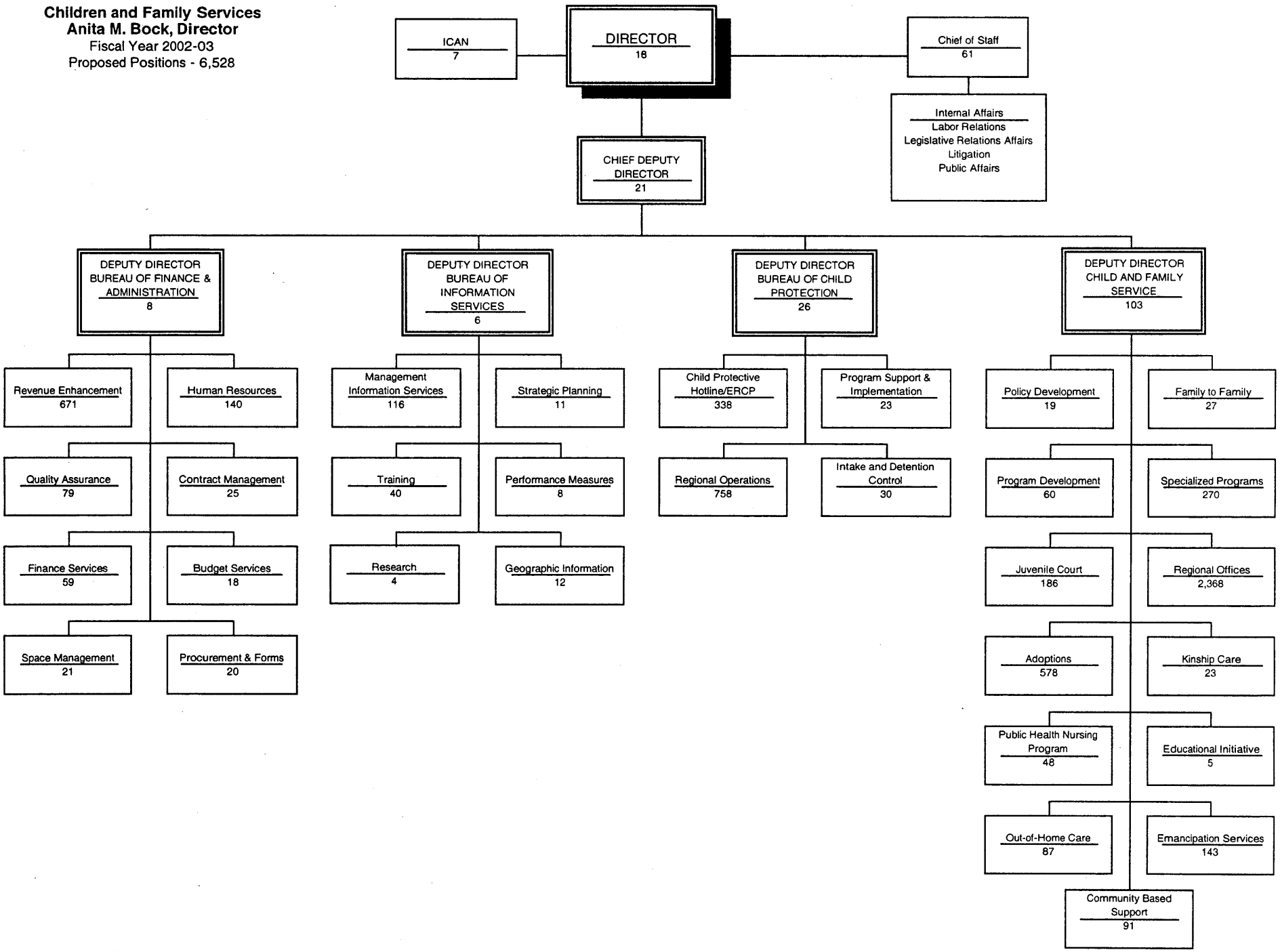
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Professional and Specialized Services	3,333,000	3,083,000	2,987,000	-346,000
Total Services and Supplies	3,333,000	3,083,000	2,987,000	-346,000
Other Charges				
Support and Care of Persons	662,679,000	676,293,000	680,870,000	18,191,000
Total Other Charges	662,679,000	676,293,000	680,870,000	18,191,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**666,012,000**	**679,376,000**	**683,857,000**	**17,845,000**
Less: Intrafund Transfers	0	800,000	800,000	800,000
TOTAL NET REQUIREMENTS	666,012,000	678,576,000	683,057,000	17,045,000
REVENUES:				
Intergovernmental Revenues:				
Federal	258,476,000	260,731,000	268,723,000	10,247,000
State	362,319,000	365,319,000	371,396,000	9,077,000
TOTAL REVENUES	620,795,000	626,050,000	640,119,000	19,324,000
NET COUNTY COST	**45,217,000**	**52,526,000**	**42,938,000**	**-2,279,000**

DEPARTMENTAL DETAIL SUMMARY

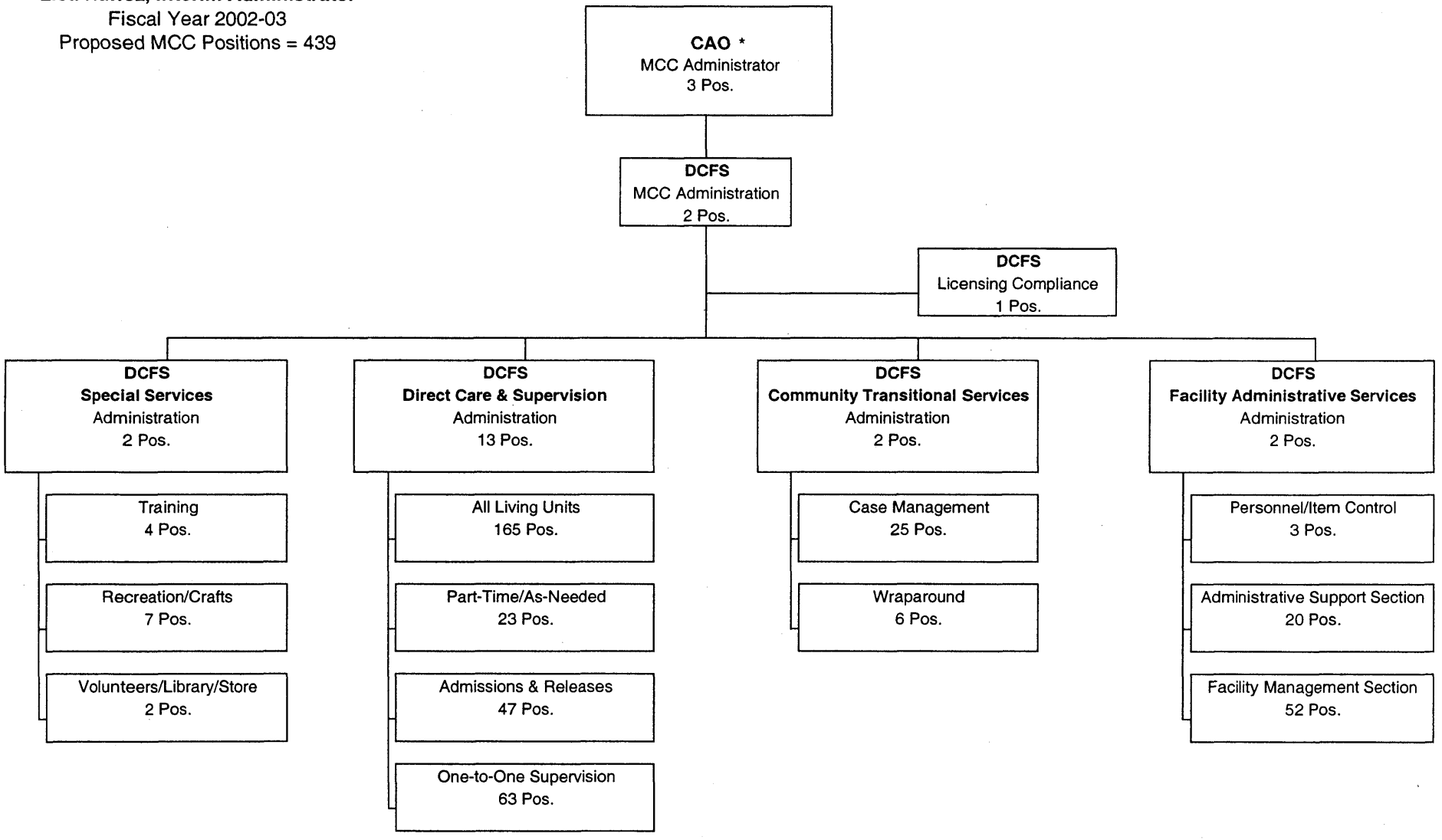
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	20,640,000	19,749,000	22,239,000	1,599,000
Employee Benefits	5,176,000	4,794,000	4,977,000	-199,000
Total Salaries and Employee Benefits	25,816,000	24,543,000	27,216,000	1,400,000
Services and Supplies				
Clothing and Personal Supplies	184,000	184,000	184,000	0
Communications	306,000	306,000	385,000	79,000
Computer Equipment - Non-capital	0	0	1,433,000	1,433,000
Food	1,017,000	1,017,000	1,017,000	0
Household Expenses	514,000	514,000	514,000	0
Maintenance-Buildings and Improvements	2,037,000	2,037,000	3,616,000	1,579,000
Maintenance-Equipment	0	0	10,000	10,000
Office Expense-Other	62,000	62,000	222,000	160,000
Office Expense-Postage	0	0	27,000	27,000
Professional and Specialized Services	1,388,000	1,388,000	3,934,000	2,546,000
Rents and Leases-Equipment	32,000	32,000	32,000	0
Special Departmental Expense	213,000	213,000	260,000	47,000
Transportation and Travel-Auto Mileage	9,000	9,000	15,000	6,000
Transportation and Travel-Auto Service	16,000	16,000	16,000	0
Transportation and Travel-Other	0	0	20,000	20,000
Utilities	756,000	756,000	568,000	-188,000
Total Services and Supplies	6,534,000	6,534,000	12,253,000	5,719,000
Fixed Assets				
Equipment:				
Communications	500,000	104,000	0	-500,000
Electronic	0	65,000	0	0
Food Preparation	0	121,000	0	0
Vehicle-Automobile (Vans)	0	200,000	0	0
Vehicle-Heavy Use (Forklift)	0	10,000	0	0
Total Equipment	500,000	500,000	0	-500,000
Total Fixed Assets	500,000	500,000	0	-500,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**32,850,000**	**31,577,000**	**39,469,000**	**6,619,000**
Less: Intrafund Transfers	500,000	136,000	0	-500,000
TOTAL NET REQUIREMENTS	32,350,000	31,441,000	39,469,000	7,119,000
REVENUES:				
Intergovernmental Revenues:				
Federal	14,614,000	13,773,000	17,182,000	2,568,000
State	5,578,000	2,371,000	4,510,000	-1,068,000
Miscellaneous	80,000	80,000	80,000	0
TOTAL REVENUES	20,272,000	16,224,000	21,772,000	1,500,000
NET COUNTY COST	**12,078,000**	**15,217,000**	**17,697,000**	**5,619,000**

Children and Family Services
Anita M. Bock, Director
Fiscal Year 2002-03
Proposed Positions - 6,528



MacLaren Children's Center
Lisa Nunez, Interim Administrator
Fiscal Year 2002-03
Proposed MCC Positions = 439



* Three (3) MacLaren Administrator positions are budgeted in the CAO.

COMMUNITY AND SENIOR SERVICES
ROBERT RYANS, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 25,092,703	$ 27,695,000	$ 33,504,000	$ 36,160,000	$ 34,043,000	$ 539,000
SERVICES & SUPPLIES	164,285,423	146,000,000	181,901,000	167,042,000	144,550,000	-37,351,000
OTHER CHARGES	317,879	382,000	501,000	422,000	422,000	-79,000
FIXED ASSETS-EQUIP	41,456	97,000	100,000	130,000	130,000	30,000
GROSS TOTAL	$ 189,737,461	$ 174,174,000	$ 216,006,000	$ 203,754,000	$ 179,145,000	$ -36,861,000
LESS INTRAFD TRANSFER	66,606,855	75,647,000	89,431,000	86,769,000	66,171,000	-23,260,000
NET TOTAL	$ 123,130,606	$ 98,527,000	$ 126,575,000	$ 116,985,000	$ 112,974,000	$ -13,601,000
REVENUE	104,340,809	94,252,000	122,300,000	108,615,000	108,614,000	-13,686,000
NET COUNTY COST	$ 18,789,797	$ 4,275,000	$ 4,275,000	$ 8,370,000	$ 4,360,000	$ 85,000
BUDGETED POSITIONS	544.0	567.0	567.0	581.0	544.0	-23.0
REVENUE DETAIL						
STATE-OTHER	$ 3,843,878	$ 4,772,000	$ 5,078,000	$ 4,925,000	$ 4,924,000	$ -154,000
FEDERAL-OTHER	99,303,243	88,359,000	115,627,000	102,156,000	102,156,000	-13,471,000
CHRGS FOR SVCS-OTHER	3,300					
MISCELLANEOUS	201,338	184,000	388,000	307,000	307,000	-81,000
SALE OF FIXED ASSETS	189					
OPERATING TRANSFER IN	988,861	937,000	1,207,000	1,227,000	1,227,000	20,000
TOTAL	$ 104,340,809	$ 94,252,000	$ 122,300,000	$ 108,615,000	$ 108,614,000	$ -13,686,000

COMMUNITY AND SENIOR SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 25,092,703	$ 27,695,000	$ 33,504,000	$ 36,160,000	$ 34,043,000	$ 539,000
SERVICES & SUPPLIES	14,148,477	15,672,000	18,883,000	20,010,000	12,566,000	-6,317,000
OTHER CHARGES	317,879	382,000	501,000	422,000	422,000	-79,000
FIXED ASSETS-EQUIP	41,456	97,000	100,000			-100,000
GROSS TOTAL	$ 39,600,515	$ 43,846,000	$ 52,988,000	$ 56,592,000	$ 47,031,000	$ -5,957,000
LESS INTRAFD TRANSFER	23,690,708	27,067,000	30,514,000	30,363,000	24,812,000	-5,702,000
NET TOTAL	$ 15,909,807	$ 16,779,000	$ 22,474,000	$ 26,229,000	$ 22,219,000	$ -255,000
REVENUE	12,323,632	12,504,000	18,199,000	17,859,000	17,859,000	-340,000
NET COUNTY COST	$ 3,586,175	$ 4,275,000	$ 4,275,000	$ 8,370,000	$ 4,360,000	$ 85,000
BUDGETED POSITIONS	544.0	567.0	567.0	581.0	544.0	-23.0
REVENUE DETAIL						
STATE-OTHER	$ 433,167	$ 339,000	$ 384,000	$ 368,000	$ 368,000	$ -16,000
FEDERAL-OTHER	10,696,777	11,044,000	16,220,000	15,957,000	15,957,000	-263,000
CHRGS FOR SVCS-OTHER	3,300					
MISCELLANEOUS	201,338	184,000	388,000	307,000	307,000	-81,000
SALE OF FIXED ASSETS	189					
OPERATING TRANSFER IN	988,861	937,000	1,207,000	1,227,000	1,227,000	20,000
TOTAL	$ 12,323,632	$ 12,504,000	$ 18,199,000	$ 17,859,000	$ 17,859,000	$ -340,000

Mission Statement

To provide comprehensive human services in Los Angeles County. In partnership with communities, businesses, and public and private agencies, the Department will: assist residents to become self-sufficient; strengthen and promote the independence of older persons; provide employment and training for unemployed adults, displaced workers, seniors, young people, General Relief (GR) recipients, and California Work Opportunity and Responsibility to Kids (CalWORKs) participants; protect and assist adult victims of abuse; assist refugees in resettlement and to become self-sufficient; provide safety and security for domestic violence victims; and develop services that are needed within local communities.

2002-03 Budget Message

The 2002-03 Proposed Budget for Administration reflects a gross appropriation reduction of $6.0 million and a $0.1 million net County cost (NCC) increase. The appropriation decrease is due primarily to a reduction of services previously funded through intrafund transfer from the Department of Public Social Services (DPSS) as follows:

-- $4.0 million reduction in funding for the Adult Protective Services (APS) program;
-- $1.4 million reduction in funding for the Refugee Immigrant Training and Employment (RITE) program; and
-- $0.5 million reduction in funding for the Domestic Violence (DV) program for CalWORKs recipients.

These curtailments will impact State-mandated protective services to elders and dependent adults who are victims of abuse, neglect, or financial exploitation, and reduce supportive services for domestic violence victims and their children. The RITE program will be transferred to DPSS, which will directly provide services to Non-English/Non-Spanish speaking refugee and immigrant CalWORKs recipients.

Strategic Planning

Following completion of the Department Strategic Plan in July 2001, Community and Senior Services (CSS) is proceeding with second year implementation of its three-year Plan in concert with the Countywide Strategic Plan. A variety of planning activities guiding the Department through the strategic planning process include:

-- Monthly meetings of an internal Strategic Planning Executive Committee comprised of senior managers to provide oversight and guidance to branch strategic plans, which roll up to the Department and Countywide Strategic Plans;

-- Cross-branch work groups to improve performance in the core function of contract standards, contract monitoring/fiscal compliance, request for proposal processes, and to promote increased collaboration among Departmental programs, other County departments and the community;

-- Detailed action plans on how to implement the five major goals of the Countywide Strategic Plan which were developed by working committees with membership drawn from each branch of CSS; and

-- Evaluation of the Results-Based Decision Making model adopted for the Children's Budget programs as a model for the balance of CSS programs.

Major continuing initiatives include a countywide Long-Term Care Strategic Plan that will offer a model of integrated planning, funding and services to serve the rapidly expanding older adult population in Los Angeles County over the next ten years, and a multi-faceted technology initiative to increase services and information available through the internet. The Department will also be implementing a grantsmanship function to obtain new revenues from federal, State, local, and private sources.

Critical Needs

The Department is requesting an additional $0.9 million for unmet service center needs such as health and safety upgrades, deferred facility maintenance and 11.0 positions to provide enhanced delivery of service at the service centers. In addition, CSS has identified $3.2 million in unmet deferred maintenance and enhanced security needs at its Headquarters facility.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -3,992,000	$ -3,992,000	$ --	-13.0
	Adult Protective Services (APS): Reflects a reduction of 10.0 direct services positions, 3.0 administrative support positions and contract services due to a 16.1 percent decrease in intrafund transfer from the Department of Public Social Services (DPSS). *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ -1,380,000	$ -1,380,000	$ --	-9.0
	Refugee Immigrant Training and Employment (RITE): Reflects a reduction of 2.0 direct services positions, 7.0 administrative support positions and contract services due to an 83.4 percent decrease in intrafund transfer from DPSS. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ -460,000	$ -460,000	$ --	-3.0
	Domestic Violence (DV CalWORKs): Reflects a reduction of 3.0 administrative support positions and contract services due to a 20.0 percent decrease in intrafund transfer from DPSS. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
4.	$ 83,000	$ 83,000	$ --	1.0
General Relief Opportunities for Work (GROW): Reflects a 7.5 percent increase in intrafund transfer from DPSS to fund 1.0 direct services position. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
5.	$ 47,000	$ 47,000	$ --	1.0
Domestic Abuse Response Team/Safety Through Our Perseverance (DART/STOP): Reflects a transfer of funds from the Assistance budget to the Administration budget to fund 1.0 clerical position. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
Other Changes				
1.	$ 1,294,000	$ 1,191,000	$ 103,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 86,000	$ 79,000	$ 7,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 9,000	$ 8,000	$ 1,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -26,000	$ --	$ -26,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ -1,618,000	$ -1,618,000	$ --	--
Appropriation/Revenue Realignment: Reflects a realignment of appropriation and revenue based on the expenditure and revenue pattern of the Department. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Total	***$ -5,957,000***	***$ -6,042,000***	***$ 85,000***	***-23.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

Note: The program activities for both the Administration and Assistance budgets have been consolidated in this program summary.

1. Adult Protective Services

$ 20,123,000	$ 20,123,000	$ 0	$ 0	$ 0	$ 0	259.4

Authority: Mandated program with discretionary service levels - Sections 15760 and 15751 of the California Welfare & Institutions (W&I) Code.

Adult Protective Services (APS) is a State-mandated program to provide services to elderly and dependent adults who are subjected to neglect, abuse or exploitation, or who are unable to protect their own interests. Although the level of service is discretionary, curtailment would result in endangerment of clients, and would have financial and workload implications for other County departments. APS receives an average of 1,700 reports per month of suspected dependent adult/elder abuse and self-neglect. A reduction in funding would grossly impact the County's ability to meet the State mandate and to deliver services to this frail/at-risk population, resulting in further endangerment, loss of assets, institutionalization, or even death.

Program Outcome: Safety of elderly and dependent adults.

Service Delivery Standard: Respond immediately to situations where elders or dependent adults are reported to be in imminent danger. Respond to all other reports of abuse, neglect, or self-neglect of an elder or dependent adult as soon as possible, but no later than 10 calendar days for the initial report, as required by California State Law (W&I Code, Section 15763) and regulations (Manual of Policies and Procedures, Section 33-510.1).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Program expenditures	$17,431,000	$18,411,000	$18,894,000	$20,123,000
Workload/Output				
Number of clients served	16,297	16,640	17,575	20,124
Efficiency				
Cost per APS client served	$1,070	$1,106	$1,075	$1,000
Effectiveness/Outcome (1)				
Percentage of elder and dependent adults whose level of risk was reduced	n/a	n/a	n/a	n/a

Explanatory Notes:
(1) Data collection will start on July 1, 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

2. Workforce Investment Act and Healthcare Workforce Development

$ 67,102,000	$ 440,000	$ 66,662,000	$ 0	$ 0	$ 0	71.4

Authority: Non-mandated, discretionary programs.

2. **Workforce Investment Act and Healthcare Workforce Development** (cont'd)

The Workforce Investment Act (WIA) program provides a wide range of employment and training services for adults and youth who are economically disadvantaged, unemployed, or dislocated workers. Services include classroom training, on-the-job training, and work experience. Approximately 20,000 individuals are served in the Employment and Training Program each year, including 4,500 individuals on welfare. Of the 6,000 persons who are in job training, over 70 percent are placed in unsubsidized employment. Elimination of this program would make WIA assistance unavailable to persons who need job training or work experience in order to find and keep a job.

The employment and training Healthcare Workforce Development Program (WDP) will provide comprehensive services that address workforce training and restructuring activities in Los Angeles County's health care system. It encompasses ongoing planning and research activities to ensure that training is responsive to the changing needs of the Department of Health Services (DHS). WDP will meet the needs of workers involved in health care delivery system restructuring efforts. WDP training activities include: 1) the design and implementation of training programs linked to specific 1115 waiver-mandated initiatives; 2) development and implementation of training programs that address critical labor shortages by training DHS employees to promote into needed occupations; and 3) support DHS restructuring by upgrading work skills through portable skills, bridge programs, and innovative training programs.

Program Outcome: Economic well-being and workforce readiness.

Service Delivery Standard: Adult/Dislocated Worker - Once customers are registered and enrolled, services begin no later than one week after their initial consultation with ten-day follow-ups to ensure that continuity of services leads to initial job placement, and 30-day intervals for post-employment services.

WIA Youth - All Youth participants who are assessed to be eligible for the WIA Youth Program will be enrolled into the program no later than 30 days from time of application.

Performance Measures	Actual [1] 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Adult	n/a	$13,841,000	$12,852,000	$14,934,000
Dislocated worker	n/a	$14,698,000	$13,648,000	$15,295,000
Youth	n/a	$14,526,000	$15,000,000	$17,513,000
Workload/Output				
Number participant served:				
Adult	n/a	1,887	1,900	1,900
Dislocated worker	n/a	1,351	1,400	1,400
Youth	n/a	4,254	5,549	5,386
Efficiency				
Cost per participant:				
Adult	n/a	$7,335	$6,764	$7,860
Dislocated worker	n/a	$10,879	$9,748	$10,925
Youth (average slot cost)	n/a	$3,156	$3,156	$3,156
Effectiveness/Outcome				
Percentage of adult entered employment:				
Adult	n/a	73%	65%	75%
Dislocated worker	n/a	79%	70%	80%
Percentage of adult retention rate				
Adult	n/a	85%	75%	80%
Dislocated Worker	n/a	90%	80%	85%
Earnings change [2] (six months after exit from program)				
Adult	n/a	n/a	n/a	n/a
Dislocated worker	n/a	n/a	n/a	n/a

Performance Measures	Actual (1) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome (cont'd)				
Percentage of youths exiting program who are employed in military or enrolled in post-secondary education nine months after exit (State performance standards require 50% retention rate) (3)	n/a	65%	65%	65%

Explanatory Notes:
(1) Programs commenced in FY 2000-01.
(2) No information available at this time.
(3) WIA Youth also included in the Children's Budget.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Senior Citizens Programs						
$ 22,646,000	$ 0	$ 22,329,000	$ 317,000	$ 98,000	$ 219,000	23.4

Authority: Non-mandated, discretionary program.

Local governments that choose to operate Older Americans Act programs do have a General Fund match requirement.

The match of $317,000 enables the County to receive a grant in excess of $16.0 million for services to seniors. Eliminating the $317,000 NCC match would result in the loss of $16.0 million in services grant funds. Loss of this program would result in elimination of approximately 1,600,000 congregate meals and 900,000 home-delivered meals to frail and elderly seniors, and supportive services to maintain the independence of seniors in a home-based managed care system. The Ombudsman program inspects nursing facilities to prevent nursing home abuses. Loss of these services would endanger frail, elderly seniors, and result in increased financial and elder abuse, nursing home abuse, and increased costs to other County departments. It would also jeopardize the County's response to managed care and other community and long-term care issues. NCC curtailments would result in staff layoffs.

Program Outcome: Safety and survival, economic, emotional, and social well-being.

Service Delivery Standard: Integrated Care Management (ICM) - Individuals who qualify for services will be assessed in the home within one week of the initial referral to the program.

Home Delivered Meals (HDM) - Clients who qualify for the program will be assessed, enrolled and services will begin within three days of the initial referral. In addition, clients will be assessed for their nutritional risk status, and referred for nutrition counseling if determined to be at high risk for nutrition-related health problems.

Congregate Meals (CM) - Program participants will receive a tasty, nutritious meal that meets one-third of the United States Recommended Daily Allowance for adults. In addition, participants will be assessed for their nutritional risk status, and referred for nutrition counseling if determined to be at high risk for nutrition-related health problems.

Performance Measures	Actual (1) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
ICM	$4,055,000	$4,418,000	$4,480,000	$4,740,000
HDM	$3,186,000	$3,419,000	$3,221,000	$3,418,000
CM	$4,809,000	$4,781,000	$4,736,000	$4,869,000
Workload/Output				
ICM-Number of clients served	14,568	18,288	19,000	20,000
HDM-Number of meals	923,977 (1)	954,996	882,600	880,000
CM-Number of meals	1,592,599 (1)	1,563,447	1,648,126	1,700,000

Performance Measures	Actual [1] 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
ICM-Cost per client	$278.35	$241.58	$235.79	$237.00
HDM-Cost per meal	$3.45	$3.58	$3.65	$3.88
CM-Cost per meal	$3.02	$3.06	$2.87	$2.86
Effectiveness/Outcome				
ICM [2]	n/a	n/a	n/a	n/a
HDM-Percentage of HDM recipients who have reduced their nutritional risk scores when they leave the program or after one year on the program [3]	n/a	n/a	n/a	n/a
CM-Percentage of participants who assess the meal program as effective in improving nutrition and their overall quality of life [3]	n/a	n/a	n/a	n/a

Explanatory Notes:
(1) Adjusted to reflect correction.
(2) During FY 2001-02, baseline data will be gathered on the number and percentage of clients with problems identified in the care plan that were resolved by the time of case closure. In FY 2002-03, the project will realize at least 10 percent increase in the percentage of successfully-resolved care plan problems.
(3) We are planning to implement a new computer program to collect data from agencies. Our current system does not allow us to compare risk scores from one period to the next. The new computer system is due in Spring 2002. We will be able to start data collection in July 2000, provided the computer program is up and running.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Community Service Centers						
$ 5,664,000	$ 1,244,000	$ 1,376,000	$ 3,044,000	$ 1,701,000	$ 1,343,000	45.0

Authority: Non-mandated, discretionary program.

It should be noted that to obtain a State waiver, a $250,000 General Fund contribution is required to operate the Senior Centers.

The Community Service Centers provide direct services to individuals and families to meet immediate, critical needs, including approximately 31,000 emergency food baskets, emergency shelter, emergency gas and electric bill payments, and "ombudsman" assistance for persons in crisis. Other services include immigration counseling, health care, nutrition services, substance abuse counseling, and building supervision for tenant service agencies. In addition to the above services, the Service Centers are part of the delivery system for the Department's grant programs. Four of these programs operate out of the Centers: Voluntary Mediation Services to divert cases from the court system, Domestic Violence (DV) CalWORKs Program to assist domestic violence victims to secure financial independence, State Naturalization Project to deliver naturalization services to legal immigrants, and the Refugee Employment Social Services Public Charge Project for naturalization outreach and translation services.

Program Outcome: Good health as a result of good nutrition.

Service Delivery Standard: Provides immediate relief within one day to meet emergency needs, and maintain regular and timely operations for food distribution.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Program expenditures	$26,000	$20,000	$20,000	$20,000
Workload/Output				
Number of food baskets served	30,730	31,310	31,310	31,310
Efficiency				
Cost per basket	$0.85	$0.64	$0.64	$0.64
Effectiveness/Outcome (1)				
Percentage of families who received a balanced nutritional meal	n/a	n/a	n/a	n/a

Explanatory Notes:
(1) Data collection will start on July 1, 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Community Services Programs						
$ 8,926,000	$ 0	$ 7,927,000	$ 999,000	$ 922,000	$ 77,000	29.7

Authority: Non-mandated, discretionary program.

Community Services Programs assist individuals and families in crisis resulting from substance abuse, domestic violence, homelessness, and other causes. In addition, these programs provide services that assist low-income persons and families to move beyond poverty to self-sufficiency. The programs also integrate Community Services Block Grant funding with other program dollars, including WIA, DV, homeless programs and the Department's Service Centers. Loss of these programs would put individuals and families at further risk and increase costs to other County and public agencies.

Also, included in Community Services Programs are the Native American Indian Commission (which provides services to the Indian Community), Dispute Resolution services which reduce court costs by diverting court cases from the court system to mediation, and the County's NCC contribution to the Los Angeles Homeless Services Authority (LAHSA). The NCC partially satisfies the County's required contribution to LAHSA under the Joint Powers Agreement with the City of Los Angeles. The NCC portion of the contribution supports services to homeless victims of domestic violence, and leverages millions of dollars in federal funding for services to homeless individuals and families.

Program Outcome: Economic, emotional, and social well-being.

Service Delivery Standard: Services are provided upon request.

Performance Measures	Actual (1) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Program Expenditures	$4,584,000	$5,757,000	$6,091,000	$6,064,000
Workload/Input - Plan Clients (1)				
Program Category				
1. Employment	700	758	750	750
2. Education	2,500	2,689	2,770	2,100
3. Housing	6,000	6,436	2,600	1,050
4. Emergency services	700	758	750	2,550
5. Nutrition	6,750	7,244	3,530	1,250
6. Linkages with other programs	3,000	3,218	4,860	5,600
7. Health	800	379	800	600
Total	20,450	21,482	16,060	13,900

Performance Measures	Actual [1] 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Workload/Output - Actual At-Risk Clients [1]				
Program Category				
1. Employment	1,015	969	995	750
2. Education	4,793	2,474	2,149	2,100
3. Housing	4,513	1,667	1,074	1,050
4. Emergency services	4,639	1,485	2,569	2,550
5. Nutrition	1,054	1,266	1,284	1,250
6. Linkages with other programs	7,005	6,640	5,685	5,600
7. Health	455	349	677	600
Total	23,474	14,850	14,433	13,900
Efficiency [2]	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percentage of Actual At-Risk Clients reaching a level of self-sufficiency				
1. Employment	35%	47%	29%	50%
2. Education	50%	94%	6%	50%
3. Housing	53%	26%	8%	50%
4. Emergency services [3]	41%	196%	121%	100%
5. Nutrition	11%	17%	17%	100%
6. Linkages with other programs [3]	44%	206%	9%	100%
7. Health	78%	92%	46%	50%

Explanatory Notes:
(1) Individual needs of the clients served can range from one program category to seven program categories.
(2) Efficiency is measured on the individual needs of the clients served, which can range from one program category to seven program categories.
(3) Include safety-net clients who can be duplicated, resulting in a higher percentage.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Refugee, DV CalWORKs, and Long-Term Family Self-Sufficiency (LTFSS) Projects						
$ 27,483,000	$ 27,483,000	$ 0	$ 0	$ 0	$ 0	21.4

Authority: Refugee: Mandated program - Article 3.2 (Section 11320) California W&I Code.
DV: Non-mandated, discretionary program.
LTFSS: Non-mandated, discretionary program.

The Refugee CalWORKs program provides mandated welfare reform employment services to Non-English/Non-Spanish speaking CalWORKs participants through Refugee Employment Program contractors. DV CalWORKs supportive services include residential services, case management, legal, and other support services to assist victims of domestic violence and their dependents to improve their lives and enter the workforce.

The CalWORKs LTFSS Project provides mini-career centers, youth employment, and domestic violence victims supportive services.

Program Outcome: Education and workforce readiness.

Service Delivery Standard: RITE - Provide culturally and linguistically appropriate Welfare-to-Work training and employment services to refugees and immigrants, and increase public awareness of available services. All refugees and immigrants referred to the Refugee Programs will receive services in their primary languages and will be assigned in Welfare-to-Work activity within 30 days of their orientation.

Youth jobs - Participants will gain work readiness skills while employed in a summer job.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
RITE	$11,009,000	$14,462,000	$15,152,000	$3,000,000
Youth jobs (1)	n/a	$10,942,000	$9,588,000	$9,788,000
Workload/Output				
RITE-Number of client served (2)	19,977	15,400	13,125	2,166
Youth served	n/a	6,200	5,932	5,932
Efficiency				
RITE-Average per client	$551	$939	$1,154	$1,385
Youth-Slot cost (1)	n/a	$1,765	$1,616	$1,650
Effectiveness/Outcome				
RITE:				
Percentage of employment placements	14%	14.32%	14.11%	14.11%
Percentage of education/vocational training assignment	71%	70.68%	70.89%	70.89%
CalWORKs Youth:				
Percentage of youth who obtained work experience and work readiness skills (1)	n/a	100%	100%	100%

Explanatory Notes:
(1) This CalWORKs program commenced in FY 2000-01.
(2) Adjusted to reflect corrections in FY 1999-00.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Refugee Employment Programs						
$ 8,036,000	$ 0	$ 8,036,000	$ 0	$ 0	$ 0	8.4

Authority: Non-mandated, discretionary program.

The Refugee Employment Programs provide countywide employment assistance to approximately 3,000 refugees each year. About 90 percent of those served in the program are welfare recipients with about 40 percent of program participants obtaining employment. A relatively new program assists elderly refugees and provides post-employment services to transition them off welfare. Loss of this program would deny assistance to refugees who are trying to assimilate into American society and become independent of the welfare system.

Program Outcome: Economic well-being and workforce readiness.

Service Delivery Standard: Provide culturally and linguistically appropriate Welfare-to-Work training and employment services to refugees and immigrants, and increase public awareness of available services. All refugees and immigrants referred to the Refugee Employment Programs will receive services in their primary languages and will be assigned in Welfare-to-Work activity within 30 days of their orientation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Program expenditures	$3,859,000	$4,670,000	$5,617,000	$5,714,000
Workload/Output				
Number of clients served (1)	3,099	4,005	5,553	5,800

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Average cost per client	$1,245	$1,166	$1,012	$985
Effectiveness/Outcome (2)				
Percentage of clients who remained in education/vocational training after 90 days	n/a	n/a	n/a	n/a
Percentage of clients retained employment for 90 days	n/a	n/a	n/a	n/a

Explanatory Notes:
(1) Adjusted to reflect corrections in FY 1999-00.
(2) Included in the Children's Budget. Data collection will start on July 1, 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. General Relief Opportunities for Work (GROW) Programs						
$ 13,879,000	$ 13,879,000	$ 0	$ 0	$ 0	$ 0	10.3

Authority: Mandated program - Section 17000 of the California W&I Code.

On August 21, 1998, the State of California passed a law allowing counties to continue the current grant level for GR clients contingent upon the implementation of a mandatory Welfare-to-Work program. On December 15, 1998, the Board of Supervisors passed a motion requiring the Department of Public Social Services (DPSS) to implement the new law in Los Angeles County and requiring the immediate start up of a mandatory Welfare-to-Work program countywide. To implement the new law in Los Angeles County, DPSS requested Community and Senior Services (CSS) provide employment and training orientation, job skill preparation classes (JSPC) and placement assistance for GR employable clients via its network of service providers. Additionally, DPSS has requested CSS to provide an assessment of participant needs and services to GROW participants who are victims of domestic violence that would otherwise limit or impair their ability to become and remain employed.

Program Outcome: Education and workforce readiness.

Service Delivery Standard: Orientation date will be scheduled within one day upon request.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Program expenditures	$7,986,000	$8,281,000	$9,758,000	$13,613,000
Workload/Output				
Number of clients served (1)	40,198	50,085	57,257	65,000
Efficiency				
Orientation - Cost per client	$57	$57	$57	$57
JSPC - Cost per client	$343	$343	$343	$343
Effectiveness/Outcome				
Percentage of who are placed in unsubsidized employment	20%	25%	25%	25%

Explanatory Notes:
(1) FYs 2001-02 and 2002-03 information based on DPSS projected caseload analysis.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Support Services							
	$ 2,158,000	$ 1,227,000	$ 931,000	$ 0	$ 0	$ 0	27.0

Authority: Non-mandated, discretionary programs except APS and GROW.

Provides support services that cannot be directly identified to programs. Includes management information systems, training coordination, audit coordination, internal controls, inter-governmental relations, internal support services, disaster coordination, strategic planning, and safety and facilities coordination.

Explanatory Notes: Performance measures are under development.

10. Administration							
	$ 3,128,000	$ 1,775,000	$ 1,353,000	$ 0	$ 0	$ 0	48.0

Authority: Non-mandated, discretionary programs except APS and GROW.

Provides administrative support to the Department. Includes executive office and departmental budgeting, accounting, human resources, payroll, and procurement activities.

Explanatory Notes: Performance measures are under development.

Total Programs							
	$ 179,145,000	**$ 66,171,000**	**$ 108,614,000**	**$ 4,360,000**	**$ 2,721,000**	**$ 1,639,000**	**544.0**

COMMUNITY AND SENIOR SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 150,136,946	$ 130,328,000	$ 163,018,000	$ 147,032,000	$ 131,984,000	$ -31,034,000
FIXED ASSETS-EQUIP				130,000	130,000	130,000
GROSS TOTAL	$ 150,136,946	$ 130,328,000	$ 163,018,000	$ 147,162,000	$ 132,114,000	$ -30,904,000
LESS INTRAFD TRANSFER	42,916,147	48,580,000	58,917,000	56,406,000	41,359,000	-17,558,000
NET TOTAL	$ 107,220,799	$ 81,748,000	$ 104,101,000	$ 90,756,000	$ 90,755,000	$ -13,346,000
REVENUE	92,017,177	81,748,000	104,101,000	90,756,000	90,755,000	-13,346,000
NET COUNTY COST	$ 15,203,622	$	$	$	$	$
REVENUE DETAIL						
STATE-OTHER	$ 3,410,711	$ 4,433,000	$ 4,694,000	$ 4,557,000	$ 4,556,000	$ -138,000
FEDERAL-OTHER	88,606,466	77,315,000	99,407,000	86,199,000	86,199,000	-13,208,000
TOTAL	$ 92,017,177	$ 81,748,000	$ 104,101,000	$ 90,756,000	$ 90,755,000	$ -13,346,000

2002-03 Budget Message

The Community and Senior Services (CSS) - Assistance budget provides for: administration of State and federally-funded programs designed to promote economic and personal self-sufficiency; timely access to superior services for individuals and families in crisis; creative response to emerging human services needs; and the establishment of partnerships that respond to the needs of the communities served.

The 2002-03 Proposed Budget for CSS - Assistance, which is fully funded by State and federal revenue and intrafund transfer, reflects an appropriation decrease of $30.9 million. The decrease is due to a $13.2 million reduction in federal funding primarily for employment and training programs and a net $0.1 million reduction in State funding that is being transferred to the Administration budget. In addition, there is a decrease of $17.6 million in intrafund transfer, primarily from the Department of Public Social Services as follows:

-- $13.8 million reduction in funding for the Refugee Immigrant Training and Employment (RITE) program;
-- $2.1 million reduction in funding for the Domestic Violence (DV) program for California Work Opportunity and Responsibility to Kids (CalWORKs) recipients;
-- $1.2 million reduction in funding for General Relief Opportunities for Work (GROW) activities;
-- $0.6 million reduction in funding for the Adult Protective Services (APS) program; and
-- $0.1 million reduction in funding for the Supplemental Refugee Services (SRS) program; partially offset by $0.2 million increase in funding for the At-Risk Youths program.

Changes from 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 86,000	$ 86,000	$ --	--

Community Services: Reflects $0.3 million increase in Community Services Block Grant (CSBG) contractor carryover funds, partially offset by the transfer of $0.2 million in federal and State funds to the Administration budget. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
2.	$ -15,106,000	$ -15,106,000	$ --	--

Employment and Training: Reflects a 15.6 percent decrease in gross appropriation due primarily to a $14.7 million reduction in Welfare-to-Work and Workforce Investment Act grant funding, a $0.9 million decrease in carryover grant funding, and a $1.2 million decrease in intrafund transfer for GROW activities, partially offset by a $1.5 million increase for the Workforce Development program and $0.2 million in intrafund transfer for the At-Risk Youths program. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ -2,670,000	$ -2,670,000	$ --	--

Aging and Adult Services: Reflects a 7.2 percent decrease in gross appropriation, due primarily to a $2.7 million decrease in intrafund transfer for the DV CalWORKs and APS programs, a $0.6 million decrease in funding for the State Naturalization program and the transfer of $0.2 million from the Family Caregiver program to the Administration budget, partially offset by a $0.8 million increase in Older Americans Act funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

4.	$ -13,214,000	$ -13,214,000	$ --	--

Refugee Assistance: Reflects a 57.0 percent decrease in gross appropriation due primarily to a decrease of $13.9 million in intrafund transfer for the RITE and SRS programs, partially offset by a projected $0.2 million increase in revenue for the Refugee Employment Social Services program and $0.5 million in Refugee Employment Program carryover grant funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Total $	***-30,904,000***	***$ -30,904,000***	***$ 0***	***0.0***

COMMUNITY ACTION AGENCY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 5,086,696	$ 5,227,000	$ 5,662,000	$ 5,748,000	$ 5,748,000	$ 86,000
REVENUE	4,411,183	5,227,000	5,662,000	5,748,000	5,748,000	86,000
NET COUNTY COST	$ 675,513	$	$	$	$	$
REVENUE DETAIL						
STATE-OTHER	$	$ 378,000	$ 630,000	$ 536,000	$ 536,000	$ -94,000
FEDERAL-OTHER	4,411,183	4,849,000	5,032,000	5,212,000	5,212,000	180,000
TOTAL	$ 4,411,183	$ 5,227,000	$ 5,662,000	$ 5,748,000	$ 5,748,000	$ 86,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

WORKFORCE INVESTMENT ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 92,258,121	$ 72,708,000	$ 96,890,000	$ 80,588,000	$ 81,654,000	$ -15,236,000
FIXED ASSETS-EQUIP				130,000	130,000	130,000
GROSS TOTAL	$ 92,258,121	$ 72,708,000	$ 96,890,000	$ 80,718,000	$ 81,784,000	$ -15,106,000
LESS INTRAFD TRANSFER	16,895,854	20,190,000	25,041,000	23,030,000	24,096,000	-945,000
NET TOTAL	$ 75,362,267	$ 52,518,000	$ 71,849,000	$ 57,688,000	$ 57,688,000	$ -14,161,000
REVENUE	69,188,632	52,518,000	71,849,000	57,688,000	57,688,000	-14,161,000
NET COUNTY COST	$ 6,173,635	$	$	$	$	$
REVENUE DETAIL						
STATE-OTHER	$ 247,593	$	$	$	$	$
FEDERAL-OTHER	68,941,039	52,518,000	71,849,000	57,688,000	57,688,000	-14,161,000
TOTAL	$ 69,188,632	$ 52,518,000	$ 71,849,000	$ 57,688,000	$ 57,688,000	$ -14,161,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

OLDER AMERICAN ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 34,119,753	$ 33,234,000	$ 37,275,000	$ 36,843,000	$ 34,605,000	$ -2,670,000
LESS INTRAFD TRANSFER	12,871,510	14,508,000	17,118,000	16,618,000	14,381,000	-2,737,000
NET TOTAL	$ 21,248,243	$ 18,726,000	$ 20,157,000	$ 20,225,000	$ 20,224,000	$ 67,000
REVENUE	17,332,149	18,726,000	20,157,000	20,225,000	20,224,000	67,000
NET COUNTY COST	$ 3,916,094	$	$	$	$	$
REVENUE DETAIL						
STATE-OTHER	$ 3,163,118	$ 4,055,000	$ 4,064,000	$ 4,021,000	$ 4,020,000	$ -44,000
FEDERAL-OTHER	14,169,031	14,671,000	16,093,000	16,204,000	16,204,000	111,000
TOTAL	$ 17,332,149	$ 18,726,000	$ 20,157,000	$ 20,225,000	$ 20,224,000	$ 67,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

REFUGEE ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 18,672,376	$ 19,159,000	$ 23,191,000	$ 23,853,000	$ 9,977,000	$ -13,214,000
LESS INTRAFD TRANSFER	13,148,783	13,882,000	16,758,000	16,758,000	2,882,000	-13,876,000
NET TOTAL	$ 5,523,593	$ 5,277,000	$ 6,433,000	$ 7,095,000	$ 7,095,000	$ 662,000
REVENUE	1,085,213	5,277,000	6,433,000	7,095,000	7,095,000	662,000
NET COUNTY COST	$ 4,438,380	$	$	$	$	$
REVENUE DETAIL						
FEDERAL-OTHER	$ 1,085,213	$ 5,277,000	$ 6,433,000	$ 7,095,000	$ 7,095,000	$ 662,000
TOTAL	$ 1,085,213	$ 5,277,000	$ 6,433,000	$ 7,095,000	$ 7,095,000	$ 662,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

COMMUNITY AND SENIOR SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	25,771,000	21,303,000	26,324,000	553,000
Employee Benefits	7,733,000	6,392,000	7,719,000	-14,000
Total Salaries and Employee Benefits	33,504,000	27,695,000	34,043,000	539,000
Services and Supplies				
Communications	1,052,000	854,000	795,000	-257,000
Computers	547,000	247,000	246,000	-301,000
Computer Software	183,000	83,000	82,000	-101,000
Food	15,000	55,000	55,000	40,000
Household Expense	50,000	70,000	20,000	-30,000
Information Technology Services	1,743,000	1,200,000	1,520,000	-223,000
Insurance	49,000	49,000	69,000	20,000
Maintenance-Buildings and Improvements	1,334,000	1,354,000	1,225,000	-109,000
Maintenance-Equipment	5,000	3,000	3,000	-2,000
Memberships	32,000	37,000	40,000	8,000
Office Expense-Other	1,061,000	858,000	644,000	-417,000
Office Expense-Postage	185,000	185,000	185,000	0
Office Expense-Stat and Forms	513,000	413,000	250,000	-263,000
Professional and Specialized Services	6,990,000	6,166,000	3,360,000	-3,630,000
Publication and Legal Notices	55,000	55,000	51,000	-4,000
Rents and Leases-Bldg and Improvemts	1,322,000	1,157,000	1,225,000	-97,000
Rents and Leases-Equipment	417,000	431,000	446,000	29,000
Special Departmental Expense	1,867,000	1,113,000	1,065,000	-802,000
Telecommunications	71,000	58,000	53,000	-18,000
Training	183,000	170,000	158,000	-25,000
Transportation and Travel-Auto Mileage	146,000	161,000	179,000	33,000
Transportation and Travel-Auto Service	26,000	26,000	24,000	-2,000
Transportation and Travel-Other	75,000	30,000	30,000	-45,000
Transportation and Travel-Traveling	193,000	237,000	226,000	33,000
Utilities	769,000	660,000	615,000	-154,000
Total Services and Supplies	18,883,000	15,672,000	12,566,000	-6,317,000
Other Charges				
Retirement of Other Long-Term Debt	485,000	290,000	302,000	-183,000
Insurance Claims and Administration	16,000	16,000	20,000	4,000
Judgments and Damages	0	75,000	100,000	100,000
Taxes and Assessments	0	1,000	0	0
Total Other Charges	501,000	382,000	422,000	-79,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Manuf. or Prefabricated Structures	100,000	97,000	0	-100,000
Total Equipment	100,000	97,000	0	-100,000
Total Fixed Assets	100,000	97,000	0	-100,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**52,988,000**	**43,846,000**	**47,031,000**	**-5,957,000**
Less: Intrafund Transfers	30,514,000	27,067,000	24,812,000	-5,702,000
TOTAL NET REQUIREMENTS	22,474,000	16,779,000	22,219,000	-255,000
REVENUES:				
Intergovernmental Revenues:				
Federal	16,220,000	11,044,000	15,957,000	-263,000
State	384,000	339,000	368,000	-16,000
Miscellaneous	388,000	184,000	307,000	-81,000
Other Financing Sources	1,207,000	937,000	1,227,000	20,000
TOTAL REVENUES	18,199,000	12,504,000	17,859,000	-340,000
NET COUNTY COST	**4,275,000**	**4,275,000**	**4,360,000**	**85,000**

COMMUNITY AND SENIOR SERVICES - ASSISTANCE

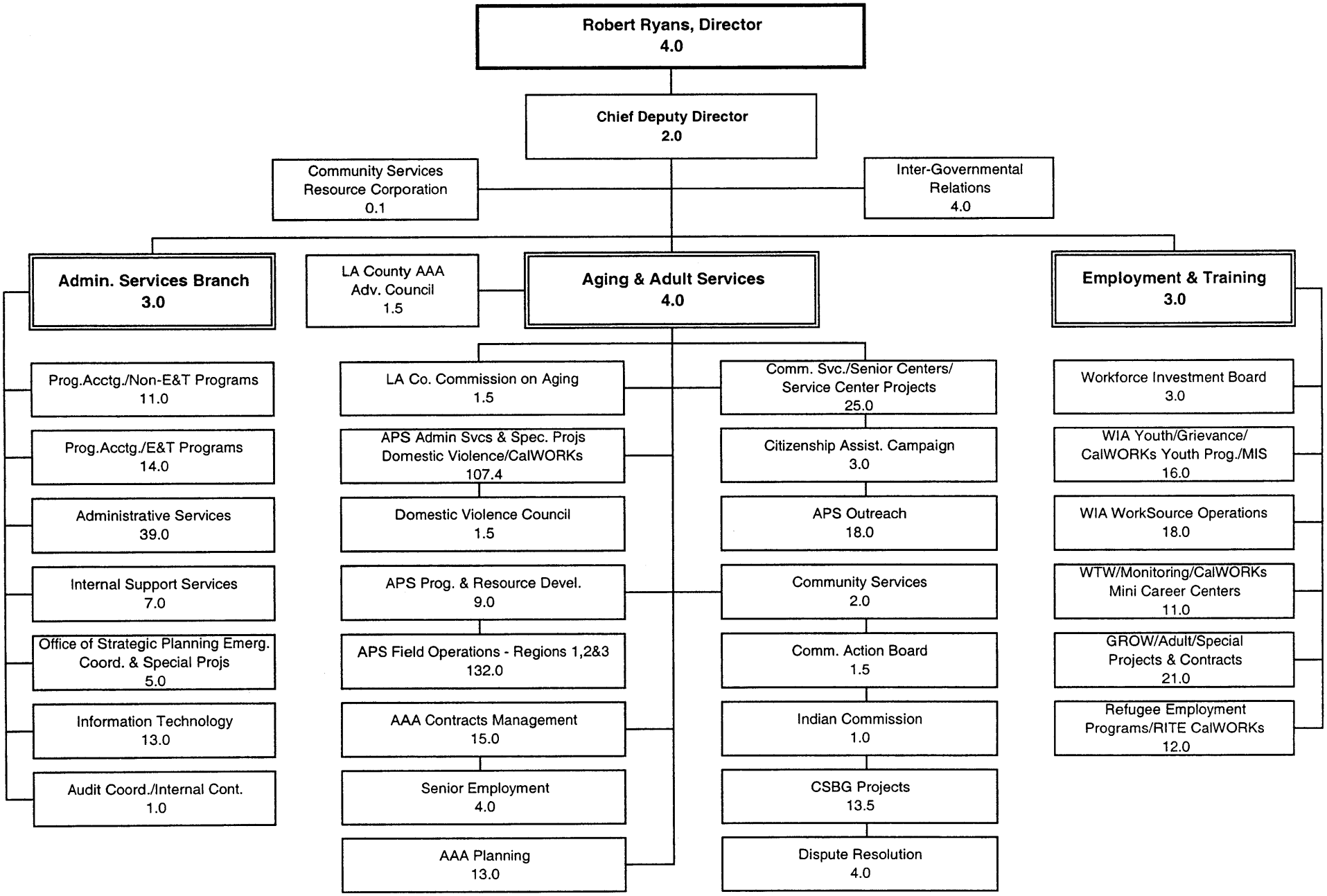
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Professional and Specialized Services	163,018,000	130,328,000	131,984,000	-31,034,000
Total Services and Supplies	163,018,000	130,328,000	131,984,000	-31,034,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Equipment:				
Manuf. or Prefabricated Structures	0	0	130,000	130,000
Total Equipment	0	0	130,000	130,000
Total Fixed Assets	0	0	130,000	130,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**163,018,000**	**130,328,000**	**132,114,000**	**-30,904,000**
Less: Intrafund Transfers	58,917,000	48,580,000	41,359,000	-17,558,000
TOTAL NET REQUIREMENTS	104,101,000	81,748,000	90,755,000	-13,346,000
REVENUES:				
Intergovernmental Revenues:				
Federal	99,407,000	77,315,000	86,199,000	-13,208,000
State	4,694,000	4,433,000	4,556,000	-138,000
TOTAL REVENUES	104,101,000	81,748,000	90,755,000	-13,346,000
NET COUNTY COST	**0**	**0**	**0**	**0**

COMMUNITY AND SENIOR SERVICES

Fiscal Year 2002-03

Proposed Positions = 544.0



CONSUMER AFFAIRS
PASTOR HERRERA, JR., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 1,917,031	$ 2,387,000	$ 2,667,000	$ 4,759,000	$ 2,786,000	$ 119,000
SERVICES & SUPPLIES	1,213,454	1,232,000	1,232,000	1,611,000	1,121,000	-111,000
OTHER CHARGES	68,910	72,000	26,000	33,000	33,000	7,000
FIXED ASSETS-EQUIP	32,958			84,000		
GROSS TOTAL	$ 3,232,353	$ 3,691,000	$ 3,925,000	$ 6,487,000	$ 3,940,000	$ 15,000
LESS INTRAFD TRANSFER	330,184	346,000	434,000	353,000	353,000	-81,000
NET TOTAL	$ 2,902,169	$ 3,345,000	$ 3,491,000	$ 6,134,000	$ 3,587,000	$ 96,000
REVENUE	1,883,698	1,694,000	1,827,000	1,804,000	1,804,000	-23,000
NET COUNTY COST	$ 1,018,471	$ 1,651,000	$ 1,664,000	$ 4,330,000	$ 1,783,000	$ 119,000
BUDGETED POSITIONS	47.0	48.0	48.0	69.0	46.0	-2.0
REVENUE DETAIL						
STATE-OTHER	$ 19,704	$	$	$	$	$
COURT FEES & COSTS	538,000	538,000	538,000	538,000	538,000	
CHRGS FOR SVCS-OTHER	1,090,827	1,129,000	1,161,000	1,132,000	1,132,000	-29,000
MISCELLANEOUS	235,069	27,000	27,000	33,000	33,000	6,000
SALE OF FIXED ASSETS	98					
OPERATING TRANSFER IN			101,000	101,000	101,000	
TOTAL	$ 1,883,698	$ 1,694,000	$ 1,827,000	$ 1,804,000	$ 1,804,000	$ -23,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To serve the public by providing consumer protection services, including consumer counseling, complaint mediation and investigation, and consumer education. To promote public safety and welfare by deterring consumer fraud and advancing fair competition in the marketplace. To increase the efficiency of and access to the justice system by educating litigants about the Small Claims Court process and relieving court overcrowding. To promote alternative dispute resolution processes that divert cases from the courts by providing mediation and conciliation to potential litigants. To protect the interests of cable television consumers and the County by the administration and monitoring of the County's cable television franchises. To alert the public to early warning signs of real estate fraud and investigate cases of fraud that are discovered.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects an increase in overall spending due to negotiated salary and employee benefits increases, rent, maintenance and a grant for website development. Offsetting these increases is the loss of grants for Adult Protective Services and Dispute Settlement Services requiring the deletion of 2.0 positions.

Strategic Planning

The strategic planning process of the Department of Consumer Affairs is underway. This process will result in development of a departmental strategic plan that will include vision, values, goals and strategies that are consistent with the Countywide Strategic Plan. The Department plans to continue to explore new funding sources and cost saving approaches to meet the public's growing demand for its various services. Additionally, the Department will continue to seek opportunities to partner with various entities to enhance consumer protection services to the public and secure additional revenue to provide these services. Lastly, the Department will focus on providing a safe and positive work environment to its employees and strive to provide critical training as funding becomes available.

Critical Needs

The critical needs of the Department of Consumer Affairs include: 1) expansion of the Small Claims Advisor Program to allow the Department to be more responsive to the increasing needs of the residents of Los Angeles County for information and counseling on Small Claims Court processes; 2) a Public Information Officer position to respond to all e-mail and media inquiries, update the content of the Department's website, and coordinate and participate in the community and educational outreach efforts of the Department; and 3) additional positions to allow the Department to conduct more complex investigations that can lead to the prosecution of perpetrators who commit civil and criminal offenses against the residents of Los Angeles County.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -87,000	$ -87,000	$ --	-1.0
Adult Protective Services (APS)/Elder Fraud Protection Program: Reflects a decrease in intrafund transfer for APS services, resulting in a reduction in services and supplies and salaries and employee benefits, including the deletion of 1.0 Consumer Affairs Representative position. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
2.	$ -39,000	$ -39,000	$ --	-1.0
Dispute Settlement Services: Reflects reduced grant funding from the Dispute Resolution Fund for costs related to mediation and outreach, offset by a decrease in salaries and employee benefits, including the deletion of 1.0 Consumer Affairs Representative position. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
3.	$ 6,000	$ 6,000	$ --	--
Real Estate Fraud Notification Program: Reflects additional intrafund transfer from the Department of Registrar-Recorder for costs related to the investigation, mediation and resolution of complaints related to real estate fraud. *Supports Countywide Strategic Plan Goal 4, Strategies 1 and 2.*				
Other Changes				
1.	$ 111,000	$ --	$ 111,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
2.	$ 12,000	$ --	$ 12,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 4,000	$ --	$ 4,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	$ -33,000	$ --	$ -33,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
5.	$ 41,000	$ 10,000	$ 31,000	--
	Website Development and Maintenance: Reflects increased costs for website maintenance, as well as receipt of a Southwestern Bell Foundation grant.			
6.	$ --	$ 6,000	$ -6,000	--
	Co-Generation Revenue: Reflects an estimated increase in revenue from the co-generation plant.			
Total	***$ 15,000***	***$ -104,000***	***$ 119,000***	***-2.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Consumer Services							
	$ 940,000	$ 81,000	$ 111,000	$ 748,000	$ 0	$ 748,000	10.5

Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 2.62.020.

The Consumer Services Program provides consumer counseling and information services to the public, accepts and mediates complaints between consumers and merchants, investigates and resolves complaints of unethical or deceptive business practices, and conducts special investigations which are presented to appropriate prosecuting agencies for civil adjudication and criminal prosecution. Includes an interdepartmental agreement with the Adult Protective Services (APS) Program of the Department of Community and Senior Services (CSS) to provide fraud protection services to its large population of abused, neglected, and financially exploited elders and dependent adults. Also, includes the Volunteer Services Program, which coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns which service each division and the public. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Protection and education of consumers.

Service Delivery Standard: To counsel 13,000 persons per program staff; process 250 written complaints per program staff; and recover $0.75 in restitution for each $1.00 of NCC.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	10	10	10	10
NCC	$650,000	$695,000	$714,000	$748,000
Workload/Output				
Number of persons counseled	131,417	137,707	145,532	145,532
Number of written complaints processed	2,943	3,128	2,810	2,810
Restitution to consumers	$349,626	$616,742	$616,742	$616,742
Efficiency				
Number of persons counseled per staff	13,142	13,771	14,553	14,553
Number of written complaints processed per staff	294	313	281	281
Dollars of restitution per NCC dollar	$0.54	$0.89	$0.86	$0.82
Effectiveness/Outcome				
Percent of persons counseled goal achieved	101%	106%	112%	112%
Percent of written complaints processed goal achieved	118%	125%	112%	112%
Percent of restitutions recovered goal achieved	72%	119%	115%	109%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Real Estate Fraud and Information Program							
	$ 546,000	$ 272,000	$ 89,000	$ 185,000	$ 0	$ 185,000	5.5

2. Real Estate Fraud and Information Program (cont'd)

Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 2.62.020.

The Real Estate Fraud Prevention Program serves as the central reporting agency for real estate fraud. It includes the Board of Supervisor ordered Real Estate Fraud Early Warning Program and a contract with the Department of Registrar-Recorder to conduct the Real Estate Fraud Notification Program. Related are two grants from the Community Development Block Grant Division to administer a Homeowners' Fraud Prevention Project and a Home Loan Counseling Program. The program includes an interdepartmental agreement with CSS' APS Program to provide fraud protection services to its large population of abused, neglected, and financially exploited elders and dependent adults. It comprises investigating complaints and counseling and educating the public on real estate issues including: homeownership, real estate fraud, foreclosure, refinancing, building contractors, home repairs, and undeveloped land sales. Revenues are also generated by administrative and support costs.

Program Outcome: Protection and education of consumers.

Service Delivery Standard: To counsel 4,000 persons per program staff; process 150 written complaints per program staff; and recover $40 in restitution for each $1.00 of NCC.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	5	4	5	5
NCC	$135,000	$160,000	$170,000	$185,000
Workload/Output				
Number of persons counseled	25,098	25,369	23,704	23,704
Number of written complaints processed	824	868	912	912
Restitution to consumers	$5,891,946	$8,414,691	$8,414,691	$8,414,691
Efficiency				
Number of persons counseled per staff	5,020	6,342	4,741	4,741
Number of written complaints processed per staff	165	217	182	182
Dollars of restitution per NCC dollar	$43.64	$52.59	$49.50	$45.48
Effectiveness/Outcome				
Percent of persons counseled goal achieved	126%	159%	119%	119%
Percent of written complaints processed goal achieved	110%	145%	121%	121%
Percent of restitutions recovered goal achieved	109%	131%	124%	114%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Small Claims Advisor Program						
$ 601,000	$ 0	$ 538,000	$ 63,000	$ 0	$ 63,000	8.0

Authority: Non-mandated, discretionary program.

The Small Claims Court Advisor Program provides information and counseling to litigants and potential litigants on all aspects of the Small Claims Court. Also, includes the Volunteer Services Program, which coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns which service each division and the public. Revenues are also generated by other administrative and support costs.

Program Outcome: Education of litigants and potential litigants to improve access to the justice system.

Service Delivery Standard: To counsel 19,000 persons per program staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	7	6	8	8
Workload/Output				
Number of persons counseled	142,796	140,208	153,084	153,084
Efficiency				
Number of persons counseled per staff	20,399	23,368	19,136	19,136
Effectiveness/Outcome				
Percent of persons counseled goal achieved	107%	123%	101%	101%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Dispute Settlement Services						
$ 251,000	$ 0	$ 226,000	$ 25,000	$ 0	$ 25,000	3.0

Authority: Non-mandated, discretionary program - permitted by California Business and Profession Code Section 470.3 et. seq.

The Dispute Settlement Services Program promotes alternative dispute resolution processes that divert cases from the courts by providing mediation, conciliation, information, and referral services to litigants and potential litigants who might otherwise use the court to settle their conflicts. Also, includes the Volunteer Services Program, which coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns which service each division and the public. Revenues are also generated by other administrative and support costs.

Program Outcome: Resolution of conflicts between parties.

Service Delivery Standard: To counsel 6,000 persons per program staff and process 300 written complaints per program staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	2	2	2	2
Workload/Output				
Number of persons counseled	12,311	14,817	15,970	15,970
Number of written complaints processed	823	910	689	689
Efficiency				
Number of persons counseled per staff	6,156	7,409	7,985	7,985
Number of written complaints processed per staff	412	455	345	345
Effectiveness/Outcome				
Percent of persons counseled goal achieved	103%	123%	133%	133%
Percent of complaints processed goal achieved	137%	152%	115%	115%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Cable Television Franchise Program						
$ 859,000	$ 0	$ 792,000	$ 67,000	$ 0	$ 67,000	6.0

Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 16.64.010.

The Cable Television Franchise Program protects the welfare and interests of cable television consumers and the County through the administration and monitoring of the County's cable television franchises. Also, includes the Volunteer Services Program, which coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns which service each division and the public. Revenues are also generated by other administrative and support costs.

Program Outcome: Regulation and administration of cable television franchises and protection of cable subscribers in the unincorporated areas of the County.

Service Delivery Standard: To counsel 450 persons per program staff and process 75 complaints per program staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	3	4	4	4
Workload/Output				
Number of persons counseled	0	1,754	2,703	2,703
Number of written complaints processed	240	177	461	461
Efficiency				
Number of persons counseled per staff	n/a	439	676	676
Number of written complaints processed per staff	80	44	115	115
Effectiveness/Outcome				
Percent of persons counseled goal achieved	n/a	98%	150%	150%
Percent of complaints processed goal achieved	107%	59%	153%	153%

Explanatory Note:
n/a = Not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Self-Help Legal Access Center Program						
$ 463,000	$ 0	$ 0	$ 463,000	$ 0	$ 463,000	1.0

Authority: Non-mandated, discretionary program - established by the Los Angeles County Board of Supervisors.

The Self-Help Legal Access Center program provides assistance to unrepresented patrons in understanding the laws, regulations and court procedures relevant to their case, and to better enable them to represent themselves and make informed choices concerning the legal options available to them.

Program Outcome: Education of unrepresented litigants and access to the justice system.

Service Delivery Standard: To counsel 4,000 persons per program staff, includes use of contract program staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	n/a	3	3	3
Workload/Output				
Number of persons counseled	n/a	13,681	15,240	15,240
Efficiency				
Number of persons counseled per staff	n/a	4,560	5,080	5,080
Effectiveness/Outcome				
Percent of persons counseled goal achieved	n/a	114%	127%	127%

Explanatory Note:
n/a = Not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Administration						
$ 280,000	$ 0	$ 48,000	$ 232,000	$ 0	$ 232,000	12.0

Authority: Non-mandated, discretionary program.

Includes the executive office and administrative services support staff. Costs of this program are offset by revenue as staff provide services to all departmental grant programs. Also, includes funding for costs that are centrally allocated such as the toll-free number and website maintenance.

Program Outcome: Effective, efficient and safe administrative operation.

Service Delivery Standard: To receive 100 percent of budgeted revenue and receive 150 donated counseling hours per volunteer.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Revenue budgeted	$1,741,000	$1,714,000	$1,827,000	$1,804,000
Total number of volunteers	48	39	66	66
Workload/Output				
Actual revenue received	$1,683,255	$1,894,601	$1,693,000	$1,804,000
Number of donated volunteer counseling hours	8,273	7,961	7,977	7,977
Efficiency				
Dollar of actual revenue received per dollar of revenue budgeted	$.97	$1.10	$.93	$1.00
Number of donated counseling hours per volunteer	172	204	121	121
Effectiveness/Outcome				
Percent of actual revenue received goal achieved	97%	110%	93%	100%
Percent of donated counseling hours goal achieved	115%	136%	81%	81%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 3,940,000	**$ 353,000**	**$ 1,804,000**	**$ 1,783,000**	**$ 0**	**$ 1,783,000**	**46.0**

DEPARTMENTAL DETAIL SUMMARY

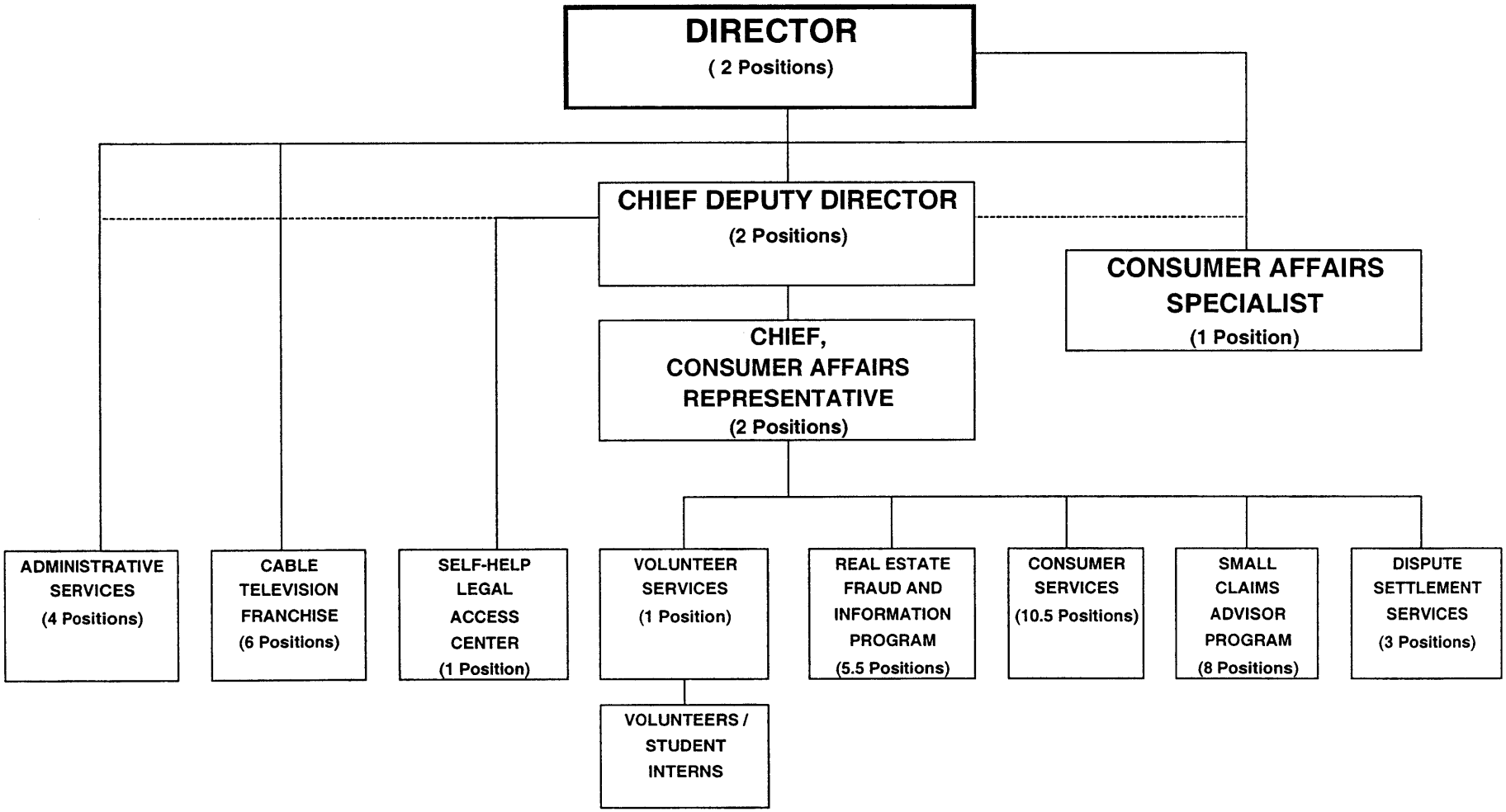
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	2,079,000	1,749,000	2,060,000	-19,000
Employee Benefits	588,000	638,000	726,000	138,000
Total Salaries and Employee Benefits	2,667,000	2,387,000	2,786,000	119,000
Services and Supplies				
Communications	182,000	182,000	182,000	0
Computer Equipment - Non-capital	20,000	30,000	20,000	0
Information Technology Services	3,000	3,000	28,000	25,000
Insurance	1,000	10,000	1,000	0
Maintenance-Bldgs and Improvements	22,000	22,000	22,000	0
Maintenance-Equipment	21,000	21,000	29,000	8,000
Memberships	5,000	5,000	5,000	0
Office Expense-Other	65,000	65,000	67,000	2,000
Office Expense-Postage	21,000	21,000	23,000	2,000
Professional and Spec Services	641,000	622,000	515,000	-126,000
Rents and Leases-Bldg and Improv	5,000	5,000	5,000	0
Rents and Leases-Equipment	6,000	6,000	6,000	0
Special Departmental Expense	88,000	88,000	96,000	8,000
Training	14,000	14,000	17,000	3,000
Auto Mileage	10,000	10,000	10,000	0
Auto Service	10,000	10,000	10,000	0
Travel	6,000	6,000	6,000	0
Utilities	112,000	112,000	79,000	-33,000
Total Services and Supplies	1,232,000	1,232,000	1,121,000	-111,000
Other Charges				
Judgments and Damages	5,000	50,000	8,000	3,000
Capital Lease Payments	21,000	22,000	25,000	4,000
Total Other Charges	26,000	72,000	33,000	7,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**3,925,000**	**3,691,000**	**3,940,000**	**15,000**
Less: Intrafund Transfers	434,000	346,000	353,000	-81,000
TOTAL NET REQUIREMENTS	3,491,000	3,345,000	3,587,000	96,000
REVENUES:				
Charges for Services	1,161,000	1,129,000	1,132,000	-29,000
Miscellaneous	27,000	27,000	33,000	6,000
Court Fees and Costs	538,000	538,000	538,000	0
Operating Transfers In	101,000	0	101,000	0
TOTAL REVENUES	1,827,000	1,694,000	1,804,000	-23,000
NET COUNTY COST	**1,664,000**	**1,651,000**	**1,783,000**	**119,000**

DEPARTMENT OF CONSUMER AFFAIRS

Pastor Herrera, Jr., Director

FY 2002-03 Proposed Budget Positions = 46



CORONER

ANTHONY T. HERNANDEZ, DIRECTOR/DR. L. SATHYAVAGISWARAN, CME - CORONER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 14,002,047	$ 15,623,000	$ 16,345,000	$ 18,808,000	$ 16,814,000	$ 469,000
SERVICES & SUPPLIES	2,858,378	3,117,000	2,821,000	3,581,000	3,089,000	268,000
OTHER CHARGES	345,715	462,000	462,000	434,000	434,000	-28,000
FIXED ASSETS-EQUIP	350,533	364,000	364,000	414,000	224,000	-140,000
OTHER FINANCING USES	45,961	20,000	20,000	37,000	37,000	17,000
GROSS TOTAL	$ 17,602,634	$ 19,586,000	$ 20,012,000	$ 23,274,000	$ 20,598,000	$ 586,000
LESS INTRAFD TRANSFER	72,696	70,000	62,000	100,000	99,000	37,000
NET TOTAL	$ 17,529,938	$ 19,516,000	$ 19,950,000	$ 23,174,000	$ 20,499,000	$ 549,000
REVENUE	1,833,478	2,005,000	2,168,000	2,248,000	2,248,000	80,000
NET COUNTY COST	$ 15,696,460	$ 17,511,000	$ 17,782,000	$ 20,926,000	$ 18,251,000	$ 469,000
BUDGETED POSITIONS	212.0	220.0	220.0	253.0	220.0	
REVENUE DETAIL						
STATE-OTHER	$ 273,093	$ 250,000	$ 244,000	$ 230,000	$ 230,000	$ -14,000
PERSONNEL SERVICES	10,591	7,000	10,000	8,000	8,000	-2,000
COURT FEES & COSTS	137,084	188,000	131,000	195,000	195,000	64,000
RECORDING FEES	2,031	1,000		1,000	1,000	1,000
CHRGS FOR SVCS-OTHER	1,122,961	1,140,000	1,156,000	1,268,000	1,268,000	112,000
OTHER SALES	215,255	292,000	567,000	483,000	483,000	-84,000
MISCELLANEOUS	68,057	60,000	58,000	61,000	61,000	3,000
SALE OF FIXED ASSETS	4,406	21,000	2,000	2,000	2,000	
OPERATING TRANSFER IN		46,000				
TOTAL	$ 1,833,478	$ 2,005,000	$ 2,168,000	$ 2,248,000	$ 2,248,000	$ 80,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

The Department of Coroner is mandated by law to inquire into and determine the circumstances, manner, and cause of all violent, sudden, or unusual deaths occurring within Los Angeles County, including all homicides, suicides, accidental deaths, and natural deaths where the decedent has not seen a physician within 20 days prior to death.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects additional net County cost of $469,000, which includes: 1) negotiated increases in salaries and employee benefits; 2) increases in services and supplies for ongoing cost increases; and 3) estimated revenue increases associated with E-commerce, decedent transportation services, and Youthful Drunk Driving Program services.

Strategic Planning

The Department continues its effort toward raising the level of service by improving the quality of its medical investigations and processing at least 80 percent of all its cases within a 48-hour period. Multi-year planning also focuses on the reopening of regional offices that were reduced or eliminated as a result of curtailments to better serve the outlying communities. The Department must address the issue of increasing autopsies and investigations to meet increased medical legal demands. Efforts continue toward the development of a Coroner annex facility to address the Department's H-VAC/facility needs to ensure the health and safety of its employees and to prepare for the needs of the community-based on projected population increases.

Critical Needs

Efforts continue to: 1) address the issue of increasing autopsies and investigations to meet increased medical/legal demands; 2) move forward with plans to build a Coroner annex to house the biological functions of the Department; and 3) finalizing the Department's E-commerce project.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 431,000	$ --	$ 431,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 38,000	$ --	$ 38,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 268,000	$ --	$ 268,000	--
	Services and Supplies: Reflects a net increase in costs for health and safety equipment, laboratory supplies, contract services and compliance with CAL/OSHA mandates.			
4.	$ 17,000	$ --	$ 17,000	--
	Other Financing Uses: Reflects an increase in Productivity Investment Fund loan payments for Voice Recognition Project.			
5.	$ --	$ 37,000	$ -37,000	--
	Reimbursable Services: Reflects an increase in reimbursable services provided to other County departments for copies of photographs and documents.			
6.	$ --	$ 80,000	$ -80,000	--
	Miscellaneous Revenue: Reflects an increase in revenue associated with decedent transportation services, Youthful Drunk Driving Program services, and crime lab services, partially offset by a reduction in revenue associated with Senate Bill 90 reimbursement of Sudden Infant Death Syndrome (SIDS) autopsy cases and a delay in the implementation of E-commerce program and the credit card purchase system.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
7.	$ -28,000	$ --	$ -28,000	--
	Other Charges: Reflects a decrease in lease payments and judgment and damages costs based on actual experience.			
8.	$ -140,000	$ --	$ -140,000	--
	Fixed Assets: Reflects a reduction in fixed assets concluding the three-year program to replace laboratory equipment.			
Total	***$ 586,000***	***$ 117,000***	***$ 469,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Forensic Medicine							
	$ 5,453,000	$ 0	$ 180,000	$ 5,273,000	$ 0	$ 5,273,000	34.0

Authority: Mandated by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Govt. Codes 27460 to 27540, Govt. Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Sections 2.22.010 to 110).

Investigates and determines the cause and mode of all sudden and unusual deaths under the Coroner's jurisdiction by conducting forensic medical investigation, autopsies, and histopathology examinations. Includes revenue that was partially earned by costs incurred in the Administration and Support Programs.

Program Outcome: Timely examination of decedents and determination of cause of death. Preparation of accurate and timely autopsy reports.

Service Delivery Standard:
- -- Autopsy or examine 90 percent of decedents within 24 hours of completion of Investigator's report.
- -- Finalize 95 percent of Coroner's reports within two months for homicide cases, and within three months for non-homicide cases (counting business days).
- -- Close 75 percent of pending cases within 60 days of date of death.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Pathologist	22	25	26	27
Workload/Output				
Autopsies/Examinations	6,801	6,790	6,759	6,600
Efficiency				
Cases per Pathologist	309	272	260	244
Average cost per Pathologist	$890	$1,029	$1,109	$1,181
Effectiveness/Outcome				
Autopsy 90 percent of decedents	85%	85%	85%	85%
Finalize homicide cases in two months	85%	85%	85%	95%
Finalize non-homicide cases in three months	98%	98%	98%	98%
Close pending cases in 60 days	77%	75%	75%	75%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Operations Bureau							
	$ 9,184,000	$ 50,000	$ 1,085,000	$ 8,049,000	$ 0	$ 8,049,000	122.0

Authority: Mandated by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Govt. Codes 27460 to 27540, Govt. Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Sections 2.22.010 to 110).

Provides death scene investigation and death notification to next of kin, gathers information from witnesses, and collects data used in determining the cause of death. Responsible for the preparation of investigative reports and the provision of testimony in court, and assists with transportation, storage, photography, x-ray, dental and fingerprint examination, embalming, and release of decedents. Also provides disaster preparation and response to all major and minor emergencies.

2. **Operations Bureau** (cont'd)

Program Outcome: Provide complete death investigation inquiries and fulfill mandated responsibilities for identification and next of kin notification.

Service Delivery Standard:
-- Recover 90 percent of human remains from area hospitals within 36 hours of being reported to the Coroner.
-- Certify 90 percent of mortuary sign-out cases within 96 hours of the death being reported to the Coroner.
-- Complete 80 percent of in-house investigations within 72 hours of the decedent's arrival at the Forensic Science Center (FSC).

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Field Investigators	30	32	34	34
Workload/Output				
Cases investigated	18,814	17,815	23,040	23,250
Efficiency				
Cases per Investigator	627	557	678	684
Average cost per investigation	$180	$211	$184	$188
Average at-scene response time (minutes)	60	60	60	60
Effectiveness/Outcome				
Percentage of incoming cases recovered from area hospitals within 36 hours of report	0	0	0	0
Percentage of outside cases certified and closed within 96 hours of report	0	0	0	0
Percentage of inside cases investigated and made ready for medical examination within 72 hours of decedent's arrival at FSC	0	0	0	0

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Forensic Laboratories						
$ 2,186,000	$ 0	$ 317,000	$ 1,869,000	$ 0	$ 1,869,000	17.0

Authority: Mandated by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Govt. Codes 27460 to 27540, Govt. Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Sections 2.22.010 to 110).

Provides toxicological, histological and scanning electron microscopy analysis. Also provides criminalistic services and, if necessary, testimony in court.

Program Outcome: Provide timely and accurate toxicology analyses.

Service Delivery Standard:
-- Complete 95 percent of all negative toxicology reports within 30 days.
-- Complete 95 percent of all positive toxicology reports within 60 days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Senior Criminalist	8	7	8	8
Workload/Output				
Toxicology laboratory tests performed	55,050	66,020	60,000	60,000
Efficiency				
Laboratory tests per Senior Criminalist	6,881	9,431	7,500	7,500
Average cost per laboratory test	$25	$18	$25	$27
Effectiveness/Outcome				
Complete negative toxicology reports within 30 days	98%	97%	97%	97%
Complete positive toxicology reports within 60 days	99%	96%	96%	96%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Executive/Administration/Public Services						
$ 3,775,000	$ 49,000	$ 666,000	$ 3,060,000	$ 0	$ 3,060,000	47.0

Authority: Mandated by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies, Chapter 486/75 Mandated Reimbursement Process (Govt. Codes 27460 to 27540, Govt. Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Sections 2.22.010 to 110).

Public Services Division provides and maintains case file management, document sales, billing for transportation services, subpoena processing, and release of decedent personal property. Administration and Executive Division: 1) provides overall direction and coordination of all non-medical divisions and programs; 2) directs the achievement of goals and objectives; and 3) maintains administrative support for the Department, including budget, fiscal, personnel, and procurement services.

Program Outcome: Quality subpoena processing in a timely manner.

Service Delivery Standard: Public Services Division objectives include timely processing of document orders, error-free death certificate and medical amendment products, rapid transmission of medical amendments to Health Services Registrar, professional and expedient customer service to the public both by telephone and in person, and accurate and efficient subpoena processing and dispensation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Clerks	5	5	5	5
Property Custodian	3	3	3	3
Senior Clerks	2	2	2	2
Workload/Output				
Public telephone inquiries	74,562	74,942	75,704	78,673
Personal property released	1,432	1,363	1,622	1,730
Subpoena processed	2,343	2,797	2,918	3,228
Efficiency				
Average cost per telephone inquiry	$2.75	$2.90	$2.98	$3.17
Average cost per case to release property	$102.77	$114.15	$98.64	$101.93
Average cost to process subpoena per case	$39.58	$35.06	$34.56	$34.44

Performance Measures (cont'd)	**Actual 1999-00**	**Actual 2000-01**	**Estimated 2001-02**	**Projected 2002-03**
Effectiveness/Outcome[1]				
Percentage of telephone calls answered within two rings with clients assisted within three minutes	0	0	0	0
Percentage of family members assisted by Personal Property Custodian within ten minutes of arrival at FSC	0	0	0	0
Percentage of subpoenas processed and delivered to addressee within 24 hours of delivery to Department	0	0	0	0

Explanatory Note:
(1) Data currently not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 20,598,000	**$ 99,000**	**$ 2,248,000**	**$ 18,251,000**	**$ 0**	**$ 18,251,000**	**220.0**

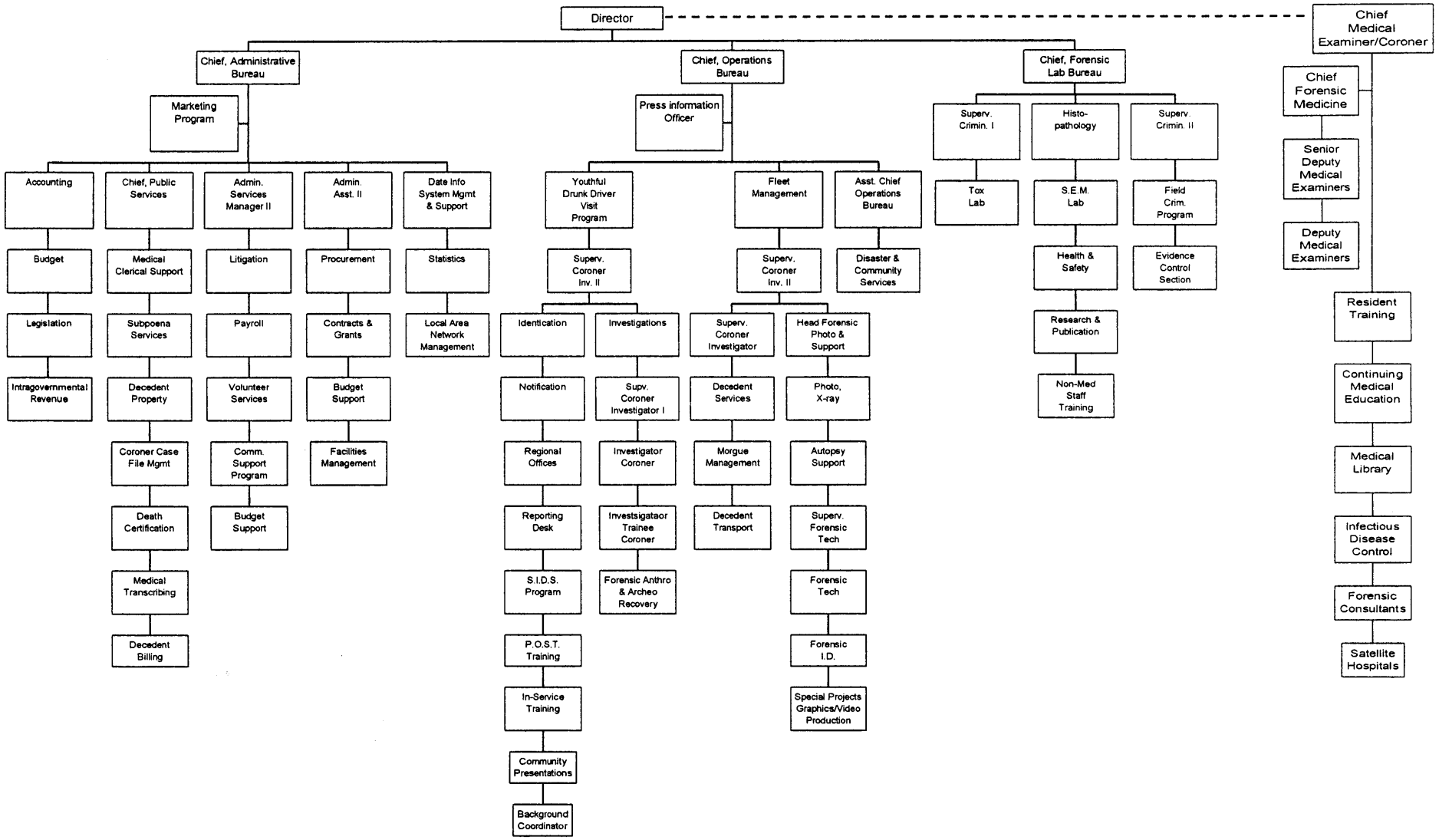
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	11,945,000	11,799,000	11,882,000	-63,000
Employee Benefits	4,400,000	3,824,000	4,932,000	532,000
Total Salaries and Employee Benefits	16,345,000	15,623,000	16,814,000	469,000
Services and Supplies				
Clothing and Personal Supplies	15,000	13,000	15,000	0
Communications	161,000	162,000	162,000	1,000
Computer Equipment-noncapital	7,000	7,000	25,000	18,000
Computer Software	17,000	34,000	50,000	33,000
Household Expenses	141,000	124,000	128,000	-13,000
Information Technology Services	120,000	365,000	223,000	103,000
Insurance	77,000	157,000	157,000	80,000
Maintenance-Buildings and Improvements	80,000	93,000	113,000	33,000
Maintenance-Equipment	159,000	125,000	175,000	16,000
Medical Dental and Laboratory Supplies	411,000	468,000	418,000	7,000
Memberships	5,000	4,000	4,000	-1,000
Office Expense-Other	97,000	121,000	121,000	24,000
Office Expense-Postage	19,000	22,000	22,000	3,000
Office Expense-Stat and Forms	38,000	41,000	41,000	3,000
Professional and Specialized Services	864,000	774,000	801,000	-63,000
Rents and Leases-Equipment	21,000	16,000	16,000	-5,000
Small Tools and Instruments	3,000	4,000	4,000	1,000
Special Departmental Expense	297,000	333,000	350,000	53,000
Telecommunications	34,000	33,000	33,000	-1,000
Transportation and Travel-Auto Mileage	7,000	7,000	7,000	0
Transportation and Travel-Auto Service	163,000	125,000	125,000	-38,000
Transportation and Travel-Other	11,000	6,000	6,000	-5,000
Transportation and Travel-Traveling	67,000	80,000	90,000	23,000
Utilities	7,000	3,000	3,000	-4,000
Total Services and Supplies	2,821,000	3,117,000	3,089,000	268,000
Other Charges				
Judgments and Damages	57,000	57,000	34,000	-23,000
Capital Lease Payments	405,000	405,000	400,000	-5,000
Total Other Charges	462,000	462,000	434,000	-28,000
Fixed Assets				
Equipment:				
Major Office Equipment	7,000	7,000	18,000	11,000
Non-Medical Lab and Testing Equip	215,000	215,000	206,000	-9,000
Vehicle-Automobile	142,000	142,000	0	-142,000
Total Equipment	364,000	364,000	224,000	-140,000
Total Fixed Assets	364,000	364,000	224,000	-140,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Operating Transfers Out	20,000	20,000	37,000	17,000
Total Other Financing Uses	20,000	20,000	37,000	17,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**20,012,000**	**19,586,000**	**20,598,000**	**586,000**
Less: Intrafund Transfers	62,000	70,000	99,000	37,000
TOTAL NET REQUIREMENTS	19,950,000	19,516,000	20,499,000	549,000
REVENUES:				
Intergovernmental Revenues-State	244,000	250,000	230,000	-14,000
Charges For Services	1,297,000	1,367,000	1,386,000	89,000
Miscellaneous Revenues	627,000	321,000	632,000	5,000
Other Financing Sources	0	67,000	0	0
TOTAL REVENUES	2,168,000	2,005,000	2,248,000	80,000
NET COUNTY COST	**17,782,000**	**17,511,000**	**18,251,000**	**469,000**

Department of Coroner

2002-03 Proposed Budgeted Positions = 220.0



COUNTY COUNSEL
LLOYD W. PELLMAN, COUNTY COUNSEL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 39,204,926	$ 47,417,000	$ 53,456,000	$ 56,484,000	$ 54,779,000	$ 1,323,000
SERVICES & SUPPLIES	8,822,048	9,787,000	9,787,000	10,236,000	9,499,000	-288,000
OTHER CHARGES	385,880	468,000	468,000	441,000	441,000	-27,000
FIXED ASSETS-EQUIP	244,016	61,000	61,000	121,000	61,000	
GROSS TOTAL	$ 48,656,870	$ 57,733,000	$ 63,772,000	$ 67,282,000	$ 64,780,000	$ 1,008,000
LESS INTRAFD TRANSFER	34,296,789	39,960,000	45,287,000	46,612,000	44,887,000	-400,000
NET TOTAL	$ 14,360,081	$ 17,773,000	$ 18,485,000	$ 20,670,000	$ 19,893,000	$ 1,408,000
REVENUE	11,653,967	14,040,000	14,677,000	16,719,000	16,253,000	1,576,000
NET COUNTY COST	$ 2,706,114	$ 3,733,000	$ 3,808,000	$ 3,951,000	$ 3,640,000	$ -168,000
BUDGETED POSITIONS	502.0	554.0	554.0	537.0	536.0	-18.0
REVENUE DETAIL						
STATE-OTHER	$ 21,263	$	$	$	$	$
LEGAL SERVICES	7,621,760	9,066,000	9,680,000	10,285,000	10,014,000	334,000
PERSONNEL SERVICES	3,004,350	3,340,000	3,340,000	4,630,000	4,500,000	1,160,000
PLANNING & ENG SVCS		45,000	45,000	68,000	65,000	20,000
COURT FEES & COSTS	5,666					
ROAD & STREET SVCS	234,772	430,000	430,000	570,000	550,000	120,000
PARK & RECREATION SVS	107,727	205,000	205,000	155,000	150,000	-55,000
CHRGS FOR SVCS-OTHER	404,567	654,000	654,000	731,000	694,000	40,000
OTHER SALES	24,294					
MISCELLANEOUS	229,568	300,000	323,000	280,000	280,000	-43,000
TOTAL	$ 11,653,967	$ 14,040,000	$ 14,677,000	$ 16,719,000	$ 16,253,000	$ 1,576,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	COUNSEL

Mission Statement

The Office of the County Counsel provides timely and effective ethical legal representation, advice and counsel to the Board of Supervisors (Board), County Departments, the Superior Court, special districts, and other public agencies as mandated and authorized by the County Charter and California statutes.

The Office provides a broad range of services directed at promoting the objectives of the County, while protecting the County from loss and risk. Those services include advising on the law as it applies to County operations; drafting legal documents; and representing the County in civil actions, dependency court cases, and in financial funding issues.

County Counsel also assists in presenting the County's position in the State Legislature and before State and federal regulatory agencies and administrative hearing boards.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a slight reduction in net County cost (NCC) from the current year budget and eliminates 21.0 positions which have been vacant for an extended period. Higher costs for increased salaries and employee benefits are offset, in part, by the position reductions. The balance of the budget increases are financed through higher revenues. Three attorney positions are added to the Sheriff's Advocacy Unit to replace more costly contract counsel.

Strategic Planning

The Office of the County Counsel will continue to implement its strategic plan which is aligned with Los Angeles County's Strategic Plan. Emphasis is placed on service excellence, workforce excellence, organizational e ffectiveness and fiscal responsibility.

The Office plans to continue development of automated systems to deliver more effective and efficient services to clients and to provide the public with Internet-enabled information about the Office. Continued development also includes active participation in the Los Angeles County Administrative System (LACAS). Recognizing the correlation between a well-trained workforce and the provision of high-quality services and productivity, the Office continues to invest in staff development via training and surveys.

Critical Needs

The Office has a critical need for additional space to accommodate the growth of its legal divisions. Critical needs in the Office also include continued enhancements of automation, training, and resources.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 296,000	$ 296,000	$ --	3.0
	Legal Service Level: Reflects the addition of 3.0 attorney positions to replace contract counsel in the Sheriff's Advocacy Unit.			
2.	$ -882,000	$ -882,000	$ --	-21.0
	Elimination of Long-Term Vacancies: Reflects the deletion of 21.0 clerical and office support positions that have been vacant for an extended period and have been deemed obsolete.			
Other Changes				
1.	$ 1,777,000	$ 1,661,000	$ 116,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 122,000	$ 114,000	$ 8,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ -34,000	$ -32,000	$ -2,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
4.	$ -290,000	$ --	$ -290,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ 10,000	$ 10,000	$ --	--
Other Employee Benefits: Reflects funding for various employee benefits based upon experience and/or estimates provided by the Chief Administrative Office and Department of Human Resources, fully offset by increased salary savings.				
6.	$ 9,000	$ 9,000	$ --	--
Miscellaneous Adjustments: Reflects unavoidable cost increases for certain services which are fully offset by a reduction in other charges				
Total	***$ 1,008,000***	***$ 1,176,000***	***$ -168,000***	***-18.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. House Counsel						
$ 15,734,000	$ 9,042,000	$ 3,245,000	$ 3,447,000	$ 1,509,000	$ 1,938,000	124.0

Authority: Non-mandated, discretionary program.

Advises County clients as to their duties and responsibilities under the law, including such areas as a conflict of interest, taxation, finance, legislation, public health, safety, and welfare.

Program Outcome: Improved response time to requests for written responses or advice from the Board of Supervisors (Board) and Department heads and constituent inquiries forwarded by the Board.

Service Delivery Standard: Legal staff will provide written responses within established time frames commencing with receipt by the office 90 percent of the time.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of constituent requests forwarded by the Board requiring written response	n/a	n/a	n/a	n/a
Number of inquiries from the Board and Department heads with a due date of 20 days or less	n/a	n/a	n/a	n/a
Number of requests by the Board and Department heads for written response requiring more than 20 days	n/a	n/a	n/a	n/a
Workload/Output				
Number of responses approved and released; and number of responses on time	n/a	n/a	n/a	n/a
Number of approved and released written responses; and number of responses on time	n/a	n/a	n/a	n/a
Number of responses provided per staff attorney (non-dependency)	n/a	n/a	n/a	n/a
Efficiency				
Approved and released responses provided per attorney (non-dependency)	n/a	n/a	n/a	n/a
Number of written responses provided per staff attorney (non-dependency)	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percentage of approved and released responses meeting deadlines	n/a	n/a	n/a	n/a
Percentage of written responses meeting approved deadline	n/a	n/a	n/a	n/a
Percentage of responses meeting approved deadline	n/a	n/a	n/a	n/a

Explanatory Notes
n/a = Not available
(1) Performance Measures were developed during the 2002-03 Budget Process. Measurable data will not be available until the 2003-04 Budget Request.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Litigation						
$42,849,000	$ 31,550,000	$ 11,467,000	$ -168,000	$ 4,165,000	$ -4,333,000	343.0

Authority: Non-mandated, discretionary program.

Represents the County, its officers, special districts and the Metropolitan Transportation Authority in all civil litigation, probate, dependency court, and workers' compensation matters.

Program Outcome: Appropriate placement of dependent children.

Service Delivery Standard: Prevail in 95 percent juvenile dependency writs and appeals.

Performance Measures(1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of appeals or writs filed	n/a	n/a	n/a	n/a
Workload/Output				
Number of appeals and writs won	n/a	n/a	n/a	n/a
Efficiency				
Percent of appeals per appellate staff attorney	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of appeals and writs won	n/a	n/a	n/a	n/a

Explanatory Notes
n/a = Not available
(1) Performance Measure was developed during FY 2002-03 Budget Process. Measurable data will not be available until the 2003-04 Budget Request.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration						
$ 5,049,000	$ 3,499,000	$ 1,256,000	$ 294,000	$ 484,000	$ -190,000	56.0

Authority: Non-mandated, discretionary program.

Performs the administrative functions of the Department. Includes executive office functions not directly associated with client services. Also, includes departmental budget, accounting personnel/payroll, and procurement.

Program Outcome: Improve client service by providing timely and accurate information.

Service Delivery Standard: Send out 60 percent of all invoices to clients within 30 days after the month service was rendered by in-house legal staff, and send out 100 percent of all invoices to clients within 60 days after the month service was rendered by in-house legal staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of invoices sent to clients	1,360	1,378	1,380	1,380
Workload/Output				
Number of invoices sent within 30 days of service	1,004	1,198	1,200	1,250
Number of invoices sent within 60 days of service	1,360	1,378	1,380	1,380
Efficiency(1)				
Percent of accurate invoices sent to clients	n/a	n/a	100%	100%
Effectiveness/Outcome				
Percent of invoices sent within 30 days of service	74%	87%	87%	91%
Percent of invoices sent within 60 days of service	100%	100%	100%	100%

Explanatory Notes:
n/a = Not available
(1) Efficiency measure was recently incorporated and has not been tracked. It will be included in the following fiscal year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Information Technology						
$ 1,148,000	$ 796,000	$ 285,000	$ 67,000	$ 111,000	$ -44,000	13.0

Authority: Non-mandated, discretionary program.

Provides the necessary technological infrastructure and support for County Counsel to satisfy its responsibilities to other County departments and the public.

Program Outcome: Continuous improvement in the areas of technology within the Office, and timely submission of the business automation plan.

Service Delivery Standard: To achieve a 95 percent operational network during business hours (7:00 a.m. to 5:00 p.m.).

Performance Measures(1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of business hours in the fiscal year	n/a	n/a	n/a	n/a
Workload/Output				
Number of hours the network was operational	n/a	n/a	n/a	n/a
Efficiency				
Number of business hours the network was operational	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of business hours network was operational	n/a	n/a	n/a	n/a

Explanatory Notes:
n/a = Not available
(1) Efficiency measure was recently incorporated and has not been tracked. It will be included in the following fiscal year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 64,780,000	**$ 44,887,000**	**$ 16,253,000**	**$ 3,640,000**	**$ 6,269,000**	**$ -2,629,000**	**536.0**

DEPARTMENTAL DETAIL SUMMARY

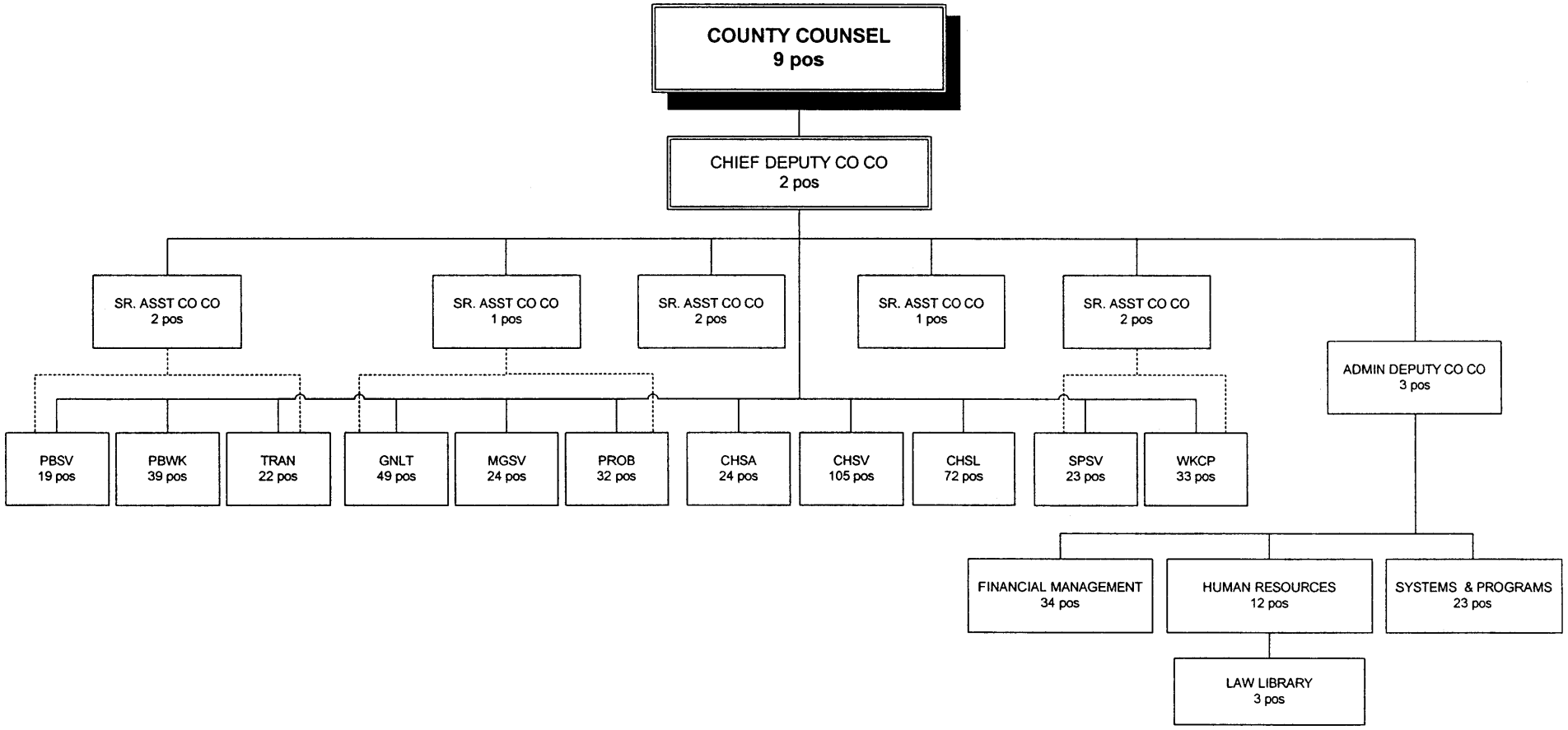
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	40,174,000	35,176,000	40,535,000	361,000
Employee Benefits	13,282,000	12,241,000	14,244,000	962,000
Total Salaries and Employee Benefits	53,456,000	47,417,000	54,779,000	1,323,000
Services and Supplies				
Communications	495,700	494,500	525,500	29,800
Computer Equipment - Non-capital	234,400	301,100	111,100	-123,300
Computer Software	203,200	236,700	406,600	203,400
Information Technology Services	694,400	391,200	778,400	84,000
Insurance	21,000	8,000	21,000	0
Maintenance-Buildings and Improvements	761,400	733,500	752,000	-9,400
Memberships	121,200	119,500	130,300	9,100
Office Expense-Other	1,178,600	1,274,500	1,215,400	36,800
Office Expense-Postage	75,700	78,000	86,000	10,300
Office Expense-Stat and Forms	40,200	56,500	85,200	45,000
Professional and Specialized Services	3,898,700	4,164,300	3,188,100	-710,600
Publication and Legal Notices	5,000	5,000	5,000	0
Rents and Leases-Bldg and Improvemts	171,500	148,700	173,000	1,500
Rents and Leases-Equipment	305,200	224,500	394,200	89,000
Special Departmental Expense	8,000	11,000	11,000	3,000
Telecommunications	76,000	43,200	61,500	-14,500
Training	315,600	320,600	359,000	43,400
Transportation and Travel-Auto Mileage	44,500	44,300	51,000	6,500
Transportation and Travel-Auto Service	30,700	25,300	30,700	0
Transportation and Travel-Traveling	55,000	55,600	63,000	8,000
Utilities	1,051,000	1,051,000	1,051,000	0
Total Services and Supplies	9,787,000	9,787,000	9,499,000	-288,000
Other Charges				
Judgments and Damages	30,000	0	20,000	-10,000
Retirement of Other Long-Term Debt	438,000	467,418	420,000	-18,000
Taxes and Assessments	0	582	1,000	1,000
Total Other Charges	468,000	468,000	441,000	-27,000
Fixed Assets				
Equipment:				
Communications Equipment	0	0	5,000	5,000
Computer Info and Data Processing Sys.	48,000	48,000	40,000	-8,000
Major Office Equipment	13,000	13,000	16,000	3,000
Total Equipment	61,000	61,000	61,000	0
Total Fixed Assets	61,000	61,000	61,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**63,772,000**	**57,733,000**	**64,780,000**	**1,008,000**
Less: Intrafund Transfers	45,287,000	39,960,000	44,887,000	-400,000
TOTAL NET REQUIREMENTS	18,485,000	17,773,000	19,893,000	1,408,000
REVENUES:				
Charges for Services	14,354,000	13,780,000	15,988,000	1,634,000
Miscellaneous	323,000	260,000	265,000	-58,000
TOTAL REVENUES	14,677,000	14,040,000	16,253,000	1,576,000
NET COUNTY COST	**3,808,000**	**3,733,000**	**3,640,000**	**-168,000**

OFFICE OF THE COUNTY COUNSEL

Lloyd W. Pellman, County Counsel

Total 2002 - 2003 Proposed Budget Positions = 536



DISTRICT ATTORNEY
STEVE COOLEY, DISTRICT ATTORNEY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 198,590,637	$ 210,387,000	$ 209,809,000	$ 240,715,000	$ 211,161,000	$ 1,352,000
SERVICES & SUPPLIES	33,921,115	35,710,000	33,710,000	39,306,000	34,690,000	980,000
OTHER CHARGES	3,430,509	2,810,000	2,810,000	2,641,000	2,641,000	-169,000
FIXED ASSETS-EQUIP	269,308	304,000	304,000	722,000	370,000	66,000
GROSS TOTAL	$ 236,211,569	$ 249,211,000	$ 246,633,000	$ 283,384,000	$ 248,862,000	$ 2,229,000
LESS INTRAFD TRANSFER	12,482,108	11,654,000	11,723,000	14,879,000	9,266,000	-2,457,000
NET TOTAL	$ 223,729,461	$ 237,557,000	$ 234,910,000	$ 268,505,000	$ 239,596,000	$ 4,686,000
REVENUE	124,284,957	128,864,000	127,170,000	124,034,000	123,794,000	-3,376,000
NET COUNTY COST	$ 99,444,504	$ 108,693,000	$ 107,740,000	$ 144,471,000	$ 115,802,000	$ 8,062,000
BUDGETED POSITIONS	2,171.0	2,160.0	2,160.0	2,282.0	2,103.0	-57.0
REVENUE DETAIL						
VEHICLE CODE FINES	$ 83	$	$	$	$	
OTHER COURT FINES	6,803					
FORFEIT & PENALTIES	11,299	20,000	200,000	20,000	20,000	-180,000
RENTS AND CONCESSIONS	120					
STATE-OTHER	22,848,780	24,912,000	25,796,000	26,696,000	26,608,000	812,000
STATE-REALIGNMENT REV	4,204,000	4,204,000	4,204,000	4,204,000	4,204,000	
STATE-PROP 172 PSAF	79,320,199	80,622,000	80,622,000	80,622,000	80,622,000	
STATE-COPS	4,844,000	5,924,000	4,545,000	3,400,000	3,400,000	-1,145,000
FEDERAL-OTHER	1,863,626	1,049,000	111,000	1,260,000	1,260,000	1,149,000
ASSESS/TAX COLL FEES	17,640					
COMMUNICATION SVCS	506,000	868,000	267,000	760,000	760,000	493,000
LEGAL SERVICES	45,342	150,000	150,000	150,000	150,000	
RECORDING FEES	2,392					
CHRGS FOR SVCS-OTHER	1,517,261	2,230,000	4,318,000	2,000,000	2,000,000	-2,318,000
OTHER SALES	26,059					
MISCELLANEOUS	4,454,227	4,221,000	2,293,000	3,770,000	3,770,000	1,477,000
SALE OF FIXED ASSETS	25,126					
OPERATING TRANSFER IN	4,592,000	4,664,000	4,664,000	1,152,000	1,000,000	-3,664,000
TOTAL	$ 124,284,957	$ 128,864,000	$ 127,170,000	$ 124,034,000	$ 123,794,000	$ -3,376,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

To represent the People of the State of California in all felony prosecutions and juvenile hearings, as well as in all misdemeanor prosecutions where there is no city prosecutor.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $8.1 million primarily due to $6.5 million for negotiated increases in salaries and employee benefits including retirement debt service and $3.2 million to backfill the reduction in asset forfeiture revenue, partially offset by a $1.6 million decrease in utilities due to anticipated rate reductions. The Proposed Budget also includes a decrease of 70.0 positions primarily to offset cost increases in fixed employee benefits, a reduction in various revenue sources including the Community Law Enforcement and Recovery Program (CLEAR), and a decrease in reimbursable revenue from the Department of Public Social Services and the Department of Community and Senior Services for Welfare Fraud and Elder Abuse Fraud, respectively. The decrease in positions is partially offset by the addition of 13.0 grant-funded positions for the Automobile Insurance Fraud Program.

Strategic Planning

Consistent with the County Vision and Strategic Plan, two primary goals of the District Attorney (DA) in 2002-03 include: 1) further development of programs and policies to maintain public confidence in the County's criminal justice system; and 2) protection of the public at large from criminal enterprises designed to victimize business and individuals, and protection from terrorists and hate groups. In keeping with the first goal, the District Attorney will continue to maintain the Justice Systems Integrity Division and the Public Integrity Division to investigate allegations of crimes by police officers, attorneys, judges, and public officials. To address the second goal, the District Attorney will continue efforts to expand the Organized Crime/Hate Crimes Division, including anti-terrorism investigative activities.

Critical Needs

The District Attorney requires additional resources in the following areas: Environmental Crimes, Consumer Protection, Crime Prevention, Sex Crimes, Justice System Integrity, the District Attorney's Roll Out Team, Organized Crime/Hate Crime Division, Court Unification, Code Enforcement for Unincorporated Areas, and Prosecution Support Operations Administration.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 2,000,000	$ 2,000,000	$ --	13.0
	Automobile Insurance Fraud - Urban Grant Program: Reflects grant funding from the State Department of Insurance to increase 2.0 Deputy District Attorneys, 8.0 investigative positions, and 3.0 support staff positions to establish investigative and prosecutorial efforts to target organized automobile insurance fraud. *Supports Countywide Strategic Plan Goal 1, Strategy 3.*			
2.	$ 2,000,000	$ 2,000,000	$ --	--
	Funeral Burial/Domestic Violence Program: Reflects an increase in grant funding from the State Victim Compensation and Government Claims Board to reimburse victims of crime for funeral burial expenses and for costs associated with the relocation of domestic violence victims. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ -920,000	$ -920,000	$ --	-7.0
	Community Law Enforcement and Recovery (CLEAR): Reflects the deletion of 7.0 Deputy District Attorney positions in the CLEAR Demonstration Project as a result of decreased State funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ -530,000	$ -530,000	$ --	-4.0
	Elder Abuse Fraud: Reflects the deletion of 2.0 Deputy District Attorneys and 2.0 Senior investigators who investigate and prosecute elder abuse cases as a result of the elimination of reimbursable revenue from the Department of Community and Senior Services. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
5.	$ -2,366,000	$ -2,366,000	$ --	-25.0
	Welfare Fraud: Reflects the deletion of 4.0 Deputy District Attorneys, 20.0 Investigative positions, and 1.0 support staff position that handle welfare fraud cases due to a reduction in reimbursable revenue from the Department of Public Social Services. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ --	$ -3,163,000	$ 3,163,000	--
Asset Forfeiture Fund: Reflects funding to offset the projected reduction in asset forfeiture seizure revenue. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
7.	$ -2,672,000	$ -2,704,000	$ 32,000	-34.0
Staffing Reduction: Reflects both cost increases in workers' compensation, retiree health insurance, and long-term disability and a reduction in revenue partially offset by the deletion of 28.0 Deputy District Attorneys and 6.0 investigative positions in the following divisions/programs: 1) Environmental Crimes; 2) Consumer Protection; 3) Crime Prevention; and 4) Sex Crimes. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
8.	$ 46,000	$ --	$ 46,000	--
Security Action Plan: Reflects the remainder of the full-year funding, consistent with the Security Action Plan approved by the Board on October 23, 2001, for 2.0 Senior Investigators primarily responsible for field investigations, wire-tapping, and intelligence gathering in order to detect, deter and prevent politically motivated violence. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*				
Other Changes				
1.	$ 5,944,000	$ --	$ 5,944,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 525,000	$ --	$ 525,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.				
3.	$ -137,000	$ --	$ -137,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -1,629,000	$ --	$ -1,629,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ --	$ -150,000	$ 150,000	--
Eliminate Criminal Justice Facilities Temporary Construction Fund (CJFTCF) Transfer to General Fund: Reflects the fourth year of the five-year phased elimination of the operating transfer from the CJFTCF to the General Fund approved by the Board on June 29, 1998.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
6.	$ -32,000	$ --	$ -32,000	--
Other Charges: Reflects a decrease in equipment lease payments.				
Total	***$ 2,229,000***	***$ -5,833,000***	***$ 8,062,000***	***-57.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. General Prosecution *							
	$ 154,473,000	$ 0	$ 54,447,000	$ 100,026,000	$ 0	$ 100,026,000	1,257.0

Authority: Mandated program with discretionary service level - Sections 26500 - 26502 of the Government Code.

Represents the People of the State of California in all felony prosecutions, as well as in all misdemeanor prosecutions where there is no city prosecutor. The Program contains 10 branch offices, 14 area offices, and all central trial courts.

2. Special Prosecution *							
	$ 73,407,000	$ 6,490,000	$ 62,050,000	$ 4,867,000	$ 0	$ 4,867,000	675.0

Authority: Mandated program with discretionary service level - Sections 26500 - 26502 of the Government Code.

Represents the People of the State of California in specialized felony prosecutions and all juvenile hearings. This Program provides vertical prosecution and expertise for various specialized crimes (e.g. hardcore gang crimes, major fraud, juvenile crimes, etc.) and related trials support programs.

* Performance Measures (Combined two programs)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of referred cases for filing consideration	n/a	n/a	89,097	87,315
Workload/Output				
Number of cases filed/declined within 5 days	n/a	n/a	88,866	86,966
Number of cases filed/declined in more than 5 days	n/a	n/a	231	349
Efficiency				
Average filing time for all cases filed/declined (days)	n/a	n/a	3.5	3.5
Effectiveness/Outcome				
Percentage of cases filed/declined within 5 days	n/a	n/a	99.7%	99.6%
Percentage of cases filed/declined in more than 5 days	n/a	n/a	.3%	.4%

Explanatory Note: Above numbers represent the Department's overall felony case filing data only.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration							
	$ 20,982,000	$ 2,776,000	$ 7,297,000	$ 10,909,000	$ 0	$ 10,909,000	171.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes the executive office, budget, accounting, contracts/grants, personnel, payroll, procurement, and facilities management.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total annual State grant funds awarded/available	$19,786,987	$18,941,344	$17,245,000	$17,165,000
Workload/Output				
Total annual State grant funds claimed	$18,504,913	$17,163,252	$16,210,000	$16,307,000
Grant staff (full-time equivalent)	4.0	4.5	5.8	7.0
Efficiency				
Annual State grant funds claimed per staff	$4,626,228	$3,814,056	$2,794,828	$2,329,571
Effectiveness/Outcome				
Percentage of available funds claimed	93.5%	90.6%	94.0%	95.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Net Fixed Costs (NCC)	County Cost Savings	Budgeted Positions
Total Programs						
$ 248,862,000	**$ 9,266,000**	**$ 123,794,000**	**$ 115,802,000**	**$ 0**	**$ 115,802,000**	**2,103.0**

DEPARTMENTAL DETAIL SUMMARY

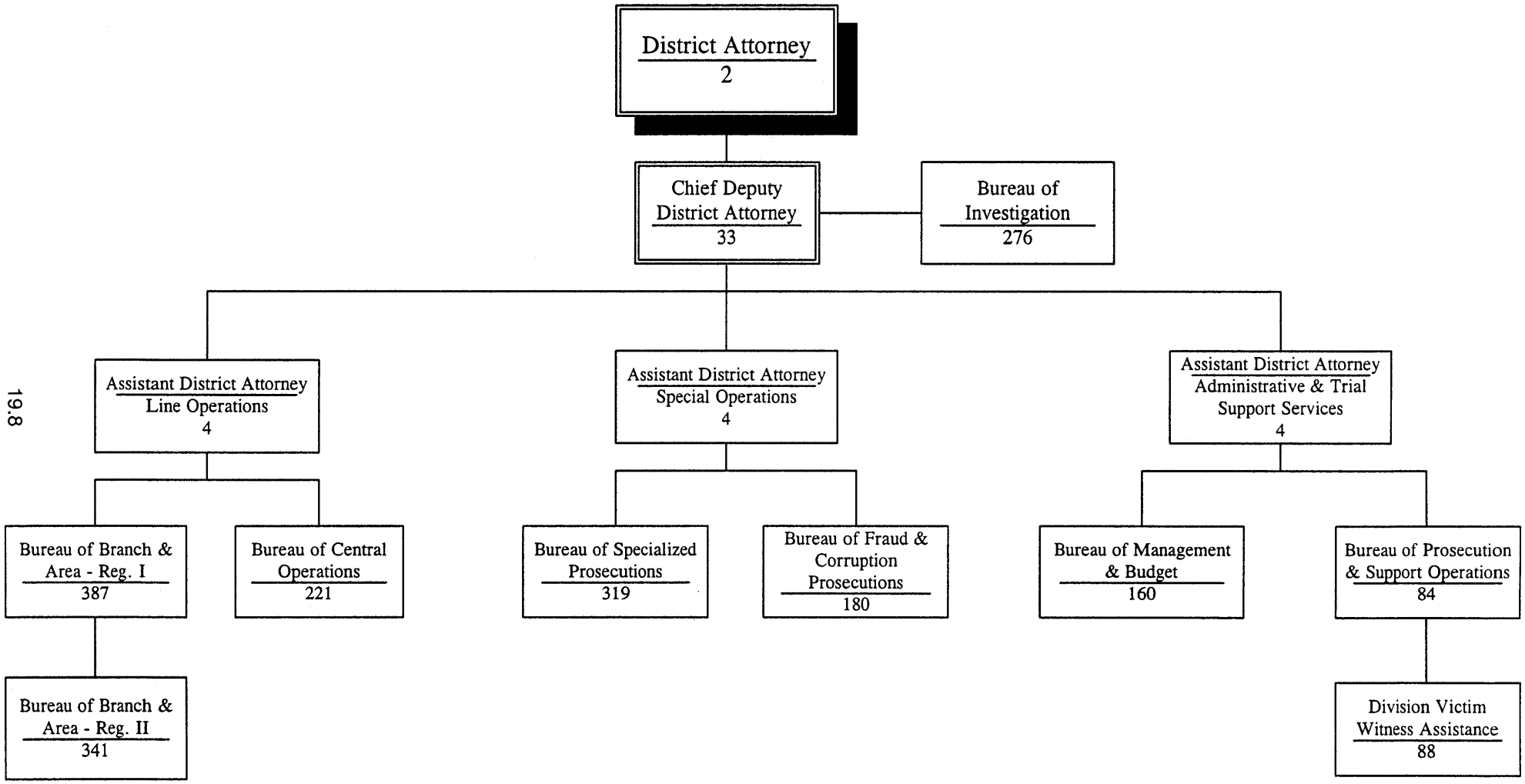
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	153,306,000	154,962,000	151,935,000	-1,371,000
Employee Benefits	56,503,000	55,425,000	59,226,000	2,723,000
Total Salaries and Employee Benefits	209,809,000	210,387,000	211,161,000	1,352,000
Services and Supplies				
Clothing and Personal Supplies	87,000	4,000	4,000	-83,000
Communications	3,674,000	3,617,000	3,617,000	-57,000
Computer Equipment - Non-capital	150,000	43,000	43,000	-107,000
Household Expenses	200,000	93,000	93,000	-107,000
Information Technology Services	1,674,000	1,700,000	1,700,000	26,000
Insurance	69,000	186,000	186,000	117,000
Maintenance-Buildings and Improvements	2,800,000	2,804,000	2,804,000	4,000
Maintenance-Equipment	350,000	534,000	534,000	184,000
Memberships	400,000	500,000	500,000	100,000
Office Expense-Other	1,468,000	1,746,000	2,317,000	849,000
Office Expense-Postage	350,000	430,000	430,000	80,000
Office Expense-Stat and Forms	820,000	820,000	820,000	0
Professional and Specialized Services	10,175,000	12,111,000	12,111,000	1,936,000
Publication and Legal Notices	1,000	3,000	3,000	2,000
Rents and Leases-Bldg and Improvements	2,900,000	2,490,000	2,490,000	-410,000
Rents and Leases-Equipment	720,000	709,000	709,000	-11,000
Special Departmental Expense	1,152,000	900,000	900,000	-252,000
Telecommunications	700,000	1,200,000	1,200,000	500,000
Training	90,000	0	0	-90,000
Transportation and Travel-Auto Mileage	280,000	275,000	275,000	-5,000
Transportation and Travel-Auto Service	150,000	60,000	60,000	-90,000
Transportation and Travel-Other	20,000	7,000	7,000	-13,000
Transportation and Travel-Traveling	430,000	476,000	476,000	46,000
Utilities	5,050,000	5,002,000	3,411,000	-1,639,000
Total Services and Supplies	33,710,000	35,710,000	34,690,000	980,000
Other Charges				
Other Charges	51,000	51,000	50,000	-1,000
Judgments and Damages	368,000	368,000	368,000	0
Retirement of Other Long-Term Debt	2,391,000	2,391,000	2,219,000	-172,000
Taxes and Assessments	0	0	4,000	4,000
Total Other Charges	2,810,000	2,810,000	2,641,000	-169,000
Fixed Assets				
Equipment:				
Major Office Equipment	50,000	50,000	50,000	0
Vehicle-Automobile	254,000	254,000	320,000	66,000
Total Equipment	304,000	304,000	370,000	66,000
Total Fixed Assets	304,000	304,000	370,000	66,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**246,633,000**	**249,211,000**	**248,862,000**	**2,229,000**
Less: Intrafund Transfers	11,723,000	11,654,000	9,266,000	-2,457,000
TOTAL NET REQUIREMENTS	234,910,000	237,557,000	239,596,000	4,686,000
REVENUES:				
Fines, Forfeitures and Penalties	20,000	20,000	20,000	0
Intergovernmental Revenues:				
Federal	1,260,000	1,049,000	1,260,000	0
State	114,337,000	115,662,000	114,834,000	497,000
Charges for Services	2,668,000	3,248,000	2,910,000	242,000
Miscellaneous	4,221,000	4,221,000	3,770,000	-451,000
Other Financing Sources	4,664,000	4,664,000	1,000,000	-3,664,000
TOTAL REVENUES	127,170,000	128,864,000	123,794,000	-3,376,000
NET COUNTY COST	**107,740,000**	**108,693,000**	**115,802,000**	**8,062,000**

DISTRICT ATTORNEY

Steve Cooley

2002-03 Proposed Budgeted Positions = 2,103.0



EMERGENCY PREPAREDNESS AND RESPONSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 4,079,419	$ 4,060,000	$ 4,560,000	$ 4,538,000	$ 4,538,000	$ -22,000
FIXED ASSETS-EQUIP	32,778	50,000	50,000	50,000	50,000	
OTHER FINANCING USES	7,000	7,000	7,000	7,000	7,000	
GROSS TOTAL	$ 4,119,197	$ 4,117,000	$ 4,617,000	$ 4,595,000	$ 4,595,000	$ -22,000
REVENUE	365,670	363,000	358,000	358,000	358,000	
NET COUNTY COST	$ 3,753,527	$ 3,754,000	$ 4,259,000	$ 4,237,000	$ 4,237,000	$ -22,000
REVENUE DETAIL						
STATE-OTHER	$ 358,670	$ 358,000	$ 358,000	$ 358,000	$ 358,000	$
MISCELLANEOUS	7,000	5,000				
TOTAL	$ 365,670	$ 363,000	$ 358,000	$ 358,000	$ 358,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

2002-03 Budget Message

The Emergency Preparedness and Response budget provides funding for the County Office of Emergency Management (OEM) for the preparation and implementation of plans and policies for the protection of life and property within the County of Los Angeles in the event of an emergency or disaster; funding for the operation and maintenance of the County Emergency Operations Center (EOC), including the associated Emergency Management Information System (EMIS) computer network; conducting training in emergency management policies and procedures for personnel assigned to County government, special districts and other jurisdictions throughout the County; developing and providing emergency and disaster related educational materials for the residents of the County; and conducting countywide disaster exercises. Additionally, OEM is required by the State to manage the provision of Emergency Management Performance Grant (EMPG) funds which includes developing the Operational Area EMPG Work Plan, monitoring jurisdiction compliance with the requirements of EMPG funding and distribution of funds.

The 2002-03 Proposed Budget reflects funding to provide oversight and coordination of Countywide emergency preparedness and response efforts.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -10,000	$ --	$ -10,000	--

Security Action Plan: Reflects the reduction of one-time funding for a secured restricted data layer for the Emergency Management Information System, consistent with the Countywide Security Action Plan approved by the Board on October 23, 2001. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ -12,000	$ --	$ -12,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
Total	***$ -22,000***	***$ 0***	***$ -22,000***	***0.0***

EMPLOYEE BENEFITS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 1,066,371,543	$ 1,238,538,000	$ 1,278,879,000	$ 1,530,403,000	$ 1,530,403,000	$ 251,524,000
LESS EXPENDITURE DIST	1,058,632,656	1,236,363,000	1,278,879,000	1,500,403,000	1,500,403,000	221,524,000
TOT S & B	7,738,887	2,175,000		30,000,000	30,000,000	30,000,000
GROSS TOTAL	$ 7,738,887	$ 2,175,000	$	$ 30,000,000	$ 30,000,000	$ 30,000,000
REVENUE	$	$ 12,000	$	$	$	$
NET COUNTY COST	$ 7,738,887	$ 2,163,000	$	$ 30,000,000	$ 30,000,000	$ 30,000,000
REVENUE DETAIL						
MISCELLANEOUS	$	$ 12,000	$	$	$	$
TOTAL	$	$ 12,000	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

The County of Los Angeles provides its employees with a wide range of fringe benefits. The appropriations for the General Fund portion of these benefit costs are centrally reflected in this budget, with the expenses distributed to departments.

The 2002-03 Proposed Budget reflects:

-- Continuation of the July 30, 1996 Board-approved utilization of the Los Angeles County Employees Retirement Association's (LACERA) excess surplus earnings to partially offset County retirement contributions, and continued offset of a portion of retiree health insurance.

-- An additional $30.0 million in net County cost for the fifth year of a multi-year plan to reduce the General Fund's reliance on LACERA excess earnings, which will be distributed to the departments prior to the adoption of the Final Budget.

-- The scheduled annual increase in retirement debt service costs associated with the issuance of the 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.

-- Increases in salary-driven and negotiated employee benefits.

-- Increases in disability, workers' compensation, and health and life insurance costs based on current experience.

EMPLOYEE BENEFITS DETAIL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN						
EB-CO EMP RET	$ 133,969,816	$ 179,220,000	$ 193,134,000	$ 270,726,000	$ 270,726,000	$ 77,592,000
EB-CO RET INS	70,835,053	82,100,000	100,422,000	130,549,000	130,549,000	30,127,000
EB-RET DEBT	261,067,820	276,633,000	281,070,000	298,704,000	298,704,000	17,634,000
EB-RET/OASDI	27,007,049	30,862,000	32,900,000	37,835,000	37,835,000	4,935,000
EB-EMP SICK	7,552,000	2,175,000				
EB-FLX BEN PN	336,149,315	375,902,000	381,709,000	423,996,000	423,996,000	42,287,000
EB-HEALTH INS	8,864,349	14,328,000	14,000,000	20,059,000	20,059,000	6,059,000
EB-DENTAL INS	2,598,530	4,500,000	7,000,000	7,000,000	7,000,000	
EB-LIFE INS	3,623,956	4,041,000	4,670,000	5,188,000	5,188,000	518,000
EB-UIB INS	2,121,407	2,256,000	8,800,000	8,800,000	8,800,000	
EB-LG TM DIS	14,070,235	15,263,000	16,174,000	18,615,000	18,615,000	2,441,000
EB-SAVINGS PN	21,140,347	24,762,000	28,000,000	32,200,000	32,200,000	4,200,000
EB-HORIZONS	40,046,027	54,735,000	55,000,000	82,102,000	82,102,000	27,102,000
EB-WKRS COMP	137,325,639	171,761,000	156,000,000	194,629,000	194,629,000	38,629,000
Total EB	$ 1,066,371,543	$ 1,238,538,000	$ 1,278,879,000	$ 1,530,403,000	$ 1,530,403,000	$ 251,524,000
LESS EXPENDITURE DIST	1,058,632,656	1,236,363,000	1,278,879,000	1,500,403,000	1,500,403,000	221,524,000
GROSS TOTAL	$ 7,738,887	$ 2,175,000	$	$ 30,000,000	$ 30,000,000	$ 30,000,000
REVENUE	$	$ 12,000	$	$	$	$
TOTAL REVENUE		12,000				
NET COUNTY COST	$ 7,738,887	$ 2,163,000	$	$ 30,000,000	$ 30,000,000	$ 30,000,000
REVENUE DETAIL						
MISCELLANEOUS	$	$ 12,000	$	$	$	$
TOTAL REVENUE	$	$ 12,000	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 PROPOSED
(BY FUND)

FINANCING USES CLASSIFICATION	GENERAL FUND	HOSPITAL ENTERPRISE FUNDS	SPECIAL FUNDS SPECIAL DISTRICTS	TOTAL
COUNTY EMPLOYEE RETIREMENT	$ 267,958,000	$ 44,296,000	$ 43,626,000	$ 355,880,000
COUNTY RETIREE INSURANCE	130,549,000	36,885,000	17,273,000	184,707,000
COUNTY RETIREMENT DEBT SERVICE *	182,979,000	71,884,000	43,841,000	298,704,000
PENSION SAVINGS PLAN	2,768,000	5,043,000	1,296,000	9,107,000
OASDI - MEDICARE	37,835,000	11,347,000	6,568,000	55,750,000
FLEXIBLE BENEFITS	423,996,000	120,181,000	55,767,000	599,944,000
INSURANCE				
HEALTH	20,059,000	6,544,000	3,227,000	29,830,000
DENTAL	7,000,000	2,500,000	1,500,000	11,000,000
LIFE	5,122,000	1,159,000	509,000	6,790,000
UNEMPLOYMENT INSURANCE BENEFITS *	3,664,000	4,437,000	699,000	8,800,000
DISABILITY	18,615,000	8,759,000	3,281,000	30,655,000
SAVINGS PLAN	32,200,000	7,276,000	5,604,000	45,080,000
HORIZONS PLAN	82,102,000	19,500,000	19,350,000	120,952,000
WORKERS' COMPENSATION	194,629,000	50,178,000	39,362,000	284,169,000
TOTAL	$ 1,409,476,000	$ 389,989,000	$ 241,903,000	$ 2,041,368,000

* One warrant is issued in payment of these obligations. The total expenditure is reflected in the General Fund, but reimbursed through the expenditure distribution method.

Note: The 2002-03 Proposed Employee Benefit Budget includes the entire cost of the General Fund, in addition to the retirement debt service and unemployment insurance costs for the Hospital Enterprise Funds and Special Funds/Special Districts, and life insurance costs for the Special Funds/Special Districts and Courts of $66,000.

EMPLOYEE HOME COMPUTER PURCHASE PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 37,823	$ 2,000	$	$ 2,000	$ 2,000	$ 2,000
OTHER CHARGES		165,000	490,000	207,000	207,000	-283,000
GROSS TOTAL	$ 37,823	$ 167,000	$ 490,000	$ 209,000	$ 209,000	$ -281,000
REVENUE		6,000	150,000	30,000	30,000	-120,000
NET COUNTY COST	$ 37,823	$ 161,000	$ 340,000	$ 179,000	$ 179,000	$ -161,000
REVENUE DETAIL						
MISCELLANEOUS	$	$ 6,000	$ 150,000	$ 30,000	$ 30,000	$ -120,000
TOTAL	$	$ 6,000	$ 150,000	$ 30,000	$ 30,000	$ -120,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

On February 13, 2001, the Board of Supervisors approved the Employee Home Computer Purchase Program to allow permanent County and Superior Court employees a one-time opportunity from March to May, 2001 to purchase a personal computer system for their home use. The program included a County-backed loan option offered through participating County credit unions.

2002-3 Budget Message

The Employee Home Computer Purchase Program budget unit provides appropriation to fund a reserve against program loan defaults and costs associated with program administration. The 2002-03 Proposed budget reflects the adjusted loan default reserve as required under the contract with participating credit unions, offsetting revenue from the Superior Court to reserve against loan defaults and minor on-going administrative costs.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 2,000	$ --	$ 2,000	--

Services and Supplies: Reflects increased appropriation and net County cost for on-going program administration costs funded by a decrease in requirements under Other Charges.

2.	$ -283,000	$ --	$ -283,000	--

Other Charges: Reflects a decrease in required appropriation for loan default reserve due to a decline in outstanding loan balances compared to prior year, lower than anticipated loan delinquencies and a transfer of funding to Services and Supplies.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
1.	$ --	$ -120,000	$ 120,000	--
	Revenue: Reflects a decrease in revenue required from Superior Courts to reserve against loan delinquencies based on actual loan balances.			
Total	***$ -281,000***	***$ -120,000***	***$ -161,000***	***0.0***

EXTRAORDINARY MAINTENANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 22,355,972	$ 26,268,000	$ 59,514,000	$ 43,379,000	$ 43,379,000	$ -16,135,000
NET COUNTY COST	$ 22,355,972	$ 26,268,000	$ 59,514,000	$ 43,379,000	$ 43,379,000	$ -16,135,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

2002-03 Budget Message

This appropriation funds major building maintenance projects including the net County cost related to earthquake repairs not covered by Federal Emergency Management Agency, legally required building alterations, specific departmental maintenance requirements, and unanticipated required maintenance. The 2002-03 Proposed Budget reflects funding that is carried over for projects that were not completed in 2001-02.

Strategic Planning

The Countywide Strategic Plan requires that the County invest in the public infrastructure. The Extraordinary Maintenance budget addresses that strategy by investing in the maintenance of priority owned long-term County assets.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -23,035,000	$ --	$ -23,035,000	--
	Reflects the deletion of one-time funding for deferred maintenance projects that have been completed. The reduction is offset by the carryover of $34,757,000 for projects to be completed in the subsequent fiscal year.			
2.	$ 6,900,000	$ --	$ 6,900,000	--
	Reflects the addition of one-time funds for earthquake repairs not covered by the Federal Emergency Management Agency.			
Total	***$ -16,135,000***	***$ 0***	***$ -16,135,000***	***0.0***

FEDERAL AND STATE DISASTER AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 16,153,450	$ 40,000,000	$ 80,000,000	$ 80,000,000	$ 80,000,000	$
LESS INTRAFD TRANSFER	393,273					
NET TOTAL	$ 15,760,177	$ 40,000,000	$ 80,000,000	$ 80,000,000	$ 80,000,000	$
REVENUE	11,434,035	40,000,000	80,000,000	80,000,000	80,000,000	
NET COUNTY COST	$ 4,326,142	$	$	$	$	$
REVENUE DETAIL						
STATE AID-DISASTER	$ 11,165,403	$ 3,890,000	$ 7,780,000	$ 7,780,000	$ 7,780,000	$
FEDERAL AID-DISASTER	-519,957	35,010,000	70,020,000	70,020,000	70,020,000	
OTHER GOVT AGENCIES	788,589					
MISCELLANEOUS		1,100,000	2,200,000	2,200,000	2,200,000	
TOTAL	$ 11,434,035	$ 40,000,000	$ 80,000,000	$ 80,000,000	$ 80,000,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

2002-03 Budget Message

The Federal and State Disaster Aid budget provides economic recovery assistance following major emergencies and disasters, such as the January 17,1994 Northridge Earthquake and Aftershocks, and the El Niño 1998 Floods. It also includes contingency appropriation for emergency and post-emergency response and restoration of buildings and property pending reimbursement from appropriate governmental agencies and insurance companies.

Recommendations for 2002-03 reflect the potential need for appropriation with the appropriate offsetting revenues from the Federal and State agencies should there be a major disaster. In addition, this budget reflects approximately $40 million of State and federally funded expenditures for the County to continue the permanent repair, restoration, and replacement of facilities damaged during the Northridge Earthquake and the El Nino 1998 Floods.

FINANCING ELEMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCING REQUIREMENTS						
FINANCING USES						
APPR FOR CONTINGENCY	$	$ 64,900,000	$ 146,071,000	$	$	$ -146,071,000
RESERVES						
GENERAL RESERVES	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$
DESIGNATIONS	193,773,000	171,520,000	58,520,000	58,520,000	58,520,000	
TOTAL RESERVES	196,773,000	174,520,000	61,520,000	61,520,000	61,520,000	
TOTAL FIN REQMNTS	$ 196,773,000	$ 239,420,000	$ 207,591,000	$ 61,520,000	$ 61,520,000	$ -146,071,000
AVAILABLE FINANCING						
FUND BALANCE	$ 408,319,000	$ 532,032,000	$ 532,032,000	$ 368,119,000	$ 368,119,000	$ -163,913,000
CANCEL RES/DES	164,915,294	143,076,000	143,076,000	125,500,000	125,500,000	-17,576,000
PROPERTY TAXES						
REGULAR ROLL	1,413,428,552	1,514,376,000	1,470,537,000	1,571,353,000	1,571,353,000	100,816,000
SUPPLEMENTAL ROLL	34,675,445	31,661,000	35,500,000	35,500,000	35,500,000	
REVENUE	17,348,960					
TOT AVAIL FIN	$ 2,038,687,251	$ 2,221,145,000	$ 2,181,145,000	$ 2,100,472,000	$ 2,100,472,000	$ -80,673,000

Mission Statement

Financing Elements reflects those appropriations and revenues that are not contained in the departmental or nondepartmental budget summaries.

2002-03 Budget Message

The 2002-03 Proposed Budget includes financing requirements and available financing as follows:

Financing Requirements

-- Provides $3.0 million to replenish the General Reserve that can be used in the event of a natural disaster, as directed by the Board of Supervisors.

-- Includes $58.45 million in the Designation for Budgetary Uncertainties for revenues, which may be subject to the provisions of Proposition 62 and/or Proposition 218.

-- Provides $70,000 in the Designation for Treasurer and Tax Collector-Delinquent Unsecured Cost Recovery System for future development of a cost recovery system.

2002-03 Budget Message (cont'd)

Available Financing

-- For budgetary planning purposes, the Chief Administrative Office considers total available financing to represent the difference generated in 2001-02 from County expenditures and revenues, and the cancellation of prior-year reserves and designations. Any decrease in fund balance from the budgeted amount will require expenditure reductions or the identification of additional financing. The proposed fund balance of $368,119,000 is comprised of the following: 1) $155,235,000 for General Fund operating requirements; 2) $164,655,000 of unused 2001-02 capital projects funds which are being carried over to 2002-03; 3) $34,757,000 of unused 2001-02 extraordinary maintenance funds which are being carried over to 2002-03; 4) $10,000,000 of unused 2001-02 project and facility development funds which are being carried over to 2002-03; 5) $2,993,000 of unused 2001-02 Chief Information Office funds which are being carried over to 2002-03; and 6) $300,000 of unused 2001-02 Animal Care and Control and $179,000 of unused 2001-02 employee computer purchase funds which are both being carried over to 2002-03.

-- Cancellation of the $3.0 million 2001-02 General Reserve to finance the 2002-03 General Reserve.

-- Cancellation of $18,382,000 in the Designation for Budgetary Uncertainties for the Palmdale and San Dimas Sheriff stations and the Internal Services Department Data Center project.

-- Cancellation of $101.8 million in the Designation for Health Services-Tobacco Settlement for the Department of Health Services related to the 1115 Waiver negotiation and other operational requirements.

-- Cancellation of the $2,318,000 balance in the Designation for Public Works-Development and Permit Tracking System (DAPTS) to finance the second phase of the system.

-- A 6.7 percent increase from the 2001-02 budgeted level of property taxes, which reflects the continued growth of revenues experienced in the current fiscal year.

FIRE

P. MICHAEL FREEMAN, FIRE CHIEF, FORESTER AND FIRE WARDEN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 435,836,045	$ 472,699,000	$ 466,331,000	$ 508,587,000	$ 507,418,000	$ 41,087,000
SERVICES & SUPPLIES	65,773,225	71,567,000	75,768,000	73,986,000	73,861,000	-1,907,000
LESS EXPENDITURE DIST	5,222,660	7,644,000	7,644,000	7,531,000	7,531,000	-113,000
TOT S & S	60,550,565	63,923,000	68,124,000	66,455,000	66,330,000	-1,794,000
OTHER CHARGES	6,260,988	5,386,000	7,350,000	6,547,000	6,547,000	-803,000
FIXED ASSETS-EQUIP	3,406,422	6,397,000	8,548,000	7,340,000	7,340,000	-1,208,000
OTHER FINANCING USES	16,715,701	200,000	200,000	3,551,000	3,551,000	3,351,000
APPR FOR CONTINGENCY			1,073,000			-1,073,000
GROSS TOTAL	$ 522,769,721	$ 548,605,000	$ 551,626,000	$ 592,480,000	$ 591,186,000	$ 39,560,000
TOT FIN REQMTS	$ 522,769,721	$ 548,605,000	$ 551,626,000	$ 592,480,000	$ 591,186,000	$ 39,560,000
AVAIL FINANCE						
FUND BALANCE	$ 12,518,000	$ 13,922,000	$ 13,922,000	$ 9,749,000	$ 9,749,000	$ -4,173,000
CANCEL RES/DES	27,482,664	3,662,000	3,662,000			-3,662,000
PROPERTY TAXES	321,945,312	337,128,000	337,925,000	370,895,000	370,895,000	32,970,000
VOTER APPRVD SPCL TAX	46,748,827	54,005,000	47,299,000	55,075,000	55,075,000	7,776,000
SPECIAL ASSESSMENT	224,655	132,000	127,000	29,000	29,000	-98,000
REVENUE	127,772,580	149,505,000	148,691,000	156,732,000	155,438,000	6,747,000
TOT AVAIL FIN	$ 536,692,038	$ 558,354,000	$ 551,626,000	$ 592,480,000	$ 591,186,000	$ 39,560,000
BUDGETED POSITIONS	4,027.0	4,032.0	4,032.0	4,002.0	4,000.0	-32.0

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL						
PROP TAXES-CURR-SEC	$ 289,911,516	$ 305,112,000	$ 306,616,000	$ 322,567,000	$ 322,567,000	$ 15,951,000
PROP TAXES-CURR-UNSEC	19,072,661	19,428,000	19,147,000	19,817,000	19,817,000	670,000
PROP TAXES-PRIOR-SEC	3,044,401	2,943,000	3,034,000	18,443,000	18,443,000	15,409,000
PROP TAXES-PRIOR-UNS	1,504,141	318,000		318,000	318,000	318,000
SUPP PROP TAXES-CURR	5,395,883	8,468,000	8,414,000	8,891,000	8,891,000	477,000
SUPP PROP TAXES-PRIOR	3,016,710	859,000	714,000	859,000	859,000	145,000
VOTER APPR SPEC TAXES	46,748,827	54,005,000	47,299,000	55,075,000	55,075,000	7,776,000
BUSINESS LICENSES	30,625	31,000	60,000	31,000	31,000	-29,000
OTHER LIC & PERMITS	7,694,498	8,054,000	8,042,000	8,338,000	8,338,000	296,000
FORFEIT & PENALTIES	41,704	62,000	83,000	62,000	62,000	-21,000
PEN/INT/COSTS-DEL TAX	3,028,000	2,680,000	2,606,000	2,680,000	2,680,000	74,000
INTEREST	248,211	806,000	1,110,000	260,000	260,000	-850,000
RENTS AND CONCESSIONS	36,154	86,000	83,000	86,000	86,000	3,000
OTHER STATE IN-LIEU	11,319	13,000	13,000	13,000	13,000	
HOMEOWNER PRO TAX REL	4,796,907	4,797,000	4,797,000	4,797,000	4,797,000	
STATE-OTHER	7,928,259	7,563,000	6,912,000	6,945,000	6,945,000	33,000
FEDERAL-OTHER	666,048	483,000	1,001,000	680,000	680,000	-321,000
OTHER GOVT AGENCIES	14,977,627	15,787,000	15,359,000	16,535,000	16,535,000	1,176,000
AUDITING-ACCTG FEES	1,236,167	1,258,000	1,258,000	1,281,000	1,281,000	23,000
ELECTION SERVICES	384					
LEGAL SERVICES	14,498	14,000	33,000	14,000	14,000	-19,000
PLANNING & ENG SVCS	45,687	32,000	46,000	32,000	32,000	-14,000
COURT FEES & COSTS	24,105	28,000		28,000	28,000	28,000
EDUCATIONAL SERVICES	718,249	1,247,000	1,234,000	1,236,000	1,236,000	2,000
CHRGS FOR SVCS-OTHER	85,884,481	105,936,000	102,621,000	113,430,000	112,136,000	9,515,000
SPECIAL ASSESSMENTS	224,655	132,000	127,000	29,000	29,000	-98,000
OTHER SALES	61,145	275,000	57,000	5,000	5,000	-52,000
MISCELLANEOUS	178,147	178,000	3,248,000	166,000	166,000	-3,082,000
SALE OF FIXED ASSETS	150,365	113,000	68,000	113,000	113,000	45,000
OPERATING TRANSFER IN		62,000	60,000			-60,000
TOTAL	$ 496,691,374	$ 540,770,000	$ 534,042,000	$ 582,731,000	$ 581,437,000	$ 47,395,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

Mission Statement

To protect lives, the environment, and property by providing prompt, skillful, and cost-effective fire protection and life safety services.

2002-03 Budget Message

The 2002-03 Proposed Budget continues all current emergency and support services within available revenue. The Proposed Budget reflects funding for negotiated increases in salaries and employee benefits, higher employer contributions to Los Angeles County Employees Retirement Association (LACERA), and increased workers' compensation costs, which are being financed by additional property tax revenue, anticipated State revenue, and departmental reserves. Infrastructure improvements include continuing the Fire Department's fire apparatus replacement program through lease purchase agreements.

Strategic Planning

The Fire Department's Strategic Plan will continue to focus on emergency and non-emergency service delivery with an emphasis on internal business operations. The Fire Department's strategies and objectives are being designed to ensure achievement of organizational goals related to service excellence, workforce excellence, organizational effectiveness and fiscal responsibility consistent with the Countywide Strategic Plan. Key plan objectives are:

Service Excellence: (1) Implement departmental realignment of operations within current budget to enhance seamless service delivery, and increase customer and community service to all incorporated cities and unincorporated areas within the Fire Department's jurisdiction. (2) Develop various methods, including websites, internet access, electronic form submission, and databases for public access that simplify the interaction between the Fire Department and "hometown" customers.

Workforce Excellence: (1) Develop and implement a Risk Management Division to reduce injuries, lawsuits, claims, and expenses by enhancing departmentwide programs. (2) Develop and implement annual Management Training and Supervisory Development programs to ensure continuous growth and development of leadership skills.

Organizational Effectiveness: (1) Utilize the Fire Department's Strategic Plan to meet departmental objectives. (2) Develop and implement specific policies and procedures to strengthen and streamline the performance evaluation process to ensure accurate and timely evaluations for 100 percent of the Fire Department's employees.

Fiscal Responsibility: (1) Develop a plan to analyze all elements of the Fire Department's budget in order to implement feasible, ongoing cost savings. (2) Implement a contract-monitoring system, including implementation of the living wage ordinance, in accordance with County guidelines.

Critical Needs

The Fire Department's critical needs are financed in the Proposed Budget. The Fire Department, a Special District, relies on multi-year fiscal planning to ensure that adequate funding is available to sustain departmental operations.

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	$ -2,219,000	$ -2,219,000	-33.0
	Frozen Positions: Reflects the deletion of 25.0 positions that were frozen for the past two years and the deletion of an additional 8.0 budgeted and vacant positions that are no longer needed by the Fire Department. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
2.	$ 67,000	$ 67,000	1.0
	Support Services: Reflects the addition of 1.0 Warehouse Worker II position to meet increased workload needs. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*		
Other Changes			
1.	$ 10,133,000	$ 10,133,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.		

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Other Changes (cont'd)			
2.	$ 573,000	$ 573,000	--
	Retirement Debt Service: Reflects the Fire Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificate of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.		
3.	$ 6,975,000	$ 6,975,000	--
	LACERA Buy-Down: Reflects the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings.		
4.	$ 25,558,000	$ 25,558,000	--
	Other Salaries and Employee Benefits: Reflects increases in various employee benefits, primarily workers' compensation, health and retiree health insurance, which are financed by property tax and special tax revenues.		
5.	$ -803,000	$ -803,000	--
	Other Charges: Reflects a reduction in lease payments for the final phase of fire apparatus purchases in 2002-03.		
6.	$ -3,002,000	$ -3,002,000	--
	Services and Supplies/Fixed Assets: Reflects a reduction in services and supplies and equipment for one-time purchases.		
7.	$ 3,351,000	$ 3,351,000	--
	Other Financing Uses: Reflects full-year funding for the Firehawk helicopter lease payments financed in the Fire Department's Helicopter Replacement Accumulative Capital Outlay Fund.		
8.	$ -1,073,000	$ -1,073,000	--
	Appropriation for Contingencies: Reflects the elimination of one-time funding in 2001-02.		
Total $	***39,560,000***	***$ 39,560,000***	***-32.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
1. Regional Operations		
$ 384,111,000	$ 384,111,000	2,536.0

Authority: Mandated program - County Charter Article VI, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides fire station resources, which include engine and aerial truck services for structural and brush fire suppression, basic life support and paramedic services, fire hazardous materials squads, swift water rescue teams, urban search and rescue services, training, fire prevention, public relations and education, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt, efficient, and effective fire protection, emergency medical services (EMS), and all risk emergency services. Improve community knowledge of departmental services and priorities.

Service Delivery Standard: The Fire Department's emergency response matrix is consistently met regarding the time required to assemble resources necessary for each type of incident.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of fire fighting personnel	2,376	2,505	2,505	2,505
Number of fire stations	149	157	157	158
Workload/Output				
Number of emergency responses	221,821	238,460	260,271	260,271
Population served	3,575,364	3,879,711	3,879,711	3,855,383
Square miles protected	2,280	2,298	2,298	2,296
Brush clearance inspections	n/a	36,933	36,940	36,950
Efficiency				
Number of fire fighters per 100,000 population	66.5	64.6	64.6	65
Average number of incidents (fire, EMS, other) per fire station	1,489	1,519	1,658	1,700
Number of fire stations per 100,000 population	4.2	4	4	4
Number of rescue squads per 100,000 population	1.3	1.6	1.6	1.6
Number of emergency responses per 100,000 population	6,205	6,147	6,710	6,710
Total number of Automatic Emergency Defibrillators (AED) units	n/a	n/a	222	222
Effectiveness/Outcome				
Fire/EMS responses (all incidents-first in unit)				
Dispatch to "on scene" (median time)				
Urban	4.4 min	4.5 min	4.5 min	4.5 min
Suburban	5.7 min	5.7 min	5.8 min	5.8 min
Rural	7.9 min	7.9 min	8.3 min	8.3 min
AED percent return of pulse at scene	n/a	n/a	33	33
100 percent initial brush clearance inspection per wildland fire station	n/a	36,933	36,940	36,950

Explanatory Notes:
n/a = not available
min = miinute

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
2. Lifeguard Operations		
$ 24,187,000	$ 24,187,000	261.0

Authority: Non-mandated, discretionary program.

Provides for beach and ocean rescue services that include basic life support and paramedic services, underwater recovery, public education, the Junior Lifeguard and Water (Children) Programs, and swift water rescue services.

Program Outcome: Provide a safe experience for County beach visitors and ocean boaters.

Service Delivery Standard: Change lifeguard staffing patterns to meet daily/hourly weather conditions and visitor volumes.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of lifeguard hours	349,650	340,076	341,000	341,000
Workload/Output				
Miles of beaches protected	32	32	32	32
Beach attendance	57,812,770	51,270,656	51,270,656	51,270,700
Beach rescues	11,265	10,111	10,111	10,111
Rescue preventions	821,181	601,005	601,005	601,005
Medical assists	15,137	16,648	16,648	16,648
Efficiency				
People protected per lifeguard hour	165	151	151	151
Effectiveness/Outcome				
Rescues per 10,000 beach visitors	1.95	1.97	1.97	1.97
Drownings per 10,000 beach visitors	0	.00039	.00039	0
Rescue preventions	142	117	117	117
Medical assists	2.6	3.2	3.2	3.2

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
3. Special Operations		
$ 71,414,000	$ 71,414,000	437.0

Authority: Mandated program - County Charter Article VI, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for 9-1-1/dispatch, field communication, aircraft-related brush fire suppression and paramedic services, fire suppression camps, heavy equipment, training, emergency medical technical support, employee health, and Wellness/Fitness. Also, provides technical support to the Fire Department's Office of Emergency Services/Federal Emergency Management Act urban search and rescue team, swift water rescue, hazardous materials task forces and departmental urban search and rescue services, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide specialized 9-1-1 response service to fire and EMS emergencies.

Service Delivery Standard: Process all 9-1-1 dispatchers within 45 seconds and adjust helicopter and crew responses based on fire risk factors.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of helicopters per day*	4	4	4	4
Number of camp staffed	11	11	11	11
Number of dispatchers staffed per day*	46	46	46	46
Workload/Output				
Fireship responses	604	519	473	500
Air squad responses	1,357	1,321	1,757	1,800
Camp crew responses	4,854	4,135	4,494	4,494
Calls dispatch	221,753	233,617	260,082	290,082
Efficiency				
Number of air squad responses per 10,000 population	3.5	3.4	4.55	4.55
Number of dispatchers per 1,000 9-1-1 calls	.21	.20	.18	.16
Effectiveness/Outcome				
Air squad transports per 10,000 population	1.5	1.35	3.30	3.62

Explanatory Notes: *Estimated average number of dispatchers on duty per day.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
4. Prevention/Forestry Services		
$ 24,405,000	$ 24,405,000	213.0

Authority: Mandated program - County Charter Article VI, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for fire code enforcement, plan check, specialized inspections for schools, institutions and major petro-chemical sites, arson/fire investigations, vegetative management, brush clearance enforcement, forester field units, soil erosion control, oak tree review and monitoring, preparation and review of environmental impact reports, and support for the Fire Department's Incident Management Teams. Provides for conservation education, hazardous fuels reduction, brush clearance enforcement, erosion control, fuel modification plan reviews, environmental impact report reviews, and related environmental services.

Program Outcome: Provide a residential, commercial, and wildland fire safe environment for County residents and visitors.

Service Delivery Standard: Educate the community about the benefits of proper safety practices; identify and eliminate all types of hazardous conditions which pose a threat to life, the environment and property; enforce codes; conduct conservation work; and support major incident operations.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of area unit inspectors	42	46	47	47
Number of arson investigators	7	7	7	7
Number of front-line forestry personnel	37	37	37	39
Workload/Output				
Schools and institutions inspections	2,684	3,254	3,100	3,499
Fire investigations	550	592	587	600
Engineering plan checks/resubmittals	3,646/3,046	4,488/3,563	5,179/3,418	5,800/3,600
Efficiency				
Number of foresters per 100,000 population	.26	.26	.26	.24
Number of arson cases per investigator	79	85	84	86
Number of engineering plan checks per engineer	159/132	180/143	207/137	232/144

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percentage of schools and institutions inspection completed	n/a	n/a	88%	88%
Percentage of engineering plan checks completed within 10 days	n/a	n/a	95%	95%
Forestry programs provided per 100,000 population	7.16	7.88	8.03	8.23
Arson cases-charges filed	12	20	22	22

Explanatory Notes:
n/a = not available

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
5. Health Hazardous Materials		
$ 10,524,000	$ 10,524,000	143.0

Authority: Mandated program - County Charter Article VI, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for hazardous waste generator, hazardous materials disclosure, investigation, emergency response, and site mitigation and accidental risk management services.

Program Outcome: Protect public health and safety and the environment from the accidental releases and improper handling, storage, transportation, and disposal of hazardous waste/materials.

Service Delivery Standard: Provide for the control of hazardous waste/materials by ensuring compliance with applicable State and federal laws and regulations.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of inspectors	32	30	28	35
Number of regulated facilities	20,487	20,284	20,139	20,500
Number of regulated facilities per inspector	640	676	719	586
Number of investigations inspectors	3	3	3	3
Number of emergency response inspectors	18	18	18	18
Workload/Output				
Number of program elements:(1)				
Hazardous waste generators	16,624	16,323	16,102	16,500
Hazardous materials handlers	8,422	9,928	9,909	10,200
Tiered permit programs	574	553	538	525
Number of inspections required:				
Hazardous waste generators	6,235	6,257	6,172	6,325
Hazardous materials handlers	3,228	3,806	3,798	3,910
Tiered permit programs	220	212	206	201
Number of inspections conducted:				
Hazardous waste generators	7,142	4,985	5,200	6,900
Hazardous materials handlers	2,921	2,678	2,600	3,900
Tiered permit programs	300	121	100	200
Cases referred for prosecution	9	19	16	16
Number of emergency responses(2)	2,238	2,227	2,380	2,330
Number of emergency responses:				
Hazardous waste drums	1,027	1,041	1,030	1,047

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Number of programs per inspector	789	893	948	778
Number of inspections per inspector	324	259	282	314
Effectiveness/Outcome				
Percentage of required inspections(3)	100%	75.8%	77.6%	100%
Cases adjudicated/cases referred	.78%	.63%	.50%	.50%

Explanatory Notes:
(1) Facilities may have more than one program element.
(2) Projection based on a nine-year average.
(3) From 2000-02 understaffed up to six inspectors and implementation/training time for new inspection database.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
6. Support Services		
$ 45,194,000	$ 45,194,000	191.0

Authority: Non-mandated, discretionary program.

Provides for fleet specification development, fleet maintenance and modifications for fire service requirements, facility maintenance, oversight of design and construction of additional and replacement facilities, procurement, warehouse, development of terrorism preparedness plans and related training/operational programs, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt and effective internal support services.

Service Delivery Standard: Process all requests for services within established timeframes.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of fire apparatus mechanics	39	38	40	40
Number of crafts staff	20	18	25	30
Number of warehouse staff	26	26	26	26
Workload/Output				
Number of squads supported	86	93	96	96
Number of engines supported	208	212	218	218
Number of ladder trucks supported	22	22	22	22
Number of quints supported	19	19	20	20
Number of crew carriers supported	54	54	54	53
Number of crafts-related 173s processed(1)	1,723	1,834	1,991	2,641
Number of 68s processed(2)	n/a	10,875	8,900	9,500
Efficiency				
Number vehicles supported per mechanics per year	33.13	35.06	34.85	34.85
Number of crafts staff per 100 crafts-related 173s processed(1)	1.16	0.98	1.26	1.14
Number of procurement staff per 100 68s processed(2)	n/a	0.24	0.29	0.27

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percentage of emergency response vehicles out of service at any one time:				
Engines	n/a	9.5%	7.2%	9.5%
Trucks	n/a	7.9%	15.6%	16.5%
Quints	n/a	12.5%	16.4%	17.5%
Squads	n/a	4.9%	10.1%	9.0%
Crew trucks	n/a	3.6%	5.5%	7.0%
Percentage of crafts-related 173s(1) processed within one week of receipt	30%	25%	80%	95%
Percentage of 68s processed within 10 days(2)	n/a	n/a	60%	90%

Explanatory Notes:
(1) 173s = form used to request communications, automotive, or construction and maintenance services.
(2) 68s = form used to request non-stock supplies and services.
n/a = not available

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
7. Administrative Services		
$ 16,640,000	$ 16,640,000	177.0

Authority: Non-mandated, discretionary program.

Provides administrative support services including accounting, budget, personnel, payroll, exams, employee relations, organizational development, Information Management Division (IMD) services, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt and effective internal administrative support services.

Service Delivery Standard: Process all requests for services within established timeframes.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of administrative support staff	168	174	174	173
Workload/Output				
Exams conducted	32	39	36	38
Investigations completed	17	15	20	25
Personal computers/customers supported	1,000	1,100	1,300	1,375
Number of mission-critical systems supported 24/7	4	4	4	4
Service requests processed	n/a	4,831	3,150	3,150
Invoices processed	27,000	28,400	30,000	30,000
Efficiency				
Number of exams processed per exam unit staff members	n/a	17	17	17
Service requests per IMD technical support staff	n/a	n/a	525	525
Personal computers/customers supported per IMD encumbered staff	25	27	29	26
Number of cases handled per employee relations staff:				
Investigation section	8.5	7.5	10	12.5
Performance management section	26	26	30	30
Number of vendor invoices processed per IMD staff	3,375	3,500	3,750	3,750

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percentage of investigations completed within 90 days	29%	20%	15%	25%
Percentage of IMD service requests resolved within one working day	n/a	n/a	48%	55%
9-1-1 Computer Aided Dispatching System (CAD) "uptime"	n/a	99.40%	99.99%	99.99%
Percentage of vendor invoices paid within 30 days	36%	63%	75%	92%

Explanatory Notes:
n/a = not available

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
8. Executive Services		
$ 5,005,000	$ 5,005,000	42.0

Authority: Non-mandated, discretionary program.

Provides executive support services including compliance, public information and education, internal communications, planning and risk management/safety office.

Program Outcome: Provide prompt and effective support services to the executive staff and the public.

Service Delivery Standard: Consistently meet expectations for staff support and public services provided by these various units.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of media staff	n/a	n/a	8	5
Number of compliance staff	n/a	n/a	3	4
Number of risk management/safety staff	n/a	n/a	2	2
Workload/Output				
Number of media responses per month	n/a	n/a	1,800	1,800
Number of internal audits/responses to complaints	n/a	n/a	17	20
Number of Safety Officer responses	n/a	n/a	180	198
Efficiency				
Number of responses per media staff person per month	n/a	n/a	225	360
Number of audit/complaint validations	n/a	n/a	17	20
Effectiveness/Outcome				
Percentage of media responses within requested timeframes	n/a	n/a	95%	95%
Percentage of corrections resulting from internal audits/ Complaints	n/a	n/a	80%	90%

Explanatory Notes:
n/a = not available

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
9. Financing Elements		
$ 9,706,000	$ 9,706,000	0.0

Authority: Non-mandated, discretionary program.

Reflects available financing for all Fire Department-related revenues from property taxes, the special voter-approved tax and interest earnings. Also, included are financing sources from available fund balance as well as cancellations of reserves and designations. Provides for funding new designations, County overhead charges and certain self-insured program costs.

Program Outcome: Not applicable.

Service Delivery Standard: Not applicable.

Total Programs		
$ 591,186,000	**$ 591,186,000**	**4,000.0**

FIRE - ADMINISTRATIVE BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 16,569,746	$ 17,793,000	$ 17,617,000	$ 11,457,000	$ 11,457,000	$ -6,160,000
SERVICES & SUPPLIES	5,485,212	6,110,000	6,186,000	4,973,000	4,973,000	-1,213,000
OTHER CHARGES	72,441					
FIXED ASSETS-EQUIP			10,000	210,000	210,000	200,000
GROSS TOTAL	$ 22,127,399	$ 23,903,000	$ 23,813,000	$ 16,640,000	$ 16,640,000	$ -7,173,000
TOT FIN REQMTS	$ 22,127,399	$ 23,903,000	$ 23,813,000	$ 16,640,000	$ 16,640,000	$ -7,173,000
AVAIL FINANCE						
SPECIAL ASSESSMENT	-200					
REVENUE	149,729	102,000	269,000	74,000	74,000	-195,000
TOT AVAIL FIN	$ 149,529	$ 102,000	$ 269,000	$ 74,000	$ 74,000	$ -195,000
BUDGETED POSITIONS	287.0	287.0	287.0	177.0	177.0	-110.0
REVENUE DETAIL						
STATE-OTHER	$ 15,056	$ 39,000	$ 48,000	$ 39,000	$ 39,000	$ -9,000
FEDERAL-OTHER	-21,831					
COURT FEES & COSTS	345					
EDUCATIONAL SERVICES		5,000		5,000	5,000	5,000
CHRGS FOR SVCS-OTHER	69,769	19,000	137,000	19,000	19,000	-118,000
SPECIAL ASSESSMENTS	-200					
OTHER SALES	60,340	5,000	57,000	5,000	5,000	-52,000
MISCELLANEOUS	26,050	34,000	27,000	6,000	6,000	-21,000
TOTAL	$ 149,529	$ 102,000	$ 269,000	$ 74,000	$ 74,000	$ -195,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - CLEARING ACCOUNT BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	$ 5,773,896	$ 7,644,000	$ 7,644,000	$ 7,531,000	$ 7,531,000	$ -113,000
LESS EXPENDITURE DIST	5,222,660	7,644,000	7,644,000	7,531,000	7,531,000	-113,000
TOT S & S	551,236					
GROSS TOTAL	$ 551,236	$	$	$	$	$
TOT FIN REQMTS	$ 551,236	$	$	$	$	$
AVAIL FINANCE						
REVENUE	2,745					
TOT AVAIL FIN	$ 2,745	$	$	$	$	$
REVENUE DETAIL						
MISCELLANEOUS	$ 2,745	$	$	$	$	$
TOTAL	$ 2,745	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - FINANCING ELEMENTS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	$ 7,302,987	$ 8,890,000	$ 8,866,000	$ 9,316,000	$ 9,316,000	$ 450,000
OTHER CHARGES	1,259,862	345,000	950,000	390,000	390,000	-560,000
APPR FOR CONTINGENCY			1,073,000			-1,073,000
GROSS TOTAL	$ 8,562,849	$ 9,235,000	$ 10,889,000	$ 9,706,000	$ 9,706,000	$ -1,183,000
TOT FIN REQMTS	$ 8,562,849	$ 9,235,000	$ 10,889,000	$ 9,706,000	$ 9,706,000	$ -1,183,000
AVAIL FINANCE						
FUND BALANCE	$ 12,518,000	$ 13,922,000	$ 13,922,000	$ 9,749,000	$ 9,749,000	$ -4,173,000
CANCEL RES/DES	27,482,664	3,662,000	3,662,000			-3,662,000
PROPERTY TAXES	321,945,312	337,128,000	337,925,000	370,895,000	370,895,000	32,970,000
VOTER APPRVD SPCL TAX	46,748,827	54,005,000	47,299,000	55,075,000	55,075,000	7,776,000
SPECIAL ASSESSMENT	195,494	103,000	100,000			-100,000
REVENUE	24,859,495	25,349,000	25,483,000	26,237,000	26,237,000	754,000
TOT AVAIL FIN	$ 433,749,792	$ 434,169,000	$ 428,391,000	$ 461,956,000	$ 461,956,000	$ 33,565,000
REVENUE DETAIL						
PROP TAXES-CURR-SEC	$ 289,911,516	$ 305,112,000	$ 306,616,000	$ 322,567,000	$ 322,567,000	$ 15,951,000
PROP TAXES-CURR-UNSEC	19,072,661	19,428,000	19,147,000	19,817,000	19,817,000	670,000
PROP TAXES-PRIOR-SEC	3,044,401	2,943,000	3,034,000	18,443,000	18,443,000	15,409,000
PROP TAXES-PRIOR-UNS	1,504,141	318,000		318,000	318,000	318,000
SUPP PROP TAXES-CURR	5,395,883	8,468,000	8,414,000	8,891,000	8,891,000	477,000
SUPP PROP TAXES-PRIOR	3,016,710	859,000	714,000	859,000	859,000	145,000
VOTER APPR SPEC TAXES	46,748,827	54,005,000	47,299,000	55,075,000	55,075,000	7,776,000
PEN/INT/COSTS-DEL TAX	3,025,520	2,680,000	2,606,000	2,680,000	2,680,000	74,000
INTEREST	248,211	248,000	1,110,000	260,000	260,000	-850,000
OTHER STATE IN-LIEU	11,319	13,000	13,000	13,000	13,000	
HOMEOWNER PRO TAX REL	4,796,907	4,797,000	4,797,000	4,797,000	4,797,000	
OTHER GOVT AGENCIES	14,977,627	15,752,000	15,164,000	16,535,000	16,535,000	1,371,000
CHRGS FOR SVCS-OTHER	1,799,911	1,859,000	1,793,000	1,952,000	1,952,000	159,000
SPECIAL ASSESSMENTS	195,494	103,000	100,000			-100,000
TOTAL	$ 393,749,128	$ 416,585,000	$ 410,807,000	$ 452,207,000	$ 452,207,000	$ 41,400,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - HEALTH HAZARDOUS MATERIALS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 8,799,439	$ 9,067,000	$ 9,334,000	$ 10,096,000	$ 10,096,000	$ 762,000
SERVICES & SUPPLIES	359,944	407,000	428,000	428,000	428,000	
GROSS TOTAL	$ 9,159,383	$ 9,474,000	$ 9,762,000	$ 10,524,000	$ 10,524,000	$ 762,000
TOT FIN REQMTS	$ 9,159,383	$ 9,474,000	$ 9,762,000	$ 10,524,000	$ 10,524,000	$ 762,000
AVAIL FINANCE						
REVENUE	9,967,140	11,397,000	11,439,000	11,794,000	11,794,000	355,000
TOT AVAIL FIN	$ 9,967,140	$ 11,397,000	$ 11,439,000	$ 11,794,000	$ 11,794,000	$ 355,000
BUDGETED POSITIONS	143.0	143.0	143.0	143.0	143.0	
REVENUE DETAIL						
OTHER LIC & PERMITS	$ 7,693,634	$ 8,052,000	$ 8,039,000	$ 8,336,000	$ 8,336,000	$ 297,000
FEDERAL-OTHER	-1					
CHRGS FOR SVCS-OTHER	2,270,094	3,341,000	3,396,000	3,454,000	3,454,000	58,000
MISCELLANEOUS	3,413	4,000	4,000	4,000	4,000	
TOTAL	$ 9,967,140	$ 11,397,000	$ 11,439,000	$ 11,794,000	$ 11,794,000	$ 355,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - LIFEGUARD BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 18,848,105	$ 21,197,000	$ 20,588,000	$ 22,976,000	$ 21,807,000	$ 1,219,000
SERVICES & SUPPLIES	1,823,568	2,164,000	2,054,000	2,435,000	2,310,000	256,000
FIXED ASSETS-EQUIP	174,214	143,000	23,000	70,000	70,000	47,000
GROSS TOTAL	$ 20,845,887	$ 23,504,000	$ 22,665,000	$ 25,481,000	$ 24,187,000	$ 1,522,000
TOT FIN REQMTS	$ 20,845,887	$ 23,504,000	$ 22,665,000	$ 25,481,000	$ 24,187,000	$ 1,522,000
AVAIL FINANCE						
REVENUE	16,523,450	19,513,000	18,919,000	25,412,000	24,118,000	5,199,000
TOT AVAIL FIN	$ 16,523,450	$ 19,513,000	$ 18,919,000	$ 25,412,000	$ 24,118,000	$ 5,199,000
BUDGETED POSITIONS	261.0	261.0	261.0	261.0	261.0	
REVENUE DETAIL						
BUSINESS LICENSES	$	$	$ 18,000	$	$	$ -18,000
STATE-OTHER	1,530,157	1,532,000	1,526,000	1,527,000	1,527,000	1,000
FEDERAL-OTHER		230,000		327,000	327,000	327,000
AUDITING-ACCTG FEES	1,236,167	1,258,000	1,258,000	1,281,000	1,281,000	23,000
COURT FEES & COSTS	10					
EDUCATIONAL SERVICES	499,388	554,000	546,000	543,000	543,000	-3,000
CHRGS FOR SVCS-OTHER	13,257,728	15,877,000	15,511,000	21,734,000	20,440,000	4,929,000
OPERATING TRANSFER IN		62,000	60,000			-60,000
TOTAL	$ 16,523,450	$ 19,513,000	$ 18,919,000	$ 25,412,000	$ 24,118,000	$ 5,199,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - OPERATIONS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 323,809,630	$ 351,211,000	$ 345,035,000	$ 377,684,000	$ 377,684,000	$ 32,649,000
SERVICES & SUPPLIES	6,577,173	5,532,000	5,616,000	5,727,000	5,727,000	111,000
FIXED ASSETS-EQUIP	214,877	239,000	625,000	700,000	700,000	75,000
GROSS TOTAL	$ 330,601,680	$ 356,982,000	$ 351,276,000	$ 384,111,000	$ 384,111,000	$ 32,835,000
TOT FIN REQMTS	$ 330,601,680	$ 356,982,000	$ 351,276,000	$ 384,111,000	$ 384,111,000	$ 32,835,000
AVAIL FINANCE						
REVENUE	63,467,261	77,965,000	76,749,000	79,013,000	79,013,000	2,264,000
TOT AVAIL FIN	$ 63,467,261	$ 77,965,000	$ 76,749,000	$ 79,013,000	$ 79,013,000	$ 2,264,000
BUDGETED POSITIONS	2,539.0	2,541.0	2,541.0	2,537.0	2,536.0	-5.0
REVENUE DETAIL						
FORFEIT & PENALTIES	$ 1,266	$	$	$	$	$
STATE-OTHER	957,057	259,000	177,000	193,000	193,000	16,000
FEDERAL-OTHER	514,693	250,000	436,000	250,000	250,000	-186,000
ELECTION SERVICES	384					
COURT FEES & COSTS	23,248	28,000		28,000	28,000	28,000
CHRGS FOR SVCS-OTHER	61,954,586	77,418,000	73,126,000	78,532,000	78,532,000	5,406,000
MISCELLANEOUS	16,027	10,000	3,010,000	10,000	10,000	-3,000,000
TOTAL	$ 63,467,261	$ 77,965,000	$ 76,749,000	$ 79,013,000	$ 79,013,000	$ 2,264,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - PREVENTION BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 20,504,284	$ 21,841,000	$ 23,417,000	$ 23,649,000	$ 23,649,000	$ 232,000
SERVICES & SUPPLIES	586,499	500,000	590,000	590,000	590,000	
FIXED ASSETS-EQUIP	5,841	12,000	85,000	166,000	166,000	81,000
GROSS TOTAL	$ 21,096,624	$ 22,353,000	$ 24,092,000	$ 24,405,000	$ 24,405,000	$ 313,000
TOT FIN REQMTS	$ 21,096,624	$ 22,353,000	$ 24,092,000	$ 24,405,000	$ 24,405,000	$ 313,000
AVAIL FINANCE						
SPECIAL ASSESSMENT	29,361	29,000	27,000	29,000	29,000	2,000
REVENUE	3,715,927	5,178,000	4,306,000	4,804,000	4,804,000	498,000
TOT AVAIL FIN	$ 3,745,288	$ 5,207,000	$ 4,333,000	$ 4,833,000	$ 4,833,000	$ 500,000
BUDGETED POSITIONS	217.0	217.0	217.0	213.0	213.0	-4.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 30,625	$ 31,000	$ 42,000	$ 31,000	$ 31,000	$ -11,000
OTHER LIC & PERMITS	864	2,000	3,000	2,000	2,000	-1,000
FORFEIT & PENALTIES	40,438	62,000	83,000	62,000	62,000	-21,000
PEN/INT/COSTS-DEL TAX	2,480					
STATE-OTHER	116,812	660,000	29,000	113,000	113,000	84,000
FEDERAL-OTHER	46,950	3,000		3,000	3,000	3,000
PLANNING & ENG SVCS	45,687	32,000	46,000	32,000	32,000	-14,000
COURT FEES & COSTS	502					
CHRGS FOR SVCS-OTHER	3,430,003	4,386,000	4,103,000	4,559,000	4,559,000	456,000
SPECIAL ASSESSMENTS	29,361	29,000	27,000	29,000	29,000	2,000
MISCELLANEOUS	1,566	2,000		2,000	2,000	2,000
TOTAL	$ 3,745,288	$ 5,207,000	$ 4,333,000	$ 4,833,000	$ 4,833,000	$ 500,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - SERVICES BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 14,389,527	$ 15,077,000	$ 15,973,000	$ 12,336,000	$ 12,336,000	$ -3,637,000
SERVICES & SUPPLIES	25,342,917	27,209,000	29,253,000	20,911,000	20,911,000	-8,342,000
OTHER CHARGES	4,928,685	5,041,000	6,400,000	6,157,000	6,157,000	-243,000
FIXED ASSETS-EQUIP	2,788,917	4,600,000	6,221,000	5,590,000	5,590,000	-631,000
OTHER FINANCING USES	15,492,000	200,000	200,000	200,000	200,000	
GROSS TOTAL	$ 62,942,046	$ 52,127,000	$ 58,047,000	$ 45,194,000	$ 45,194,000	$ -12,853,000
TOT FIN REQMTS	$ 62,942,046	$ 52,127,000	$ 58,047,000	$ 45,194,000	$ 45,194,000	$ -12,853,000
AVAIL FINANCE						
REVENUE	717,166	1,930,000	795,000	813,000	813,000	18,000
TOT AVAIL FIN	$ 717,166	$ 1,930,000	$ 795,000	$ 813,000	$ 813,000	$ 18,000
BUDGETED POSITIONS	232.0	233.0	233.0	191.0	191.0	-42.0
REVENUE DETAIL						
INTEREST	$	$ 558,000	$	$	$	$
RENTS AND CONCESSIONS	36,154	86,000	83,000	86,000	86,000	3,000
LEGAL SERVICES	14,498	14,000	33,000	14,000	14,000	-19,000
CHRGS FOR SVCS-OTHER	390,950	765,000	508,000	488,000	488,000	-20,000
OTHER SALES	653	270,000				
MISCELLANEOUS	124,546	124,000	103,000	112,000	112,000	9,000
SALE OF FIXED ASSETS	150,365	113,000	68,000	113,000	113,000	45,000
TOTAL	$ 717,166	$ 1,930,000	$ 795,000	$ 813,000	$ 813,000	$ 18,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - SPECIAL OPERATIONS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 32,915,314	$ 36,513,000	$ 34,367,000	$ 45,792,000	$ 45,792,000	$ 11,425,000
SERVICES & SUPPLIES	12,521,029	13,111,000	15,131,000	21,667,000	21,667,000	6,536,000
FIXED ASSETS-EQUIP	222,573	1,403,000	1,584,000	604,000	604,000	-980,000
OTHER FINANCING USES	1,223,701			3,351,000	3,351,000	3,351,000
GROSS TOTAL	$ 46,882,617	$ 51,027,000	$ 51,082,000	$ 71,414,000	$ 71,414,000	$ 20,332,000
TOT FIN REQMTS	$ 46,882,617	$ 51,027,000	$ 51,082,000	$ 71,414,000	$ 71,414,000	$ 20,332,000
AVAIL FINANCE						
REVENUE	8,369,667	8,071,000	10,731,000	8,557,000	8,557,000	-2,174,000
TOT AVAIL FIN	$ 8,369,667	$ 8,071,000	$ 10,731,000	$ 8,557,000	$ 8,557,000	$ -2,174,000
BUDGETED POSITIONS	348.0	350.0	350.0	437.0	437.0	87.0
REVENUE DETAIL						
STATE-OTHER	$ 5,309,177	$ 5,073,000	$ 5,132,000	$ 5,073,000	$ 5,073,000	$ -59,000
FEDERAL-OTHER	126,237		565,000	100,000	100,000	-465,000
OTHER GOVT AGENCIES		35,000	195,000			-195,000
EDUCATIONAL SERVICES	218,861	688,000	688,000	688,000	688,000	
CHRGS FOR SVCS-OTHER	2,711,440	2,271,000	4,047,000	2,692,000	2,692,000	-1,355,000
OTHER SALES	152					
MISCELLANEOUS	3,800	4,000	104,000	4,000	4,000	-100,000
TOTAL	$ 8,369,667	$ 8,071,000	$ 10,731,000	$ 8,557,000	$ 8,557,000	$ -2,174,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - EXECUTIVE BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$	$	$	$ 4,597,000	$ 4,597,000	$ 4,597,000
SERVICES & SUPPLIES				408,000	408,000	408,000
GROSS TOTAL	$	$	$	$ 5,005,000	$ 5,005,000	$ 5,005,000
TOT FIN REQMTS	$	$	$	$ 5,005,000	$ 5,005,000	$ 5,005,000
AVAIL FINANCE						
REVENUE				28,000	28,000	28,000
TOT AVAIL FIN	$	$	$	$ 28,000	$ 28,000	$ 28,000
BUDGETED POSITIONS				43.0	42.0	42.0
REVENUE DETAIL						
MISCELLANEOUS	$	$	$	$ 28,000	$ 28,000	$ 28,000
TOTAL	$	$	$	$ 28,000	$ 28,000	$ 28,000

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

FIRE - LIFEGUARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 12,332,097	$ 14,756,000	$ 14,517,000	$ 20,635,000	$ 19,341,000	$ 4,824,000
NET COUNTY COST	$ 12,332,097	$ 14,756,000	$ 14,517,000	$ 20,635,000	$ 19,341,000	$ 4,824,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To protect lives, the environment, and property by providing prompt, skillful, and cost-effective fire protection and life safety services.

2002-03 Budget Message

The Fire Department - Lifeguards budget provides financing for lifeguard services at County-operated beaches that are the responsibility of the General Fund. This budget unit establishes appropriation for a General Fund transfer to the Fire Department budget, which includes all costs and budgeted positions for ocean lifeguard services.

The 2002-03 Proposed Budget reflects funding for negotiated increases in salaries and employee benefits and additional funding for ongoing and prior year Fire Lifeguard overhead.

Strategic Planning

The Department's Strategic Plan will continue to focus on emergency and non-emergency service delivery and to emphasize internal business operations. The Department's strategies and objectives are being designed to ensure the achievement of organizational goals related to service excellence, workforce excellence, organizational effectiveness, and fiscal responsibility consistent with the Countywide Strategic Plan. Key objectives of this plan are identified under the Fire Department Budget Request.

The Fire Department continues to work with the State to maintain the Boating and Waterways funding to the County for operation of lifeguard rescue boats and will continue to seek opportunities to generate revenue and offset costs through marketing, city contract renewals, grants, and cost recovery programs.

Critical Needs

The Fire Department - Lifeguards critical needs are financed in the Proposed Budget.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 312,000	$ --	$ 312,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
2.	$ 34,000	$ --	$ 34,000	--
Retirement Debt Service: Reflects the Fire Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificate of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ -22,000	$ --	$ -22,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
4.	$ 4,500,000	$ --	$ 4,500,000	--
Fire Lifeguard Overhead: Reflects additional funding from the General Fund for its share of ongoing lifeguard overhead and partial payment of prior year overhead.				
Total	***$ 4,824,000***	***$ 0***	***$ 4,824,000***	***0.0***

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	365,849,000	367,422,000	385,882,000	20,033,000
Employee Benefits	100,482,000	105,277,000	121,536,000	21,054,000
Total Salaries and Employee Benefits	466,331,000	472,699,000	507,418,000	41,087,000
Services and Supplies				
Admin and General	54,000	51,000	52,000	-2,000
Agricultural	38,000	35,000	38,000	0
Clothing and Personal Supplies	974,000	904,000	903,000	-71,000
Communications	7,524,000	7,035,000	7,073,000	-451,000
Computer Equipment - Non-capital	1,128,000	1,103,000	1,020,000	-108,000
Computer Software	629,000	617,000	549,000	-80,000
Food	377,000	329,000	336,000	-41,000
Household Expenses	547,000	525,000	546,000	-1,000
Information Technology Services	531,000	525,000	463,000	-68,000
Insurance	1,230,000	1,102,000	1,137,000	-93,000
Maintenance-Buildings and Improvements	7,143,000	6,746,000	7,276,000	133,000
Maintenance-Equipment	8,349,000	7,685,000	8,216,000	-133,000
Medical Dental and Laboratory Supplies	562,000	544,000	568,000	6,000
Memberships	101,000	86,000	88,000	-13,000
Miscellaneous Expense	533,000	493,000	511,000	-22,000
Office Expense-Other	673,000	624,000	628,000	-45,000
Professional and Specialized Services	16,657,000	16,076,000	16,387,000	-270,000
Publication and Legal Notices	6,000	6,000	5,000	-1,000
Rents and Leases-Bldg and Improvements	1,991,000	1,862,000	2,046,000	55,000
Rents and Leases-Equipment	4,412,000	3,881,000	3,941,000	-471,000
Small Tools and Instruments	399,000	366,000	384,000	-15,000
Special Departmental Expense	4,044,000	3,862,000	4,002,000	-42,000
Telecommunications	1,634,000	1,522,000	1,521,000	-113,000
Training	1,271,000	1,124,000	1,152,000	-119,000
Transportation and Travel-Auto Mileage	82,000	74,000	76,000	-6,000
Transportation and Travel-Auto Service	1,010,000	951,000	1,051,000	41,000
Transportation and Travel-Other	3,067,000	2,851,000	3,120,000	53,000
Transportation and Travel-Traveling	81,000	73,000	74,000	-7,000
Utilities	3,077,000	2,871,000	3,167,000	90,000
Total Services and Supplies	68,124,000	63,923,000	66,330,000	-1,794,000
Other Charges				
Other Charges	730,000	200,000	200,000	-530,000
Judgments and Damages	120,000	75,000	120,000	0
Retirement of Other Long-Term Debt	6,400,000	5,041,000	6,157,000	-243,000
Taxes and Assessments	100,000	70,000	70,000	-30,000
Total Other Charges	7,350,000	5,386,000	6,547,000	-803,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Aircraft	177,000	38,000	0	-177,000
Communications Equipment	240,000	0	60,000	-180,000
Computer Info and Data Processing Sys	88,000	12,000	240,000	152,000
Construction and Heavy Maintenance	117,000	55,000	0	-117,000
Electronic Equipment	313,000	157,000	81,000	-232,000
Machinery Equipment	351,000	231,000	351,000	0
Manufactured or Prefabricated Structures	317,000	63,000	138,000	-179,000
Medical Equipment	1,180,000	1,094,000	0	-1,180,000
Vehicle-Automobile	4,695,000	4,394,000	4,741,000	46,000
Vehicle-Heavy Use	173,000	80,000	889,000	716,000
Watercraft	780,000	0	780,000	0
Other Undefined Assets	117,000	273,000	60,000	-57,000
Total Equipment	8,548,000	6,397,000	7,340,000	-1,208,000
Total Fixed Assets	8,548,000	6,397,000	7,340,000	-1,208,000
Other Financing Uses				
Operating Transfers Out	200,000	200,000	3,551,000	3,351,000
Total Other Financing Uses	200,000	200,000	3,551,000	3,351,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Appropriation for Contingencies	1,073,000	0	0	-1,073,000
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**551,626,000**	**548,605,000**	**591,186,000**	**39,560,000**
AVAILABLE FINANCING:				
Fund Balance	13,922,000	13,922,000	9,749,000	-4,173,000
Cancellation of Reserves/Designations	3,662,000	3,662,000	0	-3,662,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Taxes	385,224,000	391,133,000	425,970,000	40,746,000
Licenses, Permits and Franchises	8,102,000	8,085,000	8,369,000	267,000
Fines, Forfeitures and Penalties	2,689,000	2,742,000	2,742,000	53,000
Revenue from Use of Money and Property	1,193,000	892,000	346,000	-847,000
Intergovernmental Revenues:				
Federal	1,001,000	483,000	680,000	-321,000
State	11,722,000	12,373,000	11,755,000	33,000
Other	15,359,000	15,787,000	16,535,000	1,176,000
Charges for Services	105,319,000	108,647,000	114,756,000	9,437,000
Miscellaneous	3,305,000	453,000	171,000	-3,134,000
Other Financing Sources	128,000	175,000	113,000	-15,000
TOTAL REVENUES	534,042,000	540,770,000	581,437,000	47,395,000
TOTAL AVAILABLE FINANCING	**551,626,000**	**558,354,000**	**591,186,000**	**39,560,000**

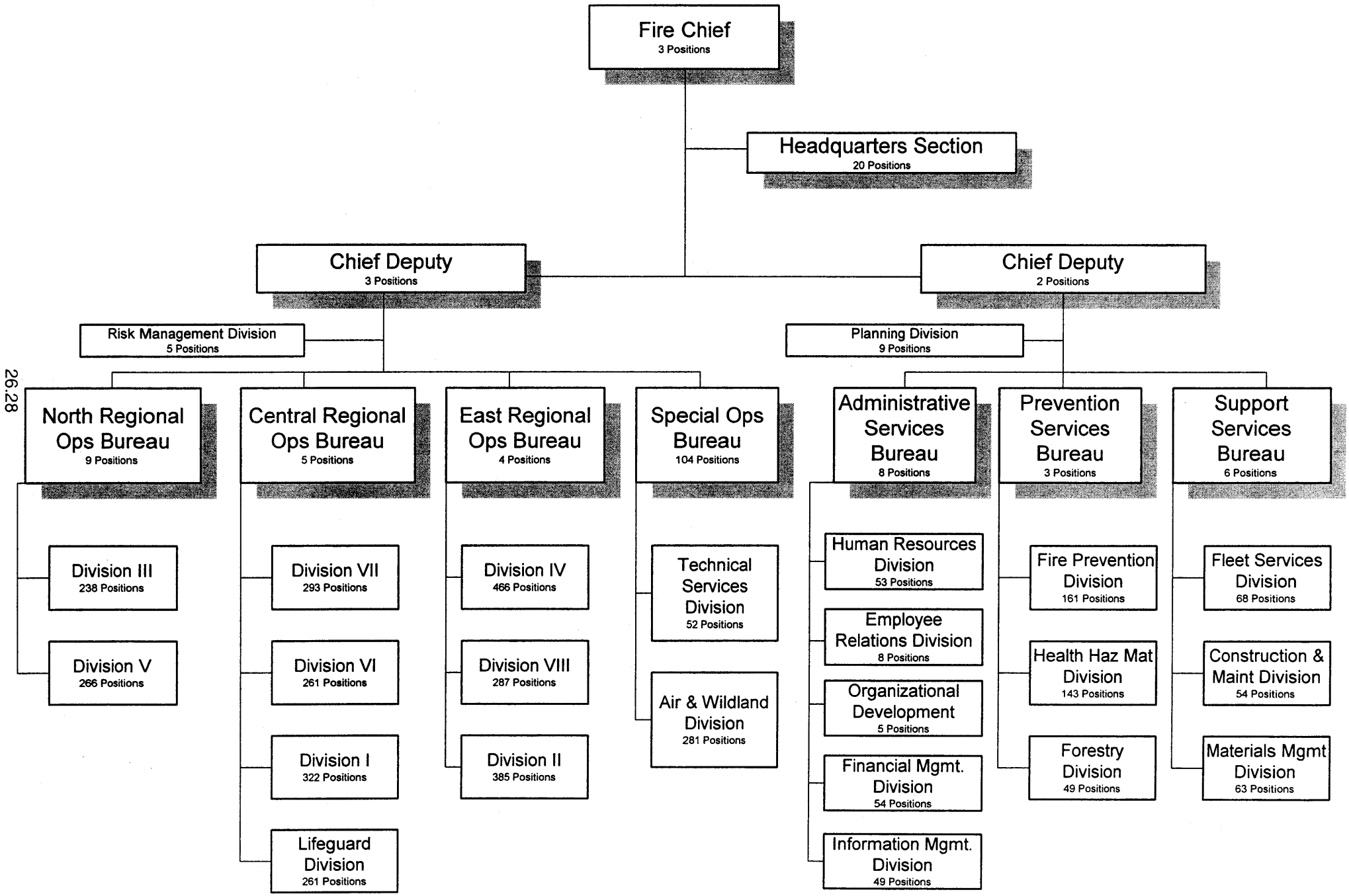
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Special Departmental Expense	14,517,000	14,756,000	19,341,000	4,824,000
Total Services and Supplies	14,517,000	14,756,000	19,341,000	4,824,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**14,517,000**	**14,756,000**	**19,341,000**	**4,824,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	14,517,000	14,756,000	19,341,000	4,824,000
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	**14,517,000**	**14,756,000**	**19,341,000**	**4,824,000**

LOS ANGELES COUNTY FIRE DEPARTMENT

P. MICHAEL FREEMAN, FIRE CHIEF

Total 2002-03 Proposed Budget Positions = 4,000



GRAND JURY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 90,447	$ 263,000	$ 263,000	$ 277,000	$ 277,000	$ 14,000
SERVICES & SUPPLIES	800,227	967,000	967,000	938,000	938,000	-29,000
OTHER CHARGES	13,797	37,000	37,000	35,000	35,000	-2,000
GROSS TOTAL	$ 904,471	$ 1,267,000	$ 1,267,000	$ 1,250,000	$ 1,250,000	$ -17,000
REVENUE	16,612	14,000	14,000	16,000	16,000	2,000
NET COUNTY COST	$ 887,859	$ 1,253,000	$ 1,253,000	$ 1,234,000	$ 1,234,000	$ -19,000
BUDGETED POSITIONS	5.0	4.0	4.0	4.0	4.0	
REVENUE DETAIL						
MISCELLANEOUS	$ 16,612	$ 14,000	$ 14,000	$ 16,000	$ 16,000	$ 2,000
TOTAL	$ 16,612	$ 14,000	$ 14,000	$ 16,000	$ 16,000	$ 2,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

The Los Angeles County criminal grand jury makes inquiries into all public offenses committed or triable within the County and presents them to the courts by indictment. The civil grand jury investigates and reports on the operations, accounts, and records of County departments, cities and school districts within the County, and any special legislative districts or other districts in the County, created pursuant to State Law, for which the officers of the County are serving in their capacity as officers of the districts pursuant to Article 1, Section 23, among other sections of the California Constitution.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost decrease of $19,000 due to anticipated rate reductions in natural gas and rent charges. These reductions are partially offset by negotiated increases in salaries and employee benefits.

Critical Needs

The grand jury requires one additional staff position to address increased workload caused by a realignment of assignments to better reflect actual County responsibilities.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 13,000	$ --	$ 13,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
2.	$ 1,000	$ --	$ 1,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ -31,000	$ --	$ -31,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
4.	$ -2,000	$ --	$ -2,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	$ 2,000	$ 2,000	$ --	--
	Accounting Adjustment: Reflects a realignment of appropriation and revenue based on the expenditure and revenue pattern of the grand jury.			
Total	***$ -17,000***	***$ 2,000***	***$ -19,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Civil Grand Jury (Investigation of County Departments)							
	$ 780,000	$ 0	$ 8,000	$ 772,000	$ 0	$ 772,000	1.5

Authority: Mandated program – Article 1, Section 23, Constitution of California.

The civil grand jury investigates and reports on the operations, accounts, and records of County departments, cities and school districts within the County, and any special legislative districts or other districts in the County, created pursuant to State Law, for which the officers of the County are serving in their capacity as officers of the districts.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Workload/Output				
Citizen complaints	78	76	80	80
Contract audits	4	5	7	7

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Criminal Grand Jury (Investigation of Public Offenses)							
	$ 470,000	$ 0	$ 8,000	$ 462,000	$ 0	$ 462,000	2.5

Authority: Mandated program – Article 1, Section 23, Constitution of California.

The criminal grand jury makes inquiry into all public offenses committed or triable within the County and presents them to the courts by indictment.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Workload/Output				
Indictment hearings	n/a	28	35	35
Indictments issued	32	28	35	35
Investigative hearings(1)	19	7	10	10
Subpoenas issued	58	861	500	500
Witnesses called	n/a	474	474	474

Explanatory Notes
(1) Completed hearings; not days in session.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs							
	$ 1,250,000	**$ 0**	**$ 16,000**	**$ 1,234,000**	**$ 0**	**$ 1,234,000**	**4.0**

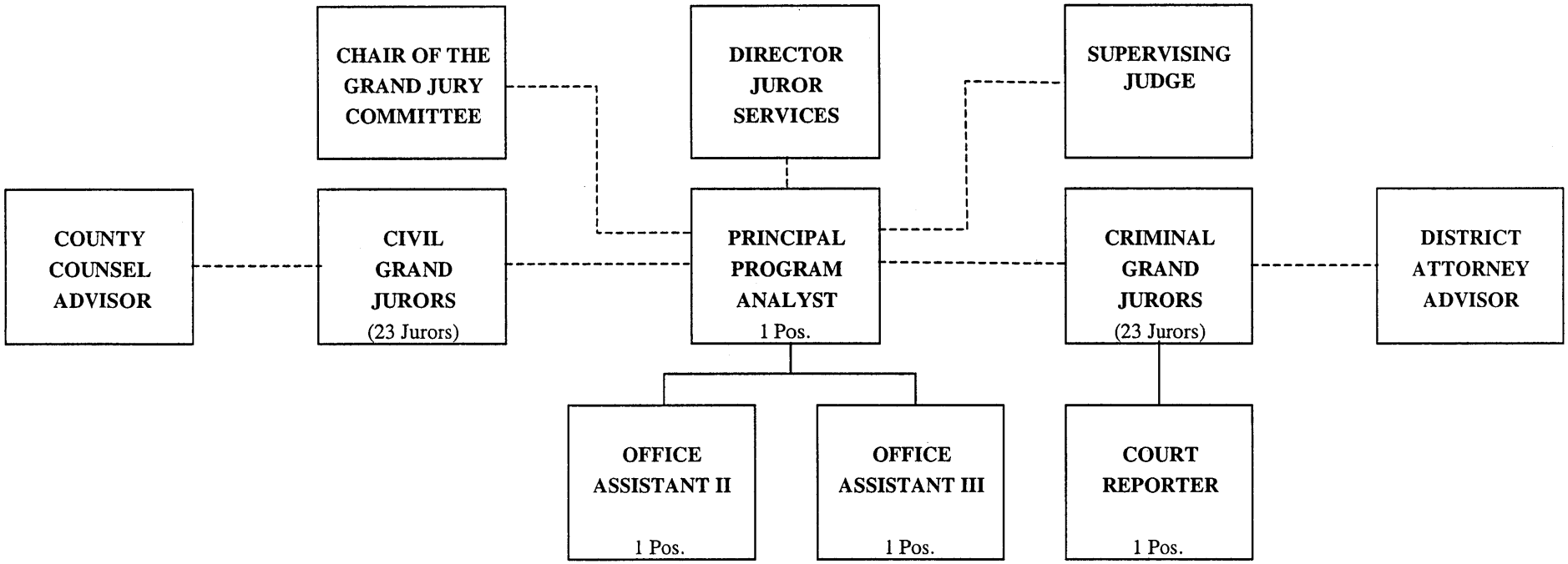
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	185,000	185,000	212,000	27,000
Employee Benefits	78,000	78,000	65,000	-13,000
Total Salaries and Employee Benefits	263,000	263,000	277,000	14,000
Services and Supplies				
Communications	10,000	6,000	6,000	-4,000
Jury and Witness Expense	269,000	269,000	269,000	0
Maintenance-Buildings and Improvements	48,000	48,000	48,000	0
Office Expense-Other	18,000	20,000	20,000	2,000
Professional and Specialized Services	387,000	387,000	387,000	0
Publication and Legal Notices	18,000	32,000	32,000	14,000
Rents and Leases-Bldg and Improvemts	8,000	8,000	8,000	0
Rents and Leases-Equipment	8,000	6,000	8,000	0
Training	6,000	6,000	6,000	0
Transportation and Travel-Auto Mileage	78,000	81,000	81,000	3,000
Transportation and Travel-Traveling	2,000	2,000	2,000	0
Utilities	115,000	102,000	71,000	-44,000
Total Services and Supplies	967,000	967,000	938,000	-29,000
Other Charges				
Capital Lease	37,000	37,000	35,000	-2,000
Total Other Charges	37,000	37,000	35,000	-2,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**1,267,000**	**1,267,000**	**1,250,000**	-17,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	1,267,000	1,267,000	1,250,000	-17,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Miscellaneous Revenues	14,000	14,000	16,000	2,000
TOTAL REVENUES	14,000	14,000	16,000	2,000
NET COUNTY COST	**1,253,000**	**1,253,000**	**1,234,000**	**-19,000**

GRAND JURY

Total 2002-03 Proposed Budget Positions = 4



HEALTH SERVICES SUMMARY
INCLUDING GENERAL FUND AND HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	1,444,266,125	1,573,910,000	1,603,800,000	1,748,045,000	1,716,109,000	112,309,000
SVCS & SUPPS	1,276,427,559	1,359,341,000	1,357,952,000	1,519,849,000	1,491,447,000	133,495,000
LESS EXP DIST	73,023,903	75,958,000	75,073,000	82,833,000	81,903,000	6,830,000
TOT S & S	1,203,403,656	1,283,383,000	1,282,879,000	1,437,016,000	1,409,544,000	126,665,000
OTHER CHARGES	524,158,235	525,990,000	557,047,000	500,677,000	499,510,000	-57,537,000
FA - EQUIPMENT	7,648,712	9,722,000	9,554,000	9,301,000	8,607,000	-947,000
TOT OP EXP	3,179,476,728	3,393,005,000	3,453,280,000	3,695,039,000	3,633,770,000	180,490,000
OTH FIN USES	931,392,177	997,282,000	951,210,000	1,211,861,000	1,149,635,000	198,425,000
GROSS TOTAL	4,110,868,905	4,390,287,000	4,404,490,000	4,906,900,000	4,783,405,000	378,915,000
LESS INT TRFS	65,021,729	73,529,000	77,206,000	97,674,000	81,092,000	3,886,000
NET TOTAL	4,045,847,176	4,316,758,000	4,327,284,000	4,809,226,000	4,702,313,000	375,029,000
DESIGNATIONS	239,125,000	52,730,000	52,730,000			-52,730,000
TOT FIN REQMTS	4,284,972,176	4,369,488,000	4,380,014,000	4,809,226,000	4,702,313,000	322,299,000
AVAIL FINANCE						
FUND BALANCE				25,205,000	25,205,000	25,205,000
CANCEL RES/DES	185,434,619	59,824,000	59,824,000	310,870,000	247,444,000	187,620,000
REVENUE	3,523,578,773	3,738,693,000	3,725,765,000	3,860,244,000	3,819,162,000	93,397,000
NET CO COST	575,959,143	596,176,000	594,425,000	612,907,000	610,502,000	16,077,000
TOT AVAIL FIN	4,284,972,535	4,394,693,000	4,380,014,000	4,809,226,000	4,702,313,000	322,299,000
POSITIONS	23,831.5	23,651.0	23,651.0	25,175.2	23,659.9	8.9

Mission Statement

The mission of the Los Angeles County Department of Health Services (DHS) is to protect, maintain, and improve the health of the community.

On behalf of the community, DHS assesses health needs, develops policies to address those needs, ensures prevention and controls communicable diseases, manages harmful agents in the environment, encourages healthy behavior, and provides health promotion and preventive services.

The Department of Health Services ensures that, to the extent resources are available, the medically indigent and others who choose the County for their care have appropriate access to health care in their communities. The Department of Health Services serves as a provider, contractor, and coordinator of health care services that are effective, efficient, and comprehensive, and that lower the cultural, linguistic, financial, and disability-related barriers to access.

The Department of Health Services is a partner with the private sector, other County departments, and affiliated educational institutions in training health professionals.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects the maintenance of existing programs and revenue-offset program expansions. The Proposed Budget does not reflect adjustments for the Department's Strategic Operational Plan, which will be reflected in the 2002-03 budget during the Final Changes phase of the budget process.

As proposed, the 2002-03 budget is fully funded with available resources, including $272.6 million from the designation, and reflects the minimum amount of local resources required by law ($159.3 million, and an amount equal to Realignment Vehicle License Fees of $332.1 million), plus an additional $119.1 million in County funding. The additional County funding components include: $101.8 million Tobacco Settlement; $20.0 million General Fund (an increase of $10.0 million consistent with the second year of the 1115 Waiver Medicaid Demonstration Project (Waiver) commitment to increase General Fund contributions); $1.8 million Drug Court services program; and $1.1 million Security Action Plan; partially offset by $3.8 million in County resources allocated to the Department of Public Social Services (DPSS) for the In-Home Supportive Services (IHSS) provider health benefits plan and a reduction of $1.8 million for health-related capital projects.

Explanation of the Proposed Budget

The 2002-03 Proposed Budget reflects a net County cost increase of $16.1 million, consisting of increases of $9.0 million in the Realignment Vehicle License Fee equivalent amount, $10.0 million for the second year of the 1115 Waiver commitment, and $1.9 million from the capital projects budget for completed health-related projects, partially offset by reductions of $3.8 million allocated to DPSS for the IHSS provider health benefit plan, and $1.0 million for one-time costs related to the Security Action Plan and to the Juvenile Court Health Services budget for costs related to the Department of Justice investigation.

The Proposed Budget provides additional funding for negotiated increases in salaries and employee benefits; increased costs for fixed and other employee benefit increases, including workers' compensation; consumer price index adjustments for contracts containing cost-of-living adjustments (COLA) provisions; increased funding for information systems costs; the IHSS provider health benefits plan; and changes in operations, enrollment and capitation for the Community Health Plan (Medi-Cal managed care) and the Healthy Families Program. The Proposed Budget also includes State and federal funding for revenue-offset program expansions and increased intrafund transfers for Juvenile Court Health Services. This funding has primarily been reserved in the services and supplies category, rather than in salaries and employee benefits, pending consideration of the Department's Strategic Operational Plan during Final Changes.

The Proposed Budget also reflects revenue reductions of $61.6 million in Waiver revenues, consistent with the Waiver extension agreement, $68.2 million in one-time revenues from the Trust Fund, and $26.9 million in SB 855 Disproportionate Share Hospital (DSH) revenue. The Proposed Budget continues to include $41.8 million in Tobacco Settlement funds, which are being used in 2001-02 for ambulatory care program enhancements, tobacco control and prevention programs, public health programs, and other non-sanctionable Waiver commitments. However, the 2002-03 funding has been reserved in the services and supplies category in the Tobacco Settlement Programs budget until specific plans for program expenditures are developed within the guidelines of the Department's Strategic Operational Plan. Consistent with the Board of Supervisors' (Board) action on October 31, 2000, the recommended use of these funds will be provided for Board consideration during Final Changes.

The Proposed Budget reflects a net increase of 8.9 positions, consisting of an additional 23.0 positions, approved by the Board on November 27, 2001, to cover increased workload for the Community Health Plan, partially offset by a decrease of 14.1 positions primarily associated with the deferred use of Tobacco Settlement funds, and a reduction in funding for Adult Protective Services.

Strategic Planning

The Department continues to refine the proposals contained in its Strategic Operational Plan, approved in concept by the Board on January 29, 2002. As mentioned previously, those efforts are expected to result in significant adjustments to the 2002-03 budget, which will be considered during the Final Changes phase of the budget process. The Department is seeking to significantly alter the design of its health care system and will recommend actions to restructure considering available resources and patient need and utilization patterns. The Department will also examine revenue strategies. The Department plans to expedite the development of an information technology plan and other improvements to make the most efficient and effective use of available resources.

Critical Needs

The Department's chronic funding challenges have resulted in directing funding to increased demand for patient care and delaying investments in areas such as information technology, training, medical equipment purchases and facility maintenance. These critical needs will be prioritized using a system-wide planning process as part of the restructuring recommendation that will be presented to the Board.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 13,052,000	$ 16,832,000	$ -3,780,000	--
In-Home Supportive Services (IHSS) Provider Health Benefits: Reflects projected costs for the Board approved IHSS provider health benefits plan. The Department is providing the Department of Public Social Services with funding to meet the matching net County cost requirement. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
2.	$ 7,812,000	$ 7,812,000	$ --	--
Proposition 36: Reflects an increase in costs, fully offset by State funding, for Proposition 36 (Substance Abuse and Crime Prevention Act of 2000) drug treatment services. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
3.	$ -1,006,000	$ -1,445,000	$ 439,000	-7.5
Other Program Adjustments: Reflects a net decrease in costs and positions, primarily related to the deferred use of Tobacco Settlement funds, pending Board adoption of a spending plan in the Final Changes portion of the budget process. Also, reflects additional costs and offsetting State and federal revenues for various programs administered by the Office of AIDS Programs and Policy and Public Health Programs and Services. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
4.	$ -2,459,000	$ --	$ -2,459,000	--
Austerity Program: Reflects anticipated savings from Austerity Program reductions in supplies and purchased services, Health Services Administration information systems, and consultant costs. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
5.	$ 1,711,000	$ 4,778,000	$ -3,067,000	--
Juvenile Court Health Services: Reflects increased costs and additional intrafund transfers for services provided to children under the jurisdiction of the Probation Department and the Department of Children and Family Services. *Supports Countywide Strategic Plan Goal 1, Strategy 2; and Goal 5, Strategy 1.*				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ -905,000	$ --	$ -905,000	--

Countywide Security Action Plan: Reflects a reduction of one-time funding, partially offset by full-year funding for emergency medical services and public health staff, consistent with the Countywide Security Action Plan approved by the Board on October 23, 2001. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

7.	$ 5,162,000	$ -193,000	$ 5,355,000	--

Information Systems: Reflects increased costs primarily for information systems enhancements and professional services and for continued maintenance to support information systems operations at LAC+USC Medical Center, Harbor/UCLA Medical Center and Olive View Medical Center. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

8.	$ 19,187,000	$ 4,947,000	$ 14,240,000	23.0

Office of Managed Care/Community Health Plan: Reflects increased costs for changes in operations, enrollment and capitation for product lines in the Community Health Plan (CHP) and the Healthy Families Program and revenue adjustments for CHP and Healthy Families. Includes an additional 23.0 positions, approved by the Board on November 27, 2001 for increased workload associated with the transfer of over 20,000 subscribers and enrollees due to the bankruptcy of the Tower Health Plan. Continues to reflect partial year funding for expansion of the Healthy Families Program to include parents of eligible children, pending further State budget action. *Supports Countywide Strategic Plan Goal 5, Strategy 1.*

Other Changes				
1.	$ 44,014,000	$ 4,340,000	$ 39,674,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.

2.	$ 13,899,000	$ 1,061,000	$ 12,838,000	--

LACERA Buy-Down: Reflects the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings.

3.	$ 5,074,000	$ 387,000	$ 4,687,000	--

Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

4.	$ -11,221,000	$ --	$ -11,221,000	--

Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.

5.	$ 50,795,000	$ 4,747,000	$ 46,048,000	--

Experience Adjustment: Reflects increased costs for fixed and other employee benefit increases, including workers' compensation, and adjustments to align budgeted categories to actual expenditures.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
6.	$ 3,219,000	$ --	$ 3,219,000	--
Cost-of-Living Adjustments for Contracts: Reflects cost-of-living adjustments (COLA) on contracts containing COLA provisions.				
7.	$ 76,528,000	$ 68,308,000	$ 8,220,000	-6.6
Other Cost Changes: Reflects various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration which were offset in 2001-02 by one-time funding of a $68.2 million transfer from the Trust Fund, and additional costs associated with the LAC+USC Medical Center County Professional Services Agreement. Also, reflects a net decrease in budgeted positions, primarily due to a reduction in intrafund transfers for Adult Protective Services.				
8.	$ 9,274,000	$ --	$ 9,274,000	--
Pharmaceuticals: Reflects funding for increased pharmaceutical costs resulting from a projected 13.4 percent increase due to cost-of-living adjustments and increased utilization.				
9.	$ 196,943,000	$ 462,498,000	$ -265,555,000	--
Fund Balance/Cancellations: Reflects an increase in budgeted fund balance, from $59.8 million in 2001-02 (shown on page 28 as cancellations) to $272.6 million ($25.2 million in fund balance and $247.4 million in cancellations) in the budget year.				
10.	$ --	$ -70,550,000	$ 70,550,000	--
Other Revenue Changes: Reflects the deletion of one-time funding of $68.2 million from the Trust Fund and reductions in SB 612 emergency medical services funds, Short-Doyle Medi-Cal revenue, and other one-time revenues, partially offset by increased Realignment Sales Tax revenues.				
11.	$ -104,894,000	$ -193,414,000	$ 88,520,000	--
1115 Waiver Revenue/SB 855 Adjustments: Reflects a 25 percent reduction in 1115 Waiver revenues, partially offset by an additional $10.0 million in County general funds, consistent with the Waiver extension agreement, and reductions in intergovernmental transfers and related SB 855 Disproportionate Share Hospital (DSH) revenue due to implementation of the provisions of the federal Balanced Budget Act of 1997.				
Total	***$ 326,185,000***	***$ 310,108,000***	***$ 16,077,000***	***8.9***

HEALTH SERVICES GENERAL FUND SUMMARY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 299,031,957	$ 342,148,000	$ 361,075,000	$ 403,482,000	$ 369,440,000	$ 8,365,000
SERVICES & SUPPLIES	453,111,317	552,211,000	586,311,000	628,376,000	630,151,000	43,840,000
LESS EXPENDITURE DIST	7,625,900	6,569,000	3,599,000	7,819,000	6,889,000	3,290,000
TOT S & S	445,485,417	545,642,000	582,712,000	620,557,000	623,262,000	40,550,000
OTHER CHARGES	420,692,445	421,128,000	442,121,000	389,608,000	389,608,000	-52,513,000
FIXED ASSETS-EQUIP	3,776,149	4,501,000	4,501,000	4,225,000	4,131,000	-370,000
OTHER FINANCING USES	519,278,074	550,742,000	514,897,000	499,014,000	500,217,000	-14,680,000
GROSS TOTAL	$ 1,688,264,042	$ 1,864,161,000	$ 1,905,306,000	$ 1,916,886,000	$ 1,886,658,000	$ -18,648,000
LESS INTRAFD TRANSFER	65,021,729	73,529,000	77,206,000	97,674,000	81,092,000	3,886,000
NET TOTAL	$ 1,623,242,313	$ 1,790,632,000	$ 1,828,100,000	$ 1,819,212,000	$ 1,805,566,000	$ -22,534,000
REVENUE	1,047,283,170	1,194,456,000	1,233,675,000	1,206,305,000	1,195,064,000	-38,611,000
NET COUNTY COST	$ 575,959,143	$ 596,176,000	$ 594,425,000	$ 612,907,000	$ 610,502,000	$ 16,077,000
BUDGETED POSITIONS	5,159.6	5,204.2	5,204.2	5,873.4	5,163.2	-41.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 400	$	$	$	$	
OTHER LIC & PERMITS	876,524					
FORFEIT & PENALTIES	5,162,883	2,551,000	2,551,000	2,677,000	2,677,000	126,000
INTEREST	1,000,000	1,227,000	1,227,000	1,227,000	1,227,000	
OTHER STATE AID-HLTH	461,664					
STATE-OTHER	135,032,675	154,516,000	170,448,000	185,730,000	163,521,000	-6,927,000
STATE-REALIGNMENT REV	129,542,908	132,152,000	125,201,000	129,088,000	132,152,000	6,951,000
FEDERAL-OTHER	120,358,749	132,785,000	137,880,000	144,292,000	147,201,000	9,321,000
COURT FEES & COSTS	45					
RECORDING FEES	1,806,918					
HEALTH FEES	47,844,873	48,516,000	48,516,000	50,975,000	51,005,000	2,489,000
CALIF CHILDREN'S SVCS	1,086					
INSTIT CARE & SVS	74,944,292	91,063,000	92,291,000	106,872,000	108,002,000	15,711,000
EDUCATIONAL SERVICES	540,198					
CHRGS FOR SVCS-OTHER	110,069,141	69,028,000	65,768,000	106,124,000	116,655,000	50,887,000
OTHER SALES	34,941					
MISCELLANEOUS	4,053,837	118,392,000	123,003,000	55,046,000	48,482,000	-74,521,000
SALE OF FIXED ASSETS	8,818					
OPERATING TRANSFER IN	5,117,075	30,255,000	37,841,000	47,772,000	47,640,000	9,799,000
OTHER FINANC SOURCES	410,426,143	413,971,000	428,949,000	376,502,000	376,502,000	-52,447,000
TOTAL	$ 1,047,283,170	$ 1,194,456,000	$ 1,233,675,000	$ 1,206,305,000	$ 1,195,064,000	$ -38,611,000

HEALTH SERVICES ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 61,084,190	$ 67,519,000	$ 75,396,000	$ 77,499,000	$ 77,512,000	$ 2,116,000
SERVICES & SUPPLIES	52,692,344	52,469,000	78,722,000	147,415,000	134,129,000	55,407,000
OTHER CHARGES	458,664	1,092,000	1,280,000	1,328,000	1,328,000	48,000
FIXED ASSETS-EQUIP	2,096,120	2,905,000	2,905,000	2,585,000	2,585,000	-320,000
GROSS TOTAL	$ 116,331,318	$ 123,985,000	$ 158,303,000	$ 228,827,000	$ 215,554,000	$ 57,251,000
LESS INTRAFD TRANSFER	10,924,496	9,868,000	10,258,000	13,333,000	12,980,000	2,722,000
NET TOTAL	$ 105,406,822	$ 114,117,000	$ 148,045,000	$ 215,494,000	$ 202,574,000	$ 54,529,000
REVENUE	124,911,435	161,069,000	165,561,000	162,571,000	166,627,000	1,066,000
NET COUNTY COST	$ -19,504,613	$ -46,952,000	$ -17,516,000	$ 52,923,000	$ 35,947,000	$ 53,463,000
BUDGETED POSITIONS	1,037.2	995.7	995.7	1,031.7	952.7	-43.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 400	$	$	$	$	$
FORFEIT & PENALTIES	5,097,194	2,551,000	2,551,000	2,677,000	2,677,000	126,000
STATE-OTHER	1,380,806	695,000	760,000	760,000	760,000	
FEDERAL-OTHER	10,574	62,000	62,000	1,957,000	1,957,000	1,895,000
COURT FEES & COSTS	45					
INSTIT CARE & SVS	13,006,875					
EDUCATIONAL SERVICES	540,198					
CHRGS FOR SVCS-OTHER	102,884,684	42,207,000	42,207,000	105,377,000	115,997,000	73,790,000
OTHER SALES	17,223					
MISCELLANEOUS	1,193,104	113,813,000	118,240,000	50,000,000	43,436,000	-74,804,000
SALE OF FIXED ASSETS	1,884					
OPERATING TRANSFER IN	778,448	1,741,000	1,741,000	1,800,000	1,800,000	59,000
TOTAL	$ 124,911,435	$ 161,069,000	$ 165,561,000	$ 162,571,000	$ 166,627,000	$ 1,066,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

Health Services Administration provides for the Director of Health Services and staff to administer the Department of Health Services (DHS). The organization includes functions such as the Office of Clinical and Medical Affairs, fiscal and legislative coordination, 1115 Waiver management, coordination of contracts and grants, inspection and audit unit, emergency medical services, and disaster services. The costs of Health Services Administration are partially distributed to other DHS General Fund and the Enterprise Fund units.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- A reduction of one-time funding consistent with the Countywide Security Action Plan approved by the Board on October 23, 2001, and full-year funding for 8.0 positions in the Emergency Management Services program.
-- The transfer of 60.0 System Recovery Unit positions to High Desert and Rancho Los Amigos Hospitals.
-- The addition of 6.0 positions from the Office of Managed Care (OMC) for the administration of the Public/Private Partnership/General Relief (PPP/GR) programs.
-- The addition of 15.0 positions from the Office of AIDS Programs and Policy (OAPP), Office of Managed Care (OMC), Public Health, and Alcohol and Drug to centralize contract monitoring.
-- The deletion of 7.0 positions for the Cervical Cancer Program offset by the addition of 2.0 positions transferred from Public Health for the Community Access Program and 1.0 position to adjust department positions.

OFFICE OF MANAGED CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 7,559,314	$ 9,235,000	$ 9,646,000	$ 12,314,000	$ 9,818,000	$ 172,000
SERVICES & SUPPLIES	124,535,431	160,023,000	157,244,000	119,259,000	117,981,000	-39,263,000
LESS EXPENDITURE DIST	7,625,900	6,569,000	3,599,000	7,819,000	6,889,000	3,290,000
TOT S & S	116,909,531	153,454,000	153,645,000	111,440,000	111,092,000	-42,553,000
OTHER CHARGES		3,000	3,000	3,000	3,000	
FIXED ASSETS-EQUIP	21,704					
GROSS TOTAL	$ 124,490,549	$ 162,692,000	$ 163,294,000	$ 123,757,000	$ 120,913,000	$ -42,381,000
REVENUE	68,539,370	120,884,000	127,224,000	123,757,000	120,992,000	-6,232,000
NET COUNTY COST	$ 55,951,179	$ 41,808,000	$ 36,070,000	$	$ -79,000	$ -36,149,000
BUDGETED POSITIONS	117.3	146.1	146.1	185.6	160.1	14.0
REVENUE DETAIL						
INTEREST	$ 1,000,000	$ 1,227,000	$ 1,227,000	$ 1,227,000	$ 1,227,000	$
STATE-OTHER	10,990,000	16,875,000	25,485,000	28,928,000	25,173,000	-312,000
INSTIT CARE & SVS	49,980,000	76,158,000	77,788,000	93,522,000	94,512,000	16,724,000
CHRGS FOR SVCS-OTHER	6,543,077	26,624,000	22,724,000	80,000	80,000	-22,644,000
MISCELLANEOUS	26,293					
TOTAL	$ 68,539,370	$ 120,884,000	$ 127,224,000	$ 123,757,000	$ 120,992,000	$ -6,232,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Office of Managed Care (OMC) provides for the administration of the Community Heath Plan (CHP). Through the CHP, the County delivers a full spectrum of health care services to Medi-Cal beneficiaries, eligible beneficiaries of the Healthy Families Program, certain temporary County employees, and beginning in April 2002, a health care plan for eligible In-Home Supportive Services (IHSS) providers, in a managed care environment, either as a direct service provider or through contracts.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce reliance on LACERA excess earnings, and other miscellaneous changes.
-- An additional 23.0 positions, previously approved by the Board on November 27, 2001, to manage increased workload from the transfer of over 20,000 subscribers and enrollees to CHP due to the bankruptcy of the Tower Health Plan.
-- The administrative transfer of the Public/Private Partnership and General Relief (PPP/GR) Programs from OMC to Health Services Administration (HSA) Office of Ambulatory Care, and the related transfer of 6.0 positions.
-- The administrative transfer of the Contract Monitoring Unit from OMC to the centralized Contract Monitoring Unit at HSA, and the related transfer of 3.0 positions.
-- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
-- Funding and related revenue for the IHSS providers health benefits program, as approved by the Board on January 8, 2002.
-- An increase in funding for the Healthy Families Program to recognize the increase in enrollment of children, and the anticipated expansion of the Healthy Families Program which will include parents of eligible children.

TOBACCO SETTLEMENT PROGRAMS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$	$ 19,652,000	$ 19,652,000	$ 13,877,000	$ 41,800,000	$ 22,148,000
NET COUNTY COST	$	$ 19,652,000	$ 19,652,000	$ 13,877,000	$ 41,800,000	$ 22,148,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Tobacco Settlement Programs budget reflects operational expenditures for programs utilizing funds from the Master Settlement Agreement between 46 states, including California, and the tobacco manufacturers. In October 2000, the Los Angeles County Board of Supervisors approved the Tobacco Settlement spending plan for the Department of Health Services, which included maximum Tobacco Settlement funding allocations for various projects, including 1115 Waiver commitments (non-sanctionable), tobacco prevention and control and ambulatory care. Per the spending plan, the Chief Administrative Office will return to the Board with recommendations for expenditures during the FY 2002-03 Final Change process.

The 2002-03 recommendations reflect funding reserved in services and supplies while specific plans for program expenditures are developed within the guidelines of the Department's Strategic Operational Plan.

OFFICE OF AIDS PROGRAMS AND POLICY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 10,820,968	$ 12,582,000	$ 13,684,000	$ 16,828,000	$ 12,535,000	$ -1,149,000
SERVICES & SUPPLIES	70,028,567	70,644,000	72,765,000	71,168,000	78,257,000	5,492,000
OTHER CHARGES		5,000	5,000	5,000	5,000	
FIXED ASSETS-EQUIP	131,556					
GROSS TOTAL	$ 80,981,091	$ 83,231,000	$ 86,454,000	$ 88,001,000	$ 90,797,000	$ 4,343,000
LESS INTRAFD TRANSFER	3,497,444	3,497,000	3,497,000	3,601,000	3,601,000	104,000
NET TOTAL	$ 77,483,647	$ 79,734,000	$ 82,957,000	$ 84,400,000	$ 87,196,000	$ 4,239,000
REVENUE	60,599,530	63,833,000	67,046,000	68,499,000	71,295,000	4,249,000
NET COUNTY COST	$ 16,884,117	$ 15,901,000	$ 15,911,000	$ 15,901,000	$ 15,901,000	$ -10,000
BUDGETED POSITIONS	195.5	210.0	210.0	254.0	197.0	-13.0
REVENUE DETAIL						
STATE-OTHER	$ 10,052,291	$ 10,494,000	$ 10,494,000	$ 10,494,000	$ 10,494,000	$
FEDERAL-OTHER	50,285,019	55,185,000	56,552,000	57,916,000	60,801,000	4,249,000
CHRGS FOR SVCS-OTHER		-1,846,000		89,000		
MISCELLANEOUS	260,480					
SALE OF FIXED ASSETS	1,740					
TOTAL	$ 60,599,530	$ 63,833,000	$ 67,046,000	$ 68,499,000	$ 71,295,000	$ 4,249,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The mission of the Office of AIDS Programs and Policy (OAPP) is to gain a better understanding of the human immunodeficiency virus (HIV), to prevent the spread of HIV, and to coordinate services for those who are infected with HIV within Los Angeles County. Primary functions are: to provide staff support for HIV/AIDS planning and policy bodies and community coalitions; to collect, analyze and release HIV-related data; to conduct HIV testing, counseling, referrals, partner notifications, and pre- and post-test counselor testing training.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth-year of a multi-year plan to reduce reliance on LACERA excess earnings, and other miscellaneous changes.
-- Administrative transfer of the fiscal contract monitoring function into the Contract Monitoring Unit within Health Services Administration.
-- Administrative transfer of the Sexually Transmitted Disease unit to Public Health Programs and Services.

ALCOHOL AND DRUG PROGRAMS ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 10,129,107	$ 12,506,000	$ 13,961,000	$ 14,244,000	$ 13,676,000	$ -285,000
SERVICES & SUPPLIES	128,714,290	163,588,000	169,744,000	174,549,000	169,903,000	159,000
OTHER CHARGES	36	5,000	5,000	5,000	5,000	
FIXED ASSETS-EQUIP	8,992	60,000	60,000	60,000	60,000	
GROSS TOTAL	$ 138,852,425	$ 176,159,000	$ 183,770,000	$ 188,858,000	$ 183,644,000	$ -126,000
LESS INTRAFD TRANSFER	32,362,193	32,597,000	32,597,000	32,597,000	27,515,000	-5,082,000
NET TOTAL	$ 106,490,232	$ 143,562,000	$ 151,173,000	$ 156,261,000	$ 156,129,000	$ 4,956,000
REVENUE	101,333,831	138,935,000	146,546,000	152,009,000	151,877,000	5,331,000
NET COUNTY COST	$ 5,156,401	$ 4,627,000	$ 4,627,000	$ 4,252,000	$ 4,252,000	$ -375,000
BUDGETED POSITIONS	192.5	215.3	215.3	214.3	210.3	-5.0
REVENUE DETAIL						
STATE-OTHER	$ 32,299,573	$ 37,246,000	$ 37,246,000	$ 30,529,000	$ 30,529,000	$ -6,717,000
FEDERAL-OTHER	55,858,942	61,599,000	61,650,000	65,430,000	65,430,000	3,780,000
INSTIT CARE & SVS	9,352,684	12,019,000	12,019,000	10,547,000	10,547,000	-1,472,000
CHRGS FOR SVCS-OTHER	-381,180	-12,000				
MISCELLANEOUS	150,174					
OPERATING TRANSFER IN	4,053,638	28,083,000	35,631,000	45,503,000	45,371,000	9,740,000
TOTAL	$ 101,333,831	$ 138,935,000	$ 146,546,000	$ 152,009,000	$ 151,877,000	$ 5,331,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Alcohol and Drug Programs Administration (ADPA) provides prevention, treatment, and recovery services. To reduce community and individual problems related to alcohol and drug use, ADPA contracts with community-based agencies to assist Los Angeles County residents in addressing alcohol and drug related problems. The ADPA promotes public involvement, change in public policy, and environmental strategies to reduce alcohol and drug use. Specific services include: alcohol and drug prevention, early intervention, and public policy programs; alcohol and drug detoxification programs; transitional living and alcohol/drug-free housing; social model alcohol recovery programs; residential and outpatient drug treatment programs; perinatal and women's programs; methadone maintenance programs; alcohol and drug criminal justice treatment programs; Penal Code 1000 drug diversion programs; and drinking driver programs.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- An increase in Proposition 36 funding primarily due to an anticipated increase in participants.
-- The administrative transfer of the Fiscal Contract Monitoring Unit to the Centralized Contract Monitoring Unit at Health Services Administration.
-- A decrease in intrafund revenue from the Department of Public Social Services for substance abuse services to CalWORKs participants.

PUBLIC HEALTH PROGRAMS AND SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 157,739,933	$ 180,040,000	$ 189,367,000	$ 201,447,000	$ 191,578,000	$ 2,211,000
SERVICES & SUPPLIES	67,549,147	72,783,000	73,394,000	82,274,000	69,983,000	-3,411,000
OTHER CHARGES	1,495,425	1,938,000	2,218,000	2,237,000	2,237,000	19,000
FIXED ASSETS-EQUIP	1,517,777	1,436,000	1,436,000	1,386,000	1,386,000	-50,000
GROSS TOTAL	$ 228,302,282	$ 256,197,000	$ 266,415,000	$ 287,344,000	$ 265,184,000	$ -1,231,000
LESS INTRAFD TRANSFER	5,985,097	12,777,000	15,905,000	16,995,000	16,973,000	1,068,000
NET TOTAL	$ 222,317,185	$ 243,420,000	$ 250,510,000	$ 270,349,000	$ 248,211,000	$ -2,299,000
REVENUE	120,665,879	124,809,000	129,542,000	136,068,000	130,524,000	982,000
NET COUNTY COST	$ 101,651,306	$ 118,611,000	$ 120,968,000	$ 134,281,000	$ 117,687,000	$ -3,281,000
BUDGETED POSITIONS	2,688.8	2,707.8	2,707.8	2,979.8	2,713.8	6.0
REVENUE DETAIL						
OTHER LIC & PERMITS	$ 876,524	$	$	$	$	$
FORFEIT & PENALTIES	65,689					
STATE-OTHER	51,463,165	53,056,000	55,050,000	59,654,000	54,056,000	-994,000
FEDERAL-OTHER	14,204,214	15,939,000	19,616,000	18,989,000	19,013,000	-603,000
RECORDING FEES	1,806,918					
HEALTH FEES	47,844,873	48,516,000	48,516,000	50,975,000	51,005,000	2,489,000
INSTIT CARE & SVS	242,482	300,000	358,000	357,000	357,000	-1,000
CHRGS FOR SVCS-OTHER	1,432,447	1,988,000	770,000	578,000	578,000	-192,000
OTHER SALES	17,718					
MISCELLANEOUS	2,421,666	4,579,000	4,763,000	5,046,000	5,046,000	283,000
SALE OF FIXED ASSETS	5,194					
OPERATING TRANSFER IN	284,989	431,000	469,000	469,000	469,000	
TOTAL	$ 120,665,879	$ 124,809,000	$ 129,542,000	$ 136,068,000	$ 130,524,000	$ 982,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

Public Health Programs and Services seeks to safeguard and improve the health of all the residents of the County through research and analysis of the health care system, through proposals and policies to improve the system, and through implementation of programs designed to protect the public's health such as immunizations, lead-based paint inspections, restaurant and housing inspections, and anti-smoking campaigns.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- Administrative transfer of the Sexually Transmitted Disease Unit from the Office of AIDS Programs and Policy.
-- A reduction of one-time only funding consistent with the Countywide Security Action Plan approved by the Board on October 23, 2001, and full-year funding for 1.0 position in the public health laboratory, 1.0 position for physician education and 1.0 veterinarian position for animal and disease surveillance.
-- Administrative transfer of the Fiscal Contract Monitoring Unit to the centralized Contract Monitoring Unit at Health Services Administration.

JUVENILE COURT HEALTH SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 13,064,192	$ 14,518,000	$ 13,538,000	$ 19,942,000	$ 14,908,000	$ 1,370,000
SERVICES & SUPPLIES	4,475,763	5,879,000	7,598,000	12,243,000	10,735,000	3,137,000
OTHER CHARGES	341,224	85,000	151,000	28,000	28,000	-123,000
FIXED ASSETS-EQUIP				94,000		
GROSS TOTAL	$ 17,881,179	$ 20,482,000	$ 21,287,000	$ 32,307,000	$ 25,671,000	$ 4,384,000
LESS INTRAFD TRANSFER	12,252,499	14,790,000	14,949,000	30,985,000	19,944,000	4,995,000
NET TOTAL	$ 5,628,680	$ 5,692,000	$ 6,338,000	$ 1,322,000	$ 5,727,000	$ -611,000
REVENUE	869,241	1,054,000	1,249,000	922,000	1,062,000	-187,000
NET COUNTY COST	$ 4,759,439	$ 4,638,000	$ 5,089,000	$ 400,000	$ 4,665,000	$ -424,000
BUDGETED POSITIONS	161.6	157.6	157.6	238.3	157.6	
REVENUE DETAIL						
OTHER STATE AID-HLTH	$ 461,664	$	$	$	$	$
STATE-OTHER		618,000	813,000	626,000	626,000	-187,000
INSTIT CARE & SVS	295,588	436,000	436,000	296,000	436,000	
CHRGS FOR SVCS-OTHER	111,489					
MISCELLANEOUS	500					
TOTAL	$ 869,241	$ 1,054,000	$ 1,249,000	$ 922,000	$ 1,062,000	$ -187,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

Juvenile Court Health Services is responsible for protecting and promoting the physical well-being of juveniles in the Los Angeles County Probation Department's detention and residential treatment facilities, and the Department of Children and Family Services' MacLaren Children's Center. Comprehensive health services are provided by the program's staff of physicians, dentists, nurses, pharmacists, health educators, and support personnel. These programs are partially funded by the Probation and Children and Family Services Departments.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
-- A $5.0 million increase in intrafund transfer funding from the Probation Department and the Department of Children and Family Services for increased program costs. These costs are currently budgeted in the services and supplies category, pending review during the Final Changes portion of the budget process, when funding may be shifted to provide for additional staff positions.

CHILDREN'S MEDICAL SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 38,634,253	$ 45,748,000	$ 45,483,000	$ 61,208,000	$ 49,413,000	$ 3,930,000
SERVICES & SUPPLIES	5,115,775	7,173,000	7,192,000	7,591,000	7,363,000	171,000
OTHER CHARGES	7,970,953	4,029,000	9,510,000	9,500,000	9,500,000	-10,000
FIXED ASSETS-EQUIP		100,000	100,000	100,000	100,000	
GROSS TOTAL	$ 51,720,981	$ 57,050,000	$ 62,285,000	$ 78,399,000	$ 66,376,000	$ 4,091,000
LESS INTRAFD TRANSFER				163,000	79,000	79,000
NET TOTAL	$ 51,720,981	$ 57,050,000	$ 62,285,000	$ 78,236,000	$ 66,297,000	$ 4,012,000
REVENUE	30,603,745	37,749,000	42,357,000	56,889,000	44,033,000	1,676,000
NET COUNTY COST	$ 21,117,236	$ 19,301,000	$ 19,928,000	$ 21,347,000	$ 22,264,000	$ 2,336,000
BUDGETED POSITIONS	766.7	771.7	771.7	969.7	771.7	
REVENUE DETAIL						
STATE-OTHER	$ 29,055,752	$ 35,532,000	$ 40,600,000	$ 54,739,000	$ 41,883,000	$ 1,283,000
CALIF CHILDREN'S SVCS	1,086					
INSTIT CARE & SVS	2,066,663	2,150,000	1,690,000	2,150,000	2,150,000	460,000
CHRGS FOR SVCS-OTHER	-521,376	67,000	67,000			-67,000
MISCELLANEOUS	1,620					
TOTAL	$ 30,603,745	$ 37,749,000	$ 42,357,000	$ 56,889,000	$ 44,033,000	$ 1,676,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	CALIFORNIA CHILDRENS SERVICES

Children's Medical Services is responsible for assuring health care for children with special needs due to chronic or physically disabling conditions through prevention, screening, diagnosis, treatment, rehabilitation, and case management, through the California Children Services (CCS) program. Children's Medical Services also includes the Child Health and Disability Prevention (CHDP) Program, which provides early and periodic screening to Medi-Cal eligible and low-income children up to age 21.

The 2002-03 recommendations reflect funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.

HEALTH CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 410,426,143	$ 413,971,000	$ 428,949,000	$ 376,502,000	$ 376,502,000	$ -52,447,000
REVENUE	410,426,143	413,971,000	428,949,000	376,502,000	376,502,000	-52,447,000
NET COUNTY COST	$	$	$	$	$	$
REVENUE DETAIL						
OTHER FINANC SOURCES	$ 410,426,143	$ 413,971,000	$ 428,949,000	$ 376,502,000	$ 376,502,000	$ -52,447,000
TOTAL	$ 410,426,143	$ 413,971,000	$ 428,949,000	$ 376,502,000	$ 376,502,000	$ -52,447,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Health Care budget unit represents funding from the Hospital Enterprise Funds to provide for the intergovernmental transfer (IGT) required by the State in order to participate in and draw down federal revenue under the Medicaid Disproportionate Share Hospital (DSH) Supplementary Payment Program (SB 855).

The 2002-03 recommendations reflect a reduction in DSH funding due to the expiration of the DSH freeze, which was enacted in 2000 through the passage of the Beneficiary Improvement and Protection Act (BIPA).

REALIGNMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE	129,333,996	132,152,000	125,201,000	129,088,000	132,152,000	6,951,000
NET COUNTY COST	$ -129,333,996	$ -132,152,000	$ -125,201,000	$ -129,088,000	$ -132,152,000	$ -6,951,000
REVENUE DETAIL						
STATE-OTHER	$ -208,912	$	$	$	$	$
STATE-REALIGNMENT REV	129,542,908	132,152,000	125,201,000	129,088,000	132,152,000	6,951,000
TOTAL	$ 129,333,996	$ 132,152,000	$ 125,201,000	$ 129,088,000	$ 132,152,000	$ 6,951,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Realignment budget unit accounts for Realignment Sales Tax revenues, which may be used for any County health services programs.

The 2002-03 recommendations reflect a projected increase in Sales Tax Realignment revenues.

CONTRIBUTIONS TO HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER FIN USES						
ENT SUB HS-LAC	$ 199,400,009	$ 234,226,000	$ 233,269,000	$ 218,481,000	$ 216,054,000	$ -17,215,000
COASTL CLUSTER	66,171,782	67,968,000	68,117,000	70,102,000	73,517,000	5,400,000
S.W. CLUSTER	97,861,653	111,136,000	86,742,000	94,577,000	87,469,000	727,000
RANCHO/AMIGOS	37,111,631	45,730,000	49,131,000	39,887,000	46,607,000	-2,524,000
S.F.V. CLUSTER	48,040,074	63,924,000	52,110,000	52,679,000	53,488,000	1,378,000
A.V. CLUSTER	13,102,611	27,758,000	25,528,000	23,288,000	23,082,000	-2,446,000
ENT SUB - SB85	57,590,314					
TOTAL	$ 519,278,074	$ 550,742,000	$ 514,897,000	$ 499,014,000	$ 500,217,000	$ -14,680,000

The General Fund Contribution to Hospital Enterprise Funds provides a financial subsidy of General Fund resources to support the operation of the hospitals, comprehensive health centers, health centers, and rehabilitation centers.

The 2002-03 recommendations reflect an increase in net County cost to Health Services General Fund operations due to the deletion of one-time revenue, with an associated decrease to the Hospital Enterprise funds, offset by the use of designation.

HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 1,145,234,168	$ 1,231,762,000	$ 1,242,725,000	$ 1,344,563,000	$ 1,346,669,000	$ 103,944,000
SVCS & SUPPS	823,316,242	807,130,000	771,641,000	891,473,000	861,296,000	89,655,000
LESS EXP DIST	65,398,003	69,389,000	71,474,000	75,014,000	75,014,000	3,540,000
TOT S & S	757,918,239	737,741,000	700,167,000	816,459,000	786,282,000	86,115,000
OTHER CHARGES	103,465,790	104,862,000	114,926,000	111,069,000	109,902,000	-5,024,000
FA - EQUIPMENT	3,872,563	5,221,000	5,053,000	5,076,000	4,476,000	-577,000
OTH FIN USES	412,114,103	446,540,000	436,313,000	712,847,000	649,418,000	213,105,000
TOTAL OPER EXP	$ 2,422,604,863	$ 2,526,126,000	$ 2,499,184,000	$ 2,990,014,000	$ 2,896,747,000	$ 397,563,000
DESIGNATIONS	239,125,000	52,730,000	52,730,000			-52,730,000
TOT FIN REQMTS	$ 2,661,729,863	$ 2,578,856,000	$ 2,551,914,000	$ 2,990,014,000	$ 2,896,747,000	$ 344,833,000
AVAIL FINANCE						
FUND BALANCE	$	$	$	$ 25,205,000	$ 25,205,000	$ 25,205,000
CANCEL RES/DES	185,434,619	59,824,000	59,824,000	310,870,000	247,444,000	187,620,000
TOTAL REVENUE	1,957,017,529	1,993,495,000	1,977,193,000	2,154,925,000	2,123,881,000	146,688,000
TOT AVAIL FIN	$ 2,142,452,148	$ 2,053,319,000	$ 2,037,017,000	$ 2,491,000,000	$ 2,396,530,000	$ 359,513,000
GAIN OR LOSS	$ -519,277,715	$ -525,537,000	$ -514,897,000	$ -499,014,000	$ -500,217,000	$ 14,680,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 519,278,074	$ 550,742,000	$ 514,897,000	$ 499,014,000	$ 500,217,000	$ -14,680,000
POSITIONS	18,671.9	18,446.8	18,446.8	19,301.8	18,496.7	49.9
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 343,221	$ 566,000	$ 566,000	$ 566,000	$ 566,000	$
I R - STATE						
SB 1732 REV	6,442,337	10,137,000	10,137,000	10,137,000	10,137,000	
STATE-OTHER	24,874,905	22,173,000	24,807,000	20,602,000	18,799,000	-6,008,000
CHIP-HOSP	35,768,787	30,893,000	33,334,000	33,334,000	33,334,000	
PAT FIN SVS	16,042,351	13,642,000	13,675,000	13,675,000	13,675,000	
CHP-H F		1,746,000		1,797,000	2,153,000	2,153,000
I R -FEDERAL						
FED-OTHER	635,840	559,000	559,000	559,000	559,000	
FED MED-CAL			25,000			-25,000

HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		105,246,000	130,289,000	105,246,000	123,212,000	-7,077,000
SB 855	617,184,103	619,335,000	633,253,000	553,933,000	553,933,000	-79,320,000
HOSP INS COL	68,580,567	67,129,000	50,502,000	52,472,000	55,668,000	5,166,000
HOSP S/P COL	29,713,729	20,791,000	15,862,000	16,601,000	20,418,000	4,556,000
CHP-MEDI-CAL	48,765,429	48,731,000	49,578,000	53,527,000	59,904,000	10,326,000
MEDCAL#1255	344,000,000	344,001,000	344,001,000	344,001,000	344,001,000	
MEDI-CAL	389,117,031	302,973,000	300,712,000	299,287,000	309,825,000	9,113,000
MEDICARE	76,857,620	83,638,000	85,229,000	86,523,000	86,408,000	1,179,000
OTHR CHG-SVS	28,964,612	18,873,000	20,325,000	20,156,000	18,010,000	-2,315,000
MH/PATC/NFFP	40,313,413	49,349,000	40,386,000	44,348,000	38,598,000	-1,788,000
OTH G/F DEPT	19,066,807	23,123,000	24,751,000	22,977,000	22,923,000	-1,828,000
PR SVS 99/00		9,892,000				
1115 SUP PL	178,717,949	110,900,000	116,396,000	83,176,000	83,176,000	-33,220,000
1115 INDIGEN	26,797,596	74,270,000	74,270,000	55,704,000	55,704,000	-18,566,000
OTH FIN SRCS						
OPER TRAN IN	4,831,232	35,528,000	8,536,000	336,304,000	272,878,000	264,342,000
TOTAL REVENUE	$ 1,957,017,529	$ 1,993,495,000	$ 1,977,193,000	$ 2,154,925,000	$ 2,123,881,000	$ 146,688,000

HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 36,878,991	$ 42,928,000	$ 43,764,000	$ 50,994,000	$ 50,460,000	$ 6,696,000
SVCS & SUPPS	25,764,640	29,318,000	25,432,000	31,581,000	28,775,000	3,343,000
OTHER CHARGES	3,231,587	3,295,000	3,161,000	3,281,000	3,281,000	120,000
FA - EQUIPMENT	133,015	214,000	46,000	69,000	69,000	23,000
OTH FIN USES	5,827,498	5,570,000	2,557,000	3,997,000	3,997,000	1,440,000
TOTAL OPER EXP	$ 71,835,731	$ 81,325,000	$ 74,960,000	$ 89,922,000	$ 86,582,000	$ 11,622,000
TOT FIN REQMTS	$ 71,835,731	$ 81,325,000	$ 74,960,000	$ 89,922,000	$ 86,582,000	$ 11,622,000
AVAIL FINANCE						
CANCEL RES/DES	17,855					
TOTAL REVENUE	58,715,266	53,567,000	49,432,000	66,634,000	63,500,000	14,068,000
TOT AVAIL FIN	$ 58,733,121	$ 53,567,000	$ 49,432,000	$ 66,634,000	$ 63,500,000	$ 14,068,000
GAIN OR LOSS	$ -13,102,610	$ -27,758,000	$ -25,528,000	$ -23,288,000	$ -23,082,000	$ 2,446,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 13,102,611	$ 27,758,000	$ 25,528,000	$ 23,288,000	$ 23,082,000	$ -2,446,000
POSITIONS	636.8	684.9	684.9	739.9	714.9	30.0
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 46,319	$ 31,000	$ 31,000	$ 31,000	$ 31,000	$
I R - STATE						
STATE-OTHER	1,737,047	2,706,000	1,881,000	1,687,000	1,687,000	-194,000
CHIP-HOSP	703,916	608,000	656,000	656,000	656,000	
PAT FIN SVS	982,140	805,000	667,000	667,000	667,000	
CHP-H F		237,000		220,000	260,000	260,000
I R -FEDERAL						
FED-OTHER	635,840	159,000	159,000	159,000	159,000	

HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		5,728,000	653,000	5,728,000	5,033,000	4,380,000
SB 855	8,763,182	6,573,000	3,775,000	5,879,000	5,879,000	2,104,000
HOSP INS COL	574,937	667,000	667,000	667,000	667,000	
HOSP S/P COL	2,559,674	1,877,000	1,808,000	1,880,000	1,808,000	
CHP-MEDI-CAL	6,047,459	6,694,000	6,083,000	6,741,000	7,294,000	1,211,000
MEDCAL#1255	4,324,000	6,880,000	6,880,000	6,880,000	6,880,000	
MEDI-CAL	12,451,013	6,504,000	11,764,000	7,384,000	7,384,000	-4,380,000
MEDICARE	1,147,050	886,000	1,229,000	959,000	959,000	-270,000
OTHR CHG-SVS	5,215,457	302,000	302,000	384,000	384,000	82,000
MH/PATC/NFFP	5,400					
OTH G/F DEPT	744,284	5,583,000	5,550,000	5,731,000	5,731,000	181,000
1115 SUP PL	7,970,821	4,492,000	4,492,000	3,369,000	3,369,000	-1,123,000
1115 INDIGEN	4,806,727	2,570,000	2,570,000	1,928,000	1,928,000	-642,000
OTH FIN SRCS						
OPER TRAN IN		265,000	265,000	15,684,000	12,724,000	12,459,000
TOTAL REVENUE	$ 58,715,266	$ 53,567,000	$ 49,432,000	$ 66,634,000	$ 63,500,000	$ 14,068,000

The Antelope Valley Cluster consists of High Desert Hospital, Antelope Valley Rehabilitation Centers, and four health centers. High Desert Hospital provides acute medical and surgical inpatient and outpatient services, as well as extended skilled nursing services. The four health centers are operated by DHS.

The 2002-03 recommendations reflect:

- -- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
- -- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
- -- The addition of 32.0 System Recovery Unit positions to High Desert Hospital, offset by decrease of 2.0 positions at Antelope Valley Rehabilitation Centers involved with waste water treatment activities, which will be handled beginning 2002-03 by the Internal Services Department.
- -- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- -- A reduction in 1115 Waiver revenues consistent with the Waiver Extension Agreement.
- -- Various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration, which were offset in 2001-02 by one-time funding.

HIGH DESERT HOSPITAL

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	32,997,000	33,408,000	38,298,000	39,066,000	5,658,000
Services and Supplies	21,034,000	18,656,000	21,750,000	21,193,000	2,537,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	21,034,000	18,656,000	21,750,000	21,193,000	2,537,000
Other Charges	1,326,000	1,137,000	1,248,000	1,248,000	111,000
Fixed Assets – Equipment	200,000	32,000	55,000	55,000	23,000
Other Financing Uses	0	0	0	0	0
Designation/SB 855	5,570,000	2,557,000	3,997,000	3,997,000	1,440,000
Total Financial Requirements	61,127,000	55,790,000	65,348,000	65,559,000	9,769,000
Revenue/Fund Balance	37,460,000	32,986,000	51,826,000	48,323,000	15,337,000
County Contribution	23,667,000	22,804,000	13,522,000	17,236,000	-5,568,000
Positions	482.7	482.7	516.6	514.7	32.0
Budgeted Bed (Average Daily Census)	73	82	73	73	-9

SUMMARY OF ANTELOPE VALLEY CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	4,872,000	5,464,000	4,852,000	5,813,000	349,000
Services and Supplies	5,710,000	4,941,000	7,484,000	5,499,000	558,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	5,710,000	4,941,000	7,484,000	5,499,000	558,000
Other Charges	1,943,000	1,943,000	1,943,000	1,943,000	0
Fixed Assets – Equipment	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	12,525,000	12,348,000	14,279,000	13,255,000	907,000
Revenue/Fund Balance	10,521,000	10,648,000	8,872,000	9,313,000	-1,335,000
County Contribution	2,004,000	1,700,000	5,407,000	3,942,000	2,242,000
Positions	140.6	140.6	113.7	140.6	0.0

ANTELOPE VALLEY REHABILITATION CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	5,059,000	4,892,000	7,844,000	5,581,000	689,000
Services and Supplies	2,574,000	1,835,000	2,347,000	2,083,000	248,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	2,574,000	1,835,000	2,347,000	2,083,000	248,000
Other Charges	26,000	81,000	90,000	90,000	9,000
Fixed Assets - Equipment	14,000	14,000	14,000	14,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	7,673,000	6,822,000	10,295,000	7,768,000	946,000
Revenue/Fund Balance	5,586,000	5,798,000	5,936,000	5,864,000	66,000
County Contribution	2,087,000	1,024,000	4,359,000	1,904,000	880,000
Positions	61.6	61.6	109.6	59.6	-2.0

HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 205,103,269	$ 219,600,000	$ 221,654,000	$ 241,095,000	$ 240,200,000	$ 18,546,000
SVCS & SUPPS	136,162,529	130,293,000	124,962,000	142,975,000	141,538,000	16,576,000
LESS EXP DIST	11,294,057	11,532,000	11,532,000	11,532,000	11,532,000	
TOT S & S	124,868,472	118,761,000	113,430,000	131,443,000	130,006,000	16,576,000
OTHER CHARGES	11,401,726	12,702,000	12,299,000	13,576,000	13,576,000	1,277,000
FA - EQUIPMENT	849,194	868,000	868,000	868,000	868,000	
OTH FIN USES	82,218,193	86,528,000	76,993,000	75,476,000	75,476,000	-1,517,000
TOTAL OPER EXP	$ 424,440,854	$ 438,459,000	$ 425,244,000	$ 462,458,000	$ 460,126,000	$ 34,882,000
TOT FIN REQMTS	$ 424,440,854	$ 438,459,000	$ 425,244,000	$ 462,458,000	$ 460,126,000	$ 34,882,000
AVAIL FINANCE						
CANCEL RES/DES	246,389					
TOTAL REVENUE	358,022,683	370,491,000	357,127,000	392,356,000	386,609,000	29,482,000
TOT AVAIL FIN	$ 358,269,072	$ 370,491,000	$ 357,127,000	$ 392,356,000	$ 386,609,000	$ 29,482,000
GAIN OR LOSS	$ -66,171,782	$ -67,968,000	$ -68,117,000	$ -70,102,000	$ -73,517,000	$ -5,400,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 66,171,782	$ 67,968,000	$ 68,117,000	$ 70,102,000	$ 73,517,000	$ 5,400,000
POSITIONS	3,187.8	3,165.6	3,165.6	3,404.5	3,165.6	
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 82,381	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$
I R - STATE						
SB 1732 REV	686,138	609,000	609,000	609,000	609,000	
STATE-OTHER	2,423,579	2,187,000	3,839,000	3,374,000	3,374,000	-465,000
CHIP-HOSP	5,452,127	4,709,000	5,081,000	5,081,000	5,081,000	
PAT FIN SVS	2,073,965	2,080,000	2,594,000	2,594,000	2,594,000	
CHP-H F		466,000		470,000	579,000	579,000
I R -FEDERAL						
FED MED-CAL			25,000			-25,000

HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		16,416,000	28,925,000	16,416,000	19,868,000	-9,057,000
SB 855	123,636,768	124,156,000	113,664,000	111,045,000	111,045,000	-2,619,000
HOSP INS COL	24,791,148	24,791,000	17,395,000	17,395,000	17,395,000	
HOSP S/P COL	7,220,651	3,903,000	3,368,000	3,368,000	3,368,000	
CHP-MEDI-CAL	8,592,786	8,623,000	8,623,000	8,634,000	9,288,000	665,000
MEDCAL#1255	61,978,000	65,700,000	65,700,000	65,700,000	65,700,000	
MEDI-CAL	60,456,916	52,240,000	48,028,000	57,085,000	57,085,000	9,057,000
MEDICARE	20,716,381	23,770,000	23,790,000	25,243,000	25,243,000	1,453,000
OTHR CHG-SVS	5,842,194	2,824,000	2,824,000	2,813,000	2,813,000	-11,000
MH/PATC/NFFP	7,381,906	9,327,000	5,860,000	8,460,000	7,408,000	1,548,000
OTH G/F DEPT	3,029,320	3,780,000	6,029,000	2,523,000	2,523,000	-3,506,000
PR SVS 99/00		4,137,000				
1115 SUP PL	19,730,462	10,301,000	10,301,000	7,726,000	7,726,000	-2,575,000
1115 INDIGEN	3,414,621	8,770,000	8,770,000	6,578,000	6,578,000	-2,192,000
OTH FIN SRCS						
OPER TRAN IN	513,340	1,672,000	1,672,000	47,212,000	38,302,000	36,630,000
TOTAL REVENUE	$ 358,022,683	$ 370,491,000	$ 357,127,000	$ 392,356,000	$ 386,609,000	$ 29,482,000

The Coastal Cluster consists of Harbor-UCLA Medical Center, Long Beach Comprehensive Health Center, and seven health centers. Affiliated with the University of California at Los Angeles School of Medicine, Harbor-UCLA Medical Center provides acute and intensive care unit medical/surgical inpatient and outpatient care services, trauma and emergency room services, acute psychiatric services, pediatrics and obstetrics, and transplants. Of the seven health centers, three are operated by DHS, two are operated by private partners, and two are jointly operated by DHS and private partners under the Public/Private Partnership Program.

The 2002-03 recommendations reflect:

- -- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce reliance on LACERA excess earnings, and other miscellaneous changes.
- -- A reduction in 1115 Waiver revenues consistent with the Waiver Extension Agreement.
- -- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
- -- An increase in pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- -- Various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration, which were offset in 2001-02 by one-time funding.
- -- An increase for year four of a five-year QuadraMed information system implementation plan approved by the Board, as well as Harbor-UCLA Medical Center's acceleration of implementation at no additional cost to the County.

HARBOR/UCLA MEDICAL CENTER

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	205,008,000	207,375,000	226,642,000	225,849,000	18,474,000
Services and Supplies	122,589,000	117,404,000	134,149,000	132,804,000	15,400,000
Less: Expenditure Distribution	11,532,000	11,532,000	11,532,000	11,532,000	0
Net Services and Supplies	111,057,000	105,872,000	122,617,000	121,272,000	15,400,000
Other Charges	11,118,000	10,715,000	12,005,000	12,005,000	1,290,000
Fixed Assets – Equipment	825,000	825,000	825,000	825,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	86,528,000	76,993,000	75,476,000	75,476,000	-1,517,000
Total Financial Requirements	414,536,000	401,780,000	437,565,000	435,427,000	33,647,000
Revenue/Fund Balance	344,855,000	333,010,000	371,032,000	365,126,000	32,116,000
County Contribution	69,681,000	68,770,000	66,533,000	70,301,000	1,531,000
Positions	2,946.4	2,946.4	3,182.1	2,953.9	7.5
Budgeted Bed (Average Daily Census)	347	340	340	340	0

SUMMARY OF COASTAL CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	14,592,000	14,279,000	14,453,000	14,351,000	72,000
Services and Supplies	7,704,000	7,558,000	8,826,000	8,734,000	1,176,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	7,704,000	7,558,000	8,826,000	8,734,000	1,176,000
Other Charges	1,584,000	1,584,000	1,571,000	1,571,000	-13,000
Fixed Assets – Equipment	43,000	43,000	43,000	43,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	23,923,000	23,464,000	24,893,000	24,699,000	1,235,000
Revenue/Fund Balance	25,636,000	24,117,000	21,324,000	21,483,000	-2,634,000
County Contribution	-1,713,000	-653,000	3,569,000	3,216,000	3,869,000
Positions	219.2	219.2	222.4	211.7	-7.5

HOSPITAL ENTERPRISE FUND
LAC+USC HEALTHCARE NETWORK ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 450,118,689	$ 482,209,000	$ 499,715,000	$ 532,138,000	$ 533,507,000	$ 33,792,000
SVCS & SUPPS	389,249,250	384,679,000	374,541,000	425,117,000	419,959,000	45,418,000
LESS EXP DIST	54,103,946	57,857,000	59,942,000	63,482,000	63,482,000	3,540,000
TOT S & S	335,145,304	326,822,000	314,599,000	361,635,000	356,477,000	41,878,000
OTHER CHARGES	37,915,648	34,941,000	45,054,000	41,250,000	41,250,000	-3,804,000
FA - EQUIPMENT	1,447,519	1,392,000	1,392,000	1,392,000	1,392,000	
OTH FIN USES	159,755,179	180,048,000	193,264,000	153,715,000	153,715,000	-39,549,000
TOTAL OPER EXP	$ 984,382,339	$ 1,025,412,000	$ 1,054,024,000	$ 1,090,130,000	$ 1,086,341,000	$ 32,317,000
TOT FIN REQMTS	$ 984,382,339	$ 1,025,412,000	$ 1,054,024,000	$ 1,090,130,000	$ 1,086,341,000	$ 32,317,000
AVAIL FINANCE						
CANCEL RES/DES	768,917					
TOTAL REVENUE	784,213,412	791,186,000	820,755,000	871,649,000	870,287,000	49,532,000
TOT AVAIL FIN	$ 784,982,329	$ 791,186,000	$ 820,755,000	$ 871,649,000	$ 870,287,000	$ 49,532,000
GAIN OR LOSS	$ -199,400,010	$ -234,226,000	$ -233,269,000	$ -218,481,000	$ -216,054,000	$ 17,215,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 199,400,009	$ 234,226,000	$ 233,269,000	$ 218,481,000	$ 216,054,000	$ -17,215,000
POSITIONS	7,835.8	7,690.3	7,690.3	7,970.8	7,687.8	-2.5
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 66,524	$ 406,000	$ 406,000	$ 406,000	$ 406,000	$
I R - STATE						
STATE-OTHER	15,399,052	10,662,000	11,432,000	8,835,000	8,309,000	-3,123,000
CHIP-HOSP	19,713,929	17,027,000	18,372,000	18,372,000	18,372,000	
PAT FIN SVS	4,877,696	5,228,000	5,665,000	5,665,000	5,665,000	

HOSPITAL ENTERPRISE FUND
LAC+USC HEALTHCARE NETWORK ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		33,490,000	47,569,000	33,490,000	46,266,000	-1,303,000
SB 855	240,234,106	252,858,000	285,314,000	226,156,000	226,156,000	-59,158,000
HOSP INS COL	23,146,362	19,313,000	16,032,000	16,032,000	19,315,000	3,283,000
HOSP S/P COL	13,969,826	10,641,000	7,342,000	7,342,000	10,617,000	3,275,000
CHP-MEDI-CAL	15,409,541	16,114,000	16,139,000	18,673,000	21,573,000	5,434,000
MEDCAL#1255	159,989,000	149,640,000	149,640,000	149,640,000	149,640,000	
MEDI-CAL	155,041,828	116,598,000	108,469,000	109,773,000	116,598,000	8,129,000
MEDICARE	15,114,628	26,261,000	26,669,000	26,930,000	26,815,000	146,000
OTHR CHG-SVS	10,053,253	10,485,000	12,119,000	10,983,000	10,899,000	-1,220,000
MH/PATC/NFFP	13,331,118	21,419,000	15,923,000	20,044,000	18,117,000	2,194,000
OTH G/F DEPT	11,065,877	7,346,000	6,746,000	8,967,000	8,967,000	2,221,000
PR SVS 99/00		4,489,000				
1115 SUP PL	73,310,102	49,146,000	54,642,000	36,860,000	36,860,000	-17,782,000
1115 INDIGEN	10,356,268	35,120,000	35,120,000	26,340,000	26,340,000	-8,780,000
OTH FIN SRCS						
OPER TRAN IN	3,134,302	4,943,000	3,156,000	147,141,000	119,372,000	116,216,000
TOTAL REVENUE	$ 784,213,412	$ 791,186,000	$ 820,755,000	$ 871,649,000	$ 870,287,000	$ 49,532,000

The LAC+USC Healthcare Network consists of LAC+USC Medical Center, three comprehensive health centers, and eight health centers. Affiliated with the University of Southern California School of Medicine, LAC+USC is a leading resource for training physicians, nurses, and allied health care professionals in the United States. LAC+USC provides acute and intensive care unit medical/surgical inpatient and outpatient services, trauma and emergency room services, a burn center, psychiatric services, renal dialysis, AIDS services, pediatric and obstetric services, and communicable disease services. Of the eleven health/comprehensive health centers, eight are operated by DHS, two are operated by private partners, and one is jointly operated by DHS and a private partner under the Public/Private Partnership Program.

The 2002-03 recommendations reflect:

- -- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
- -- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
- -- An increase for pharmaceuticals to recognize an industry trend of escalating drug costs and increased utilization.
- -- A reduction in 1115 Waiver revenues consistent with the Waiver Extension Agreement.
- -- Various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration, which were offset in 2001-02 by one-time funding.
- -- An increase for year four of a five-year QuadraMed information system implementation plan approved by the Board.

LAC+USC MEDICAL CENTER

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	431,943,000	443,245,000	468,263,000	474,061,000	30,816,000
Services and Supplies	346,676,000	338,407,000	382,418,000	378,204,000	39,797,000
Less: Expenditure Distribution	57,857,000	59,942,000	63,482,000	63,482,000	3,540,000
Net Services and Supplies	288,819,000	278,465,000	318,936,000	314,722,000	36,257,000
Other Charges	34,195,000	44,308,000	40,654,000	40,654,000	-3,654,000
Fixed Assets – Equipment	1,392,000	1,392,000	1,392,000	1,392,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	180,048,000	193,264,000	153,715,000	153,715,000	-39,549,000
Total Financial Requirements	936,397,000	960,674,000	982,960,000	984,544,000	23,870,000
Revenue/Fund Balance	699,771,000	725,682,000	793,180,000	785,624,000	59,942,000
County Contribution	236,626,000	234,992,000	189,780,000	198,920,000	-36,072,000
Positions	6,954.6	6,954.6	7,183.1	6,952.1	-2.5
Budgeted Bed (Average Daily Census)	750	745	745	745	0

SUMMARY OF LAC+USC HEALTHCARE NETWORK HEALTH CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	50,266,000	56,470,000	63,875,000	59,446,000	2,976,000
Services and Supplies	38,003,000	36,134,000	42,699,000	41,755,000	5,621,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	38,003,000	36,134,000	42,699,000	41,755,000	5,621,000
Other Charges	746,000	746,000	596,000	596,000	-150,000
Fixed Assets – Equipment	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	89,015,000	93,350,000	107,170,000	101,797,000	8,447,000
Revenue/Fund Balance	91,415,000	95,073,000	78,469,000	84,663,000	-10,410,000
County Contribution	-2,400,000	-1,723,000	28,701,000	17,134,000	18,857,000
Positions	735.7	735.7	787.7	735.7	0.0

HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 92,503,718	$ 97,058,000	$ 97,629,000	$ 111,495,000	$ 111,542,000	$ 13,913,000
SVCS & SUPPS	48,308,036	44,505,000	44,712,000	50,024,000	48,098,000	3,386,000
OTHER CHARGES	16,408,119	17,793,000	18,029,000	17,970,000	17,970,000	-59,000
FA - EQUIPMENT	193,006	201,000	201,000	201,000	201,000	
OTH FIN USES	36,363,250	34,390,000	32,625,000	29,445,000	29,445,000	-3,180,000
TOTAL OPER EXP	$ 193,776,129	$ 193,947,000	$ 193,196,000	$ 209,135,000	$ 207,256,000	$ 14,060,000
TOT FIN REQMTS	$ 193,776,129	$ 193,947,000	$ 193,196,000	$ 209,135,000	$ 207,256,000	$ 14,060,000
AVAIL FINANCE						
CANCEL RES/DES	126,262					
TOTAL REVENUE	156,538,238	148,217,000	144,065,000	169,248,000	160,649,000	16,584,000
TOT AVAIL FIN	$ 156,664,500	$ 148,217,000	$ 144,065,000	$ 169,248,000	$ 160,649,000	$ 16,584,000
GAIN OR LOSS	$ -37,111,629	$ -45,730,000	$ -49,131,000	$ -39,887,000	$ -46,607,000	$ 2,524,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 37,111,631	$ 45,730,000	$ 49,131,000	$ 39,887,000	$ 46,607,000	$ -2,524,000
POSITIONS	1,406.6	1,381.8	1,381.8	1,487.6	1,409.7	27.9
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 36,458	$ 18,000	$ 18,000	$ 18,000	$ 18,000	$
I R - STATE						
SB 1732 REV	5,756,199	5,756,000	5,756,000	5,756,000	5,756,000	
STATE-OTHER	1,195,196	66,000	66,000	66,000	66,000	
CHIP-HOSP	2,273,778	1,964,000	2,119,000	2,119,000	2,119,000	
PAT FIN SVS	1,697,636	986,000	667,000	667,000	667,000	

HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		9,613,000	6,084,000	9,613,000	6,084,000	
SB 855	54,681,750	48,436,000	48,164,000	43,321,000	43,321,000	-4,843,000
HOSP INS COL	4,154,355	4,100,000	3,000,000	3,000,000	3,000,000	
HOSP S/P COL	804,963	472,000	472,000	472,000	472,000	
CHP-MEDI-CAL	333,023	11,000	7,000	7,000	7,000	
MEDCAL#1255	19,218,000	22,360,000	22,360,000	22,360,000	22,360,000	
MEDI-CAL	50,731,723	43,340,000	43,835,000	43,835,000	43,835,000	
MEDICARE	14,719,997	9,603,000	9,603,000	9,870,000	9,870,000	267,000
OTHR CHG-SVS	335,652	324,000	192,000	1,096,000	1,096,000	904,000
OTH G/F DEPT	450,287	43,000	1,096,000	185,000	185,000	-911,000
PR SVS 99/00		499,000				
OTH FIN SRCS						
OPER TRAN IN	149,221	626,000	626,000	26,863,000	21,793,000	21,167,000
TOTAL REVENUE	$ 156,538,238	$ 148,217,000	$ 144,065,000	$ 169,248,000	$ 160,649,000	$ 16,584,000

Affiliated with the University of Southern California School of Medicine, Rancho Los Amigos National Rehabilitation Center provides rehabilitation for victims of spinal cord injuries and strokes, pathokinesiology and polio services, services for liver diseases, pediatrics, ortho diabetes, dentistry, and neuro-science.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
-- Administrative transfer of 28 Systems Recovery Unit positions from Health Services Administration.
-- Various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration, which were offset in 2001-02 by one-time funding.

HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 133,338,890	$ 149,054,000	$ 138,907,000	$ 151,731,000	$ 153,441,000	$ 14,534,000
SVCS & SUPPS	94,451,120	91,867,000	85,024,000	100,108,000	93,085,000	8,061,000
OTHER CHARGES	15,578,316	15,498,000	15,238,000	14,092,000	14,185,000	-1,053,000
FA - EQUIPMENT	532,796	1,163,000	1,163,000	1,163,000	563,000	-600,000
OTH FIN USES	54,885,035	57,172,000	60,189,000	49,593,000	49,590,000	-10,599,000
TOTAL OPER EXP	$ 298,786,157	$ 314,754,000	$ 300,521,000	$ 316,687,000	$ 310,864,000	$ 10,343,000
TOT FIN REQMTS	$ 298,786,157	$ 314,754,000	$ 300,521,000	$ 316,687,000	$ 310,864,000	$ 10,343,000
AVAIL FINANCE						
CANCEL RES/DES	795,649					
TOTAL REVENUE	249,950,434	250,830,000	248,411,000	264,008,000	257,376,000	8,965,000
TOT AVAIL FIN	$ 250,746,083	$ 250,830,000	$ 248,411,000	$ 264,008,000	$ 257,376,000	$ 8,965,000
GAIN OR LOSS	$ -48,040,074	$ -63,924,000	$ -52,110,000	$ -52,679,000	$ -53,488,000	$ -1,378,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 48,040,074	$ 63,924,000	$ 52,110,000	$ 52,679,000	$ 53,488,000	$ 1,378,000
POSITIONS	2,005.8	1,975.8	1,975.8	2,100.8	1,975.8	
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 56,161	$ 54,000	$ 54,000	$ 54,000	$ 54,000	$
I R - STATE						
STATE-OTHER	1,463,809	4,049,000	4,669,000	4,161,000	2,884,000	-1,785,000
CHIP-HOSP	2,532,379	2,187,000	2,360,000	2,360,000	2,360,000	
PAT FIN SVS	4,017,441	3,216,000	2,496,000	2,496,000	2,496,000	
CHP-H F		620,000		709,000	823,000	823,000

HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC		20,831,000	20,588,000	20,831,000	20,123,000	-465,000
SB 855	82,534,145	81,285,000	88,592,000	72,701,000	72,701,000	-15,891,000
HOSP INS COL	4,004,676	5,257,000	2,752,000	4,722,000	4,635,000	1,883,000
HOSP S/P COL	3,139,750	2,293,000	1,510,000	2,177,000	2,791,000	1,281,000
CHP-MEDI-CAL	5,616,851	5,356,000	5,246,000	6,012,000	6,711,000	1,465,000
MEDCAL#1255	36,994,000	38,180,000	38,180,000	38,180,000	38,180,000	
MEDI-CAL	59,173,220	40,827,000	36,537,000	37,114,000	40,827,000	4,290,000
MEDICARE	6,562,586	6,587,000	7,070,000	6,653,000	6,653,000	-417,000
OTHR CHG-SVS	4,366,486	3,163,000	2,629,000	2,629,000	567,000	-2,062,000
MH/PATC/NFFP	5,848,619	7,682,000	7,682,000	6,692,000	5,752,000	-1,930,000
OTH G/F DEPT	1,159,827	2,022,000	1,093,000	1,385,000	1,383,000	290,000
PR SVS 99/00		268,000				
1115 SUP PL	29,702,923	17,073,000	17,073,000	12,805,000	12,805,000	-4,268,000
1115 INDIGEN	2,730,561	9,130,000	9,130,000	6,848,000	6,848,000	-2,282,000
OTH FIN SRCS						
OPER TRAN IN	47,000	750,000	750,000	35,479,000	28,783,000	28,033,000
TOTAL REVENUE	$ 249,950,434	$ 250,830,000	$ 248,411,000	$ 264,008,000	$ 257,376,000	$ 8,965,000

The San Fernando Valley Cluster consists of Olive View/UCLA Medical Center, Mid-Valley Comprehensive Health Center, seven health centers, and three school-based clinics, which operate under the name "ValleyCare". Affiliated with the University of California at Los Angeles School of Medicine, Olive View/UCLA Medical Center provides services including acute and intensive care, emergency services, medical/surgical inpatient and outpatient health care services, obstetrics/gynecology services, and psychiatric services. In addition, Olive View/UCLA Medical Center also provides suspected child abuse and neglect (SCAN) services for the North County area. The seven health centers and three school-based clinics are operated by DHS.

The 2002-03 recommendations reflect:

-- Funding for negotiated increases in salaries and employee benefits, the fifth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings, and other miscellaneous changes.
-- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
-- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
-- A reduction in 1115 Waiver revenues consistent with the Waiver Extension Agreement.
-- A realignment of appropriation and revenue based on the revenue and expenditure pattern of the cluster.
-- An increase in professional and specialized services primarily due to increased overhead charges from Health Services Administration; these costs were offset in 2001-02 by one-time funding.
-- An increase for year four of a five-year QuadraMed information system implementation plan approved by the Board.

OLIVE VIEW/UCLA MEDICAL CENTER

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	127,377,000	120,193,000	131,246,000	132,655,000	12,462,000
Services and Supplies	83,768,000	77,052,000	90,263,000	83,187,000	6,135,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	83,768,000	77,052,000	90,263,000	83,187,000	6,135,000
Other Charges	15,018,000	14,758,000	13,589,000	13,682,000	-1,076,000
Fixed Assets – Equipment	243,000	243,000	243,000	243,000	0
Other Financing Uses	179,000	179,000	179,000	176,000	-3,000
Designation/SB 855	56,993,000	60,010,000	49,414,000	49,414,000	-10,596,000
Total Financial Requirements	283,578,000	272,435,000	284,934,000	279,357,000	6,922,000
Revenue/Fund Balance	215,302,000	209,613,000	234,278,000	225,460,000	15,847,000
County Contribution	68,276,000	62,822,000	50,656,000	53,897,000	-8,925,000
Positions	1,588.7	1,588.7	1,703.7	1,588.7	0.0
Budgeted Bed (Average Daily Census)	200	201	201	201	0

SUMMARY OF SAN FERNANDO VALLEY CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	21,677,000	18,714,000	20,485,000	20,786,000	2,072,000
Services and Supplies	8,099,000	7,972,000	9,845,000	9,898,000	1,926,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	8,099,000	7,972,000	9,845,000	9,898,000	1,926,000
Other Charges	480,000	480,000	503,000	503,000	23,000
Fixed Assets – Equipment	920,000	920,000	920,000	320,000	-600,000
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	31,176,000	28,086,000	31,753,000	31,507,000	3,421,000
Revenue/Fund Balance	35,528,000	38,798,000	29,730,000	31,916,000	-6,882,000
County Contribution	-4,352,000	-10,712,000	2,023,000	-409,000	10,303,000
Positions	387.1	387.1	397.1	387.1	0.0

HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SAL & EMP BEN	$ 227,290,611	$ 240,913,000	$ 241,056,000	$ 257,110,000	$ 257,519,000	$ 16,463,000
SVCS & SUPPS	129,380,667	126,468,000	116,970,000	141,668,000	129,841,000	12,871,000
OTHER CHARGES	18,930,394	20,633,000	21,145,000	20,900,000	19,640,000	-1,505,000
FA - EQUIPMENT	717,033	1,383,000	1,383,000	1,383,000	1,383,000	
OTH FIN USES	71,376,988	75,738,000	63,591,000	64,546,000	64,546,000	955,000
TOTAL OPER EXP	$ 447,695,693	$ 465,135,000	$ 444,145,000	$ 485,607,000	$ 472,929,000	$ 28,784,000
TOT FIN REQMTS	$ 447,695,693	$ 465,135,000	$ 444,145,000	$ 485,607,000	$ 472,929,000	$ 28,784,000
AVAIL FINANCE						
CANCEL RES/DES	256,547					
TOTAL REVENUE	349,577,496	353,999,000	357,403,000	391,030,000	385,460,000	28,057,000
TOT AVAIL FIN	$ 349,834,043	$ 353,999,000	$ 357,403,000	$ 391,030,000	$ 385,460,000	$ 28,057,000
GAIN OR LOSS	$ -97,861,650	$ -111,136,000	$ -86,742,000	$ -94,577,000	$ -87,469,000	$ -727,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 97,861,653	$ 111,136,000	$ 86,742,000	$ 94,577,000	$ 87,469,000	$ 727,000
POSITIONS	3,599.1	3,548.4	3,548.4	3,598.2	3,542.9	-5.5
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	$ 55,378	$ 27,000	$ 27,000	$ 27,000	$ 27,000	$
I R - STATE						
SB 1732 REV		3,772,000	3,772,000	3,772,000	3,772,000	
STATE-OTHER	2,656,222	2,503,000	2,920,000	2,479,000	2,479,000	-441,000
CHIP-HOSP	5,092,658	4,398,000	4,746,000	4,746,000	4,746,000	
PAT FIN SVS	2,393,473	1,327,000	1,586,000	1,586,000	1,586,000	
CHP-H F		423,000		398,000	491,000	491,000
I R -FEDERAL						
FED-OTHER		400,000	400,000	400,000	400,000	

HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
REVENUE DETAIL (CONT'D)						
CHARGES-SVS						
CBRC		19,168,000	26,470,000	19,168,000	25,838,000	-632,000
SB 855	107,334,152	106,027,000	93,744,000	94,831,000	94,831,000	1,087,000
HOSP INS COL	11,909,089	13,001,000	10,656,000	10,656,000	10,656,000	
HOSP S/P COL	2,018,865	1,605,000	1,362,000	1,362,000	1,362,000	
CHP-MEDI-CAL	12,765,769	11,933,000	13,480,000	13,460,000	15,031,000	1,551,000
MEDCAL#1255	61,497,000	61,241,000	61,241,000	61,241,000	61,241,000	
MEDI-CAL	51,262,331	43,464,000	52,079,000	44,096,000	44,096,000	-7,983,000
MEDICARE	18,596,978	16,531,000	16,868,000	16,868,000	16,868,000	
OTHR CHG-SVS	3,151,570	1,775,000	2,259,000	2,251,000	2,251,000	-8,000
MH/PATC/NFFP	13,746,370	10,921,000	10,921,000	9,152,000	7,321,000	-3,600,000
OTH G/F DEPT	2,617,212	4,349,000	4,237,000	4,186,000	4,134,000	-103,000
PR SVS 99/00		499,000				
1115 SUP PL	48,003,641	29,888,000	29,888,000	22,416,000	22,416,000	-7,472,000
1115 INDIGEN	5,489,419	18,680,000	18,680,000	14,010,000	14,010,000	-4,670,000
OTH FIN SRCS						
OPER TRAN IN	987,369	2,067,000	2,067,000	63,925,000	51,904,000	49,837,000
TOTAL REVENUE	$ 349,577,496	$ 353,999,000	$ 357,403,000	$ 391,030,000	$ 385,460,000	$ 28,057,000

The Southwest Cluster consists of Martin Luther King, Jr./Drew Medical Center (MLK/Drew) Medical Center, Hubert H. Humphrey Comprehensive Health Center and seven health centers. Affiliated with the Charles R. Drew University of Medicine and Science, MLK/Drew provides acute and intensive care unit medical/surgical inpatient and outpatient services, trauma and emergency room services, psychiatric services, dental services, pediatrics and obstetrics. Of the seven health centers, five are operated by DHS, and two are operated by private partners under the Public/Private Partnership Program.

The 2002-03 recommendations reflect:

- -- Funding for negotiated increases in salaries and employee benefits, the fifth-year of a multi-year plan to reduce reliance on LACERA excess earnings, and other miscellaneous changes.
- -- A decrease in funding levels from 2001-02 for utilities costs due to anticipated rate reductions for natural gas in 2002-03.
- -- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- -- A reduction in 1115 Waiver revenues consistent with the Waiver Extension Agreement.
- -- A reduction in Medi-Cal revenue based on historical trends.
- -- A reduction of 5.5 budgeted positions due to a decrease in revenue for Adult Protective Services.
- -- Various other cost changes from overhead charges billed among departments and within DHS, including increased costs from Health Services Administration, which were offset in 2001-02 by one-time funding.

MARTIN LUTHER KING, JR./DREW MEDICAL CENTER

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	208,412,000	207,090,000	220,253,000	223,679,000	16,589,000
Services and Supplies	111,180,000	103,556,000	124,183,000	113,444,000	9,888,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	111,180,000	103,556,000	124,183,000	113,444,000	9,888,000
Other Charges	20,544,000	21,065,000	20,728,000	19,468,000	-1,597,000
Fixed Assets – Equipment	1,026,000	1,026,000	1,026,000	1,026,000	0
Other Financing Uses	91,000	91,000	91,000	91,000	0
Designation/SB 855	75,647,000	63,500,000	64,455,000	64,455,000	955,000
Total Financial Requirements	416,900,000	396,328,000	430,736,000	422,163,000	25,835,000
Revenue/Fund Balance	297,456,000	295,794,000	344,347,000	333,480,000	37,686,000
County Contribution	119,444,000	100,534,000	86,389,000	88,683,000	-11,851,000
Positions	2,942.5	2,942.5	2,980.0	2,937.0	-5.5
Budgeted Bed (Average Daily Census)	233	269	233	233	-36

SUMMARY OF SOUTHWEST CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2001-02	Budget Fiscal Year 2001-02	Requested Fiscal Year 2002-03	Proposed Fiscal Year 2002-03	Change From Budget
Salaries and Employee Benefits	32,501,000	33,966,000	36,857,000	33,840,000	-126,000
Services and Supplies	15,288,000	13,414,000	17,485,000	16,397,000	2,983,000
less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	15,288,000	13,414,000	17,485,000	16,397,000	2,983,000
Other Charges	89,000	80,000	172,000	172,000	92,000
Fixed Assets – Equipment	357,000	357,000	357,000	357,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	48,235,000	47,817,000	54,871,000	50,766,000	2,949,000
Revenue/Fund Balance	56,543,000	61,609,000	46,683,000	51,980,000	-9,629,000
County Contribution	-8,308,000	-13,792,000	8,188,000	-1,214,000	12,578,000
Positions	605.9	605.9	618.2	605.9	0.0

HOSPITAL ENTERPRISE FUND
SB855 ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
OTH FIN USES	$ 1,687,960	$ 7,094,000	$ 7,094,000	$ 336,075,000	$ 272,649,000	$ 265,555,000
DESIGNATIONS	239,125,000	52,730,000	52,730,000			-52,730,000
TOT FIN REQMTS	$ 240,812,960	$ 59,824,000	$ 59,824,000	$ 336,075,000	$ 272,649,000	$ 212,825,000
AVAIL FINANCE						
FUND BALANCE	$	$	$	$ 25,205,000	$ 25,205,000	$ 25,205,000
CANCEL RES/DES	183,223,000	59,824,000	59,824,000	310,870,000	247,444,000	187,620,000
TOTAL REVENUE		25,205,000				
TOT AVAIL FIN	$ 183,223,000	$ 85,029,000	$ 59,824,000	$ 336,075,000	$ 272,649,000	$ 212,825,000
GAIN OR LOSS	$ -57,589,960	$ 25,205,000	$	$	$	$
OPERATING TRAN						
TOT OP.SUB-GF	$ 57,590,314	$	$	$	$	$
REVENUE DETAIL						
OTH FIN SRCS						
OPER TRAN IN		25,205,000				
TOTAL REVENUE	$	$ 25,205,000	$	$	$	$

The SB 855 Enterprise Fund accounts for miscellaneous enterprise fund items not associated with any specific facility.

As of the 2001-02 Adopted Budget, $311.1 million remained in the designation. A surplus of $25.2 million is projected to be generated by the Department in 2001-02 and transferred into this fund, bringing the total balance to $336.3 million. The 2002-03 recommendations reflect appropriation of $272.6 million of this amount, which is transferred to the six clusters in order to balance their budgets.

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Hospitals						
$2,394,306,000	$ 0	$2,394,306,000	$ 0	$ 0	$ 0	16,356.1

Authority: Mandated program - California Welfare & Institutions (W&I) Code Section 17000.

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. Operating the 6 County hospitals is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: The Department of Health Services (DHS) operates 6 hospitals that provide a wide array of inpatient and outpatient care.

Service Delivery Standard: The DHS hospitals must maintain accreditation, meet all licensure requirements and provide care within the community standard.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
Average daily census				
LAC+USC	726	709	750	745
Harbor/UCLA	341	332	347	340
King/Drew	256	234	233	233
Rancho Los Amigos National Rehab. Center	202	199	208	207
Olive View/UCLA	190	205	200	201
High Desert	76	73	73	73
	1,791	1,752	1,811	1,799
Hospital emergency room visits[3]	334,820	306,883	301,684	301,882
Hospital outpatient visits[3]				
LAC+USC	559,243	500,405	495,944	500,205
Harbor/UCLA	260,953	260,386	263,102	260,797
King/Drew	198,112	211,780	207,133	205,516
Rancho Los Amigos National Rehab. Center	61,426	59,474	59,676	60,131
Olive View/UCLA	155,586	164,345	160,482	164,379
High Desert	59,381	61,059	62,001	60,483
Total hospital outpatient visits	1,294,701	1,257,449	1,248,338	1,251,511
Efficiency				
Average accounts receivable days outstanding				
LAC+USC	168	182	184	182
Harbor/UCLA	138	167	164	167
King/Drew	172	205	213	205
Rancho Los Amigos National Rehab. Center	177	220	230	220
Olive View/UCLA	104	146	153	146
High Desert	186	202	217	202

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Effectiveness/Outcome				
Average hospital length of stay (days)	6.1	6.1	6.3	6.2

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on the Office of Statewide Health Planning and Development (OSHPD) definitions.
(3) Hospital emergency room visits excludes psychiatric visits. Hospital outpatient visits include psychiatric outpatient visits per OSHPD definitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Comprehensive Health Centers (CHC) / Health Centers (HC) / Antelope Valley Rehabilitation Center (AVRC)						
$ 229,792,000	$ 0	$ 229,792,000	$ 0	$ 0	$ 0	2,140.6

Authority: Mandated program - California W&I Code Section 17000

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. Operating the CHCs, HCs, and the AVRC is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: The Department of Health Services operates 6 comprehensive health centers, 29 health centers, and the Antelope Valley Rehabilitation Center providing approximately one million primary and specialty care visits annually.

Service Delivery Standard: The health centers must maintain accreditation (if applicable), meet all licensure requirements and provide care within the community standard.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
CHC/HC/AVRC outpatient visits[3]				
LAC+USC Healthcare Network	405,683	429,462	438,819	442,226
Coastal Cluster	102,985	113,076	114,265	112,032
Southwest Cluster	245,101	271,111	253,696	274,028
San Fernando Valley Cluster	130,735	155,213	169,985	173,361
Antelope Valley Cluster	45,942	50,206	50,326	51,046
Total CHC/HC/AVRC outpatient visits	930,446	1,019,068	1,027,091	1,052,693

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on OSHPD definitions.
(3) Reflects comprehensive health centers, health centers, and Antelope Valley Rehabilitation Center ambulatory care visits, excluding public health visits.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Public/Private Partnerships (PPP) and General Relief (GR)						
$ 53,232,000	$ 0	$ 17,229,000	$ 36,003,000	$ 36,003,000	$ 0	6.0

Authority: Mandated program - California W&I Code Section 17000.

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. The PPP/GR program is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: The Department of Health Services contracts with community clinics, professional medical groups, and private physicians to provide primary care, dental care, and specialty services to individuals who are uninsured and at or below 133 1/3 federal poverty level (this patient population includes the mandated population under Section 17000 of the California W&I Code). These providers assist the County in meeting its obligation to provide approximately 700,000 patient visits annually through contract agencies.

Service Delivery Standard: Contractors must meet all licensure requirements and provide care within the community standard.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
PPP/GR outpatient visits				
Public/Private Partnership visits	646,782	672,178	675,354	706,372
General Relief visits	76,790	48,716	45,011	49,628
Total PPP/GR outpatient visits	723,572	720,894	720,365	756,000

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on OSHPD definitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Office of Managed Care						
$ 120,913,000	$ 0	$ 120,992,000	$ -79,000	$ -79,000	$ 0	160.1

Authority: Non-mandated, discretionary program.

The Office of Managed Care administers the Department's health plan, "Community Health Plan," under California's Knox-Keene Act, which governs the operations of the health plan's product lines.

Program Outcome: The Community Health Plan (a managed care plan) is responsible for approximately 150,000 lives enrolled in Medi-Cal managed care, Healthy Families, In-Home Supportive Services managed care program, and a managed care plan for certain temporary County employees.

Service Delivery Standard: The Community Health Plan must meet all regulatory requirements established by the State Department of Managed Health Care, State Department of Health Services, LA Care, and the Managed Risk Medical Insurance Board.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
Community Health Plan members				
Medi-Cal	94,066	100,182	119,401	122,893
Healthy Families	11,926	19,012	24,799	27,185

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on OSHPD definitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Juvenile Court Health Services (JCHS)						
$ 25,671,000	$ 19,944,000	$ 1,062,000	$ 4,665,000	$ 4,665,000	$ 0	157.6

Authority: Mandated program - California W&I Code Section 17000.

Juvenile Court Health Services is responsible for protecting and promoting the physical well-being of juveniles in the Los Angeles County Probation Department's detention and residential treatment facilities, and the Department of Children and Family Services' MacLaren Children's Center. These programs are partially funded by the Probation and Children and Family Services Departments.

Program Outcome: LAC+USC Medical Center staff provides ambulatory care services in juvenile detention facilities and at MacLaren Children's Center. Approximately 300,000 patient visits are provided annually.

Service Delivery Standard: Clinical staff at juvenile detention facilities and at MacLaren Children's Center must meet all licensure requirements and provide care within the community standard.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
JCHS outpatient visits	350,967	429,462	300,628	300,628

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on OSHPD definitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Public Health						
$ 606,001,000	$ 48,168,000	$ 397,729,000	$ 160,104,000	$ 160,104,000	$ 0	3,892.8

Authority: Mandated program - California Health and Safety Code Sections 101025, 101400, 101030, 101000, 101040, 101045, and 101050 and Title 17 of the California Code of Regulations, Section 1276.

State law mandates that the County must have a Health Officer and is responsible for taking measures necessary to preserve and protect the public health.

Program Outcome: Public health programs include: Office of AIDS Programs and Policy, Alcohol and Drug Program Administration, Children's Medical Services, communicable disease control, and other public health programs and services.

Service Delivery Standard: Maintain basic, as required by law, health protection and disease prevention programs for the Los Angeles County community.

Performance Measures[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02[2]	Projected 2002-03
Workload/Output				
Public health visits[3]	524,543	525,006	502,784	514,701
Environmental health inspections	377,585	377,202	391,610	400,000
Effectiveness/Outcome				
Immunization levels of kindergarten enrollment	92%	91%	92%	93%

Explanatory Notes:
(1) Additional performance measures are under development.
(2) Reflects facility forecast, year to date actual through December 2001 based on OSHPD definitions.
(3) Public health visits are categorized as immunizations, tuberculosis (including mantoux reading and testing), sexually transmitted disease (STD), communicable disease triage, acquired immunodeficiency syndrome (AIDS) testing, and human immunodeficiency virus (HIV) early detection.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Administration						
$ 162,322,000	$ 12,980,000	$ 149,398,000	$ -56,000	$ -56,000	$ 0	946.7

Authority: Non-mandated, discretionary program.

Department administration includes the Director's office, operations office, finance, intergovernmental relations and communications, and various other administrative functions with departmentwide impact.

Program Outcome: Responsible for budget, accounting/finance, personnel/payroll, procurement and general administration.

Service Delivery Standard: Provide effective administration within budget.

Explanatory Note: Performance measures are under development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. Tobacco Settlement Budget Unit						
$ 41,800,000	$ 0	$ 0	$ 41,800,000	$ 41,800,000	$ 0	0.0

Authority: Not applicable.

Created by the Board of Supervisors (Board), this is the budget unit for Los Angeles County's share of the national Master Tobacco Settlement fund. On October 31, 2000, the Board approved a spending plan for 2000-01 and 2001-02, which allocated funds to the Departments of Health Services and Mental Health. Spending recommendations for 2002-03 will be considered by the Board during the Final Changes phase of the budget process.

Program Outcome: Not applicable.

Service Delivery Standard: Not applicable.

Explanatory Note: Performance measures are not applicable to this non-operating budget unit.

9. Other						
$1,149,368,000	$ 0	$ 781,303,000	$ 368,065,000	$ 368,065,000	$ 0	0.0

Authority: Not applicable.

Represents the following four non-operating budget units:

Health Care - Represents funding of $376.5 million from the Hospital Enterprise Funds to provide for the intergovernmental transfer required by the State in order to participate in and draw down Federal revenue under the Medicaid Disproportionate Share Hospital (DSH) Supplementary Payment Program (SB 855).

Realignment - Represents $132.2 million of Realignment Sales Tax revenues, which may be used for any County health services program.

Contributions to Hospital Enterprise Funds - Provides a financial subsidy of General Fund resources in the amount of $500.2 million to support the operations of the hospitals, comprehensive health center, health centers, and rehabilitation centers.

SB 855 - Represents the use of designation funds in the amount of $272.6 million to support the operations of the hospitals, comprehensive health center, health centers, and rehabilitation centers.

Program Outcome: Not applicable.

Service Delivery Standard: Not applicable.

Explanatory Note: Performance measures are not applicable to these non-operating budget units.

Total Programs						
$4,783,405,000	**$ 81,092,000**	**$4,091,811,000**	**$ 610,502,000**	**$ 610,502,000**	**$ 0**	**23,659.9**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	1,204,729,000	1,181,942,000	1,268,255,000	63,526,000
Employee Benefits	399,071,000	391,968,000	447,854,000	48,783,000
Total Salaries and Employee Benefits	1,603,800,000	1,573,910,000	1,716,109,000	112,309,000
Services and Supplies				
Clothing and Personal Supplies	6,786,000	7,774,000	1,649,000	-5,137,000
Communications	25,014,000	25,093,000	24,668,000	-346,000
Computer Software	106,000	0	0	-106,000
Food	530,000	543,000	526,000	-4,000
Household Expense	7,051,000	7,233,000	6,441,000	-610,000
Insurance	13,276,000	13,256,000	14,279,000	1,003,000
Maintenance-Bldgs and Improvements	10,434,000	10,606,000	10,426,000	-8,000
Maintenance-Equipment	19,207,000	19,978,000	21,115,000	1,908,000
Medical, Dental, Lab Supplies	302,964,000	307,401,000	329,795,000	26,831,000
Memberships	1,192,000	1,263,000	1,184,000	-8,000
Miscellaneous Expense	1,026,000	821,000	704,000	-322,000
Office Expense-Other	18,288,000	18,246,000	19,338,000	1,050,000
Office Expense-Postage	2,516,000	2,745,000	2,885,000	369,000
Office Expense-Stat and Forms	8,294,000	8,117,000	8,591,000	297,000
Professional and Specialized Services	858,376,000	863,138,000	973,368,000	114,992,000
Publications and Legal Notice	275,000	375,000	274,000	-1,000
Rents and Leases-Bldg and Improv	7,874,000	7,665,000	13,771,000	5,897,000
Rents and Leases-Equipment	19,007,000	18,596,000	17,084,000	-1,923,000
Small Tools and Instruments	1,036,000	843,000	892,000	-144,000
Special Departmental Expense	5,592,000	5,846,000	5,762,000	170,000
Trans and Travel-Auto Mileage	1,463,000	1,454,000	1,491,000	28,000
Trans and Travel-Auto Service	1,815,000	2,069,000	2,093,000	278,000
Trans and Travel-Other	1,132,000	1,084,000	1,162,000	30,000
Trans and Travel-Traveling	1,326,000	1,365,000	1,273,000	-53,000
Utilities	43,372,000	40,709,000	32,676,000	-10,696,000
Exp Applic to Prior Years	0	-6,879,000	0	0
Expenditure Distribution	-75,073,000	-75,958,000	-81,903,000	-6,830,000
Total Services and Supplies	1,282,879,000	1,283,383,000	1,409,544,000	126,665,000
Other Charges				
Other Charges	557,047,000	525,990,000	499,510,000	-57,537,000
Total Other Charges	557,047,000	525,990,000	499,510,000	-57,537,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	100,000	100,000	0	-100,000
Computer Info. and Data Processing Sys	4,609,000	4,609,000	4,021,000	-588,000
Electronic Equipment	11,000	11,000	106,000	95,000
Major Office Equipment	13,000	13,000	267,000	254,000
Medical Equipment	4,757,000	4,925,000	4,037,000	-720,000
Vehicle-Automobile	64,000	64,000	147,000	83,000
Vehicle-Heavy Use	0	0	29,000	29,000
Total Equipment	9,554,000	9,722,000	8,607,000	-947,000
Total Fixed Assets	9,554,000	9,722,000	8,607,000	-947,000
Other Financing Uses				
Operating Transfers Out	951,210,000	997,282,000	1,149,635,000	198,425,000
Total Other Financing Uses	951,210,000	997,282,000	1,149,635,000	198,425,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	52,730,000	52,730,000	0	-52,730,000
Total Reserves	52,730,000	52,730,000	0	-52,730,000
Gross Total	**4,457,220,000**	**4,443,017,000**	**4,783,405,000**	**326,185,000**
Less: Intrafund Transfers	77,206,000	73,529,000	81,092,000	3,886,000
TOTAL NET REQUIREMENTS	4,380,014,000	4,369,488,000	4,702,313,000	322,299,000
AVAILABLE FINANCING:				
Fund Balance	0	0	25,205,000	25,205,000
Cancellation of Reserves/Designations	59,824,000	59,824,000	247,444,000	187,620,000
REVENUES:				
Fines, Forfeitures and Penalties	2,551,000	2,551,000	2,677,000	126,000
Revenue From Use of Money and Property	1,793,000	1,793,000	1,793,000	0
Intergovernmental Revenues:				
Federal	138,464,000	133,344,000	147,760,000	9,296,000
State	377,602,000	365,259,000	373,771,000	-3,831,000
Charges for Services	2,092,129,000	2,086,858,000	2,047,442,000	-44,687,000
Miscellaneous	123,003,000	118,392,000	48,482,000	-74,521,000
Other Financing Sources	990,223,000	1,030,496,000	1,197,237,000	207,014,000
TOTAL REVENUES	**3,725,765,000**	**3,738,693,000**	**3,819,162,000**	**93,397,000**
NET COUNTY COST	**594,425,000**	**596,176,000**	**610,502,000**	**16,077,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	57,617,000	48,179,000	57,220,000	-397,000
Employee Benefits	17,779,000	19,340,000	20,292,000	2,513,000
Total Salaries and Employee Benefits	75,396,000	67,519,000	77,512,000	2,116,000
Services and Supplies				
Clothing and Personal Supplies	1,109,000	125,000	1,109,000	0
Communications	2,726,000	2,773,000	2,706,000	-20,000
Household Expense	237,000	237,000	237,000	0
Insurance	428,000	428,000	396,000	-32,000
Maintenance-Bldgs and Improvements	863,000	1,248,000	863,000	0
Maintenance-Equipment	1,298,000	1,272,000	1,272,000	-26,000
Medical, Dental, Lab Supplies	743,000	178,000	328,000	-415,000
Memberships	-1,000	135,000	0	1,000
Miscellaneous Expense	428,000	428,000	313,000	-115,000
Office Expense-Other	2,414,000	2,414,000	2,414,000	0
Office Expense-Postage	26,000	67,000	63,000	37,000
Office Expense-Stat and Forms	608,000	0	608,000	0
Professional and Specialized Services	61,014,000	40,670,000	117,257,000	56,243,000
Publications and Legal Notice	62,000	62,000	62,000	0
Rents and Leases-Bldg and Improv	903,000	903,000	1,014,000	111,000
Rents and Leases-Equipment	634,000	634,000	634,000	0
Small Tools and Instruments	120,000	0	0	-120,000
Special Departmental Expense	2,602,000	2,602,000	2,602,000	0
Trans and Travel-Auto Mileage	35,000	35,000	35,000	0
Trans and Travel-Auto Service	152,000	151,000	162,000	10,000
Trans and Travel-Other	42,000	42,000	42,000	0
Trans and Travel-Traveling	309,000	309,000	309,000	0
Utilities	1,970,000	1,970,000	1,703,000	-267,000
Exp Applic to Prior Years	0	-4,214,000	0	0
Total Services and Supplies	78,722,000	52,469,000	134,129,000	55,407,000
Other Charges	1,280,000	1,092,000	1,328,000	48,000
Total Other Charges	1,280,000	1,092,000	1,328,000	48,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	2,905,000	2,905,000	2,585,000	-320,000
Total Equipment	2,905,000	2,905,000	2,585,000	-320,000
Total Fixed Assets	2,905,000	2,905,000	2,585,000	-320,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**158,303,000**	**123,985,000**	**215,554,000**	**57,251,000**
Less: Intrafund Transfers	10,258,000	9,868,000	12,980,000	2,722,000
TOTAL NET REQUIREMENTS	148,045,000	114,117,000	202,574,000	54,529,000
REVENUES:				
Fines, Forfeitures and Penalties	2,551,000	2,551,000	2,677,000	126,000
Intergovernmental Revenues:				
Federal	62,000	62,000	1,957,000	1,895,000
State	760,000	695,000	760,000	0
Charges for Services	42,207,000	42,207,000	115,997,000	73,790,000
Miscellaneous	118,240,000	113,813,000	43,436,000	-74,804,000
Other Financing Sources	1,741,000	1,741,000	1,800,000	59,000
TOTAL REVENUES	165,561,000	161,069,000	166,627,000	1,066,000
TOTAL AVAILABLE FINANCING	**-17,516,000**	**-46,952,000**	**35,947,000**	**53,463,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	7,800,000	7,512,000	7,840,000	40,000
Employee Benefits	1,846,000	1,723,000	1,978,000	132,000
Total Salaries and Employee Benefits	9,646,000	9,235,000	9,818,000	172,000
Services and Supplies				
Clothing and Personal Supplies	200,000	0	0	-200,000
Communications	286,000	178,000	286,000	0
Insurance	3,000	3,000	5,000	2,000
Medical, Dental, Lab Supplies	12,371,000	12,656,000	18,151,000	5,780,000
Memberships	32,000	34,000	32,000	0
Office Expense-Other	1,726,000	1,714,000	1,970,000	244,000
Office Expense-Postage	958,000	737,000	960,000	2,000
Office Expense-Stat and Forms	114,000	95,000	96,000	-18,000
Professional and Specialized Services	140,596,000	144,259,000	95,174,000	-45,422,000
Rents and Leases-Bldg and Improv	24,000	24,000	173,000	149,000
Rents and Leases-Equipment	741,000	912,000	934,000	193,000
Special Departmental Expense	108,000	118,000	115,000	7,000
Trans and Travel-Auto Mileage	5,000	5,000	5,000	0
Trans and Travel-Other	80,000	80,000	80,000	0
Exp Applic to Prior Years	0	-792,000	0	0
Expenditure Distribution	-3,599,000	-6,569,000	-6,889,000	-3,290,000
		0		
Total Services and Supplies	153,645,000	153,454,000	111,092,000	-42,553,000
Other Charges				
Other Charges	3,000	3,000	3,000	0
Total Other Charges	3,000	3,000	3,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**163,294,000**	**162,692,000**	**120,913,000**	**-42,381,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	163,294,000	162,692,000	120,913,000	-42,381,000
REVENUES:				
Revenue From Use of Money and Property	1,227,000	1,227,000	1,227,000	0
Intergovernmental Revenues:				
State	25,485,000	16,875,000	25,173,000	-312,000
Charges for Services	100,512,000	102,782,000	94,592,000	-5,920,000
TOTAL REVENUES	127,224,000	120,884,000	120,992,000	-6,232,000
TOTAL AVAILABLE FINANCING	**36,070,000**	**41,808,000**	**-79,000**	**-36,149,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Services and Supplies				
Clothing and Personal Supplies	3,973,000	3,973,000	0	-3,973,000
Office Expense-Other	77,000	77,000	0	-77,000
Professional and Specialized Services	15,602,000	15,602,000	41,800,000	26,198,000
Total Services and Supplies	19,652,000	19,652,000	41,800,000	22,148,000
Gross Total	**19,652,000**	**19,652,000**	**41,800,000**	**22,148,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	19,652,000	19,652,000	41,800,000	22,148,000
REVENUES:				
TOTAL REVENUES	0	0	0	0
TOTAL AVAILABLE FINANCING	**19,652,000**	**19,652,000**	**41,800,000**	**22,148,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	10,949,000	9,541,000	9,009,000	-1,940,000
Employee Benefits	2,735,000	3,041,000	3,526,000	791,000
Total Salaries and Employee Benefits	13,684,000	12,582,000	12,535,000	-1,149,000
Services and Supplies				
Clothing and Personal Supplies	15,000	15,000	15,000	0
Communications	301,000	301,000	218,000	-83,000
Household Expense	35,000	35,000	35,000	0
Insurance	9,000	9,000	9,000	0
Maintenance-Bldgs and Improvements	11,000	11,000	11,000	0
Maintenance-Equipment	15,000	15,000	15,000	0
Medical, Dental, Lab Supplies	45,000	45,000	45,000	0
Memberships	41,000	41,000	41,000	0
Miscellaneous Expense	186,000	186,000	186,000	0
Office Expense-Other	501,000	501,000	501,000	0
Office Expense-Postage	1,000	1,000	1,000	0
Office Expense-Stat and Forms	87,000	87,000	87,000	0
Professional and Specialized Services	69,498,000	69,223,000	75,073,000	5,575,000
Rents and Leases-Bldg and Improv	649,000	649,000	649,000	0
Rents and Leases-Equipment	43,000	43,000	43,000	0
Special Departmental Expense	206,000	206,000	206,000	0
Trans and Travel-Auto Mileage	37,000	37,000	37,000	0
Trans and Travel-Auto Service	15,000	15,000	15,000	0
Trans and Travel-Other	690,000	690,000	690,000	0
Utilities	380,000	380,000	380,000	0
Exp Applic to Prior Years	0	-1,846,000	0	0
Total Services and Supplies	72,765,000	70,644,000	78,257,000	5,492,000
Other Charges				
Other Charges	5,000	5,000	5,000	0
Total Other Charges	5,000	5,000	5,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**86,454,000**	**83,231,000**	**90,797,000**	**4,343,000**
Less: Intrafund Transfers	3,497,000	3,497,000	3,601,000	104,000
TOTAL NET REQUIREMENTS	82,957,000	79,734,000	87,196,000	4,239,000
REVENUES:				
Intergovernmental Revenues:				
Federal	56,552,000	55,185,000	60,801,000	4,249,000
State	10,494,000	10,494,000	10,494,000	0
Charges for Services	0	-1,846,000	0	0
TOTAL REVENUES	67,046,000	63,833,000	71,295,000	4,249,000
TOTAL AVAILABLE FINANCING	**15,911,000**	**15,901,000**	**15,901,000**	**-10,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	11,511,000	9,357,000	10,093,000	-1,418,000
Employee Benefits	2,450,000	3,149,000	3,583,000	1,133,000
Total Salaries and Employee Benefits	13,961,000	12,506,000	13,676,000	-285,000
Services and Supplies				
Clothing and Personal Supplies	154,000	0	173,000	19,000
Communications	318,000	131,000	0	-318,000
Computer Software	106,000	0	0	-106,000
Insurance	6,000	5,000	7,000	1,000
Maintenance-Bldgs and Improvements	35,000	24,000	35,000	0
Maintenance-Equipment	30,000	45,000	30,000	0
Memberships	22,000	10,000	14,000	-8,000
Miscellaneous Expense	1,000	45,000	45,000	44,000
Office Expense-Other	1,978,000	260,000	1,475,000	-503,000
Office Expense-Postage	34,000	4,000	4,000	-30,000
Office Expense-Stat and Forms	70,000	0	70,000	0
Professional and Specialized Services	165,569,000	161,971,000	166,614,000	1,045,000
Rents and Leases-Bldg and Improv	38,000	38,000	38,000	0
Rents and Leases-Equipment	1,178,000	977,000	1,263,000	85,000
Special Departmental Expense	34,000	13,000	34,000	0
Trans and Travel-Auto Mileage	82,000	32,000	32,000	-50,000
Trans and Travel-Auto Service	13,000	5,000	13,000	0
Trans and Travel-Other	5,000	0	5,000	0
Trans and Travel-Traveling	60,000	26,000	40,000	-20,000
Utilities	11,000	14,000	11,000	0
Exp Applic to Prior Years	0	-12,000	0	0
Total Services and Supplies	169,744,000	163,588,000	169,903,000	159,000
Other Charges				
Other Charges	5,000	5,000	5,000	0
Total Other Charges	5,000	5,000	5,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	60,000	60,000	60,000	0
Total Equipment	60,000	60,000	60,000	0
Total Fixed Assets	60,000	60,000	60,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**183,770,000**	**176,159,000**	**183,644,000**	**-126,000**
Less: Intrafund Transfers	32,597,000	32,597,000	27,515,000	-5,082,000
TOTAL NET REQUIREMENTS	151,173,000	143,562,000	156,129,000	4,956,000
REVENUES:				
Intergovernmental Revenues:				
Federal	61,650,000	61,599,000	65,430,000	3,780,000
State	37,246,000	37,246,000	30,529,000	-6,717,000
Charges for Services	12,019,000	12,007,000	10,547,000	-1,472,000
Other Financing Sources	35,631,000	28,083,000	45,371,000	9,740,000
TOTAL REVENUES	146,546,000	138,935,000	151,877,000	5,331,000
TOTAL AVAILABLE FINANCING	**4,627,000**	**4,627,000**	**4,252,000**	**-375,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	146,551,000	138,732,000	144,196,000	-2,355,000
Employee Benefits	42,816,000	41,308,000	47,382,000	4,566,000
Total Salaries and Employee Benefits	189,367,000	180,040,000	191,578,000	2,211,000
Services and Supplies				
Clothing and Personal Supplies	1,352,000	55,000	752,000	-600,000
Communications	3,026,000	3,026,000	3,177,000	151,000
Household Expense	631,000	881,000	631,000	0
Insurance	568,000	557,000	636,000	68,000
Maintenance-Bldgs and Improvements	203,000	433,000	367,000	164,000
Maintenance-Equipment	184,000	300,000	184,000	0
Medical, Dental, Lab Supplies	7,706,000	7,239,000	7,622,000	-84,000
Memberships	11,000	11,000	11,000	0
Miscellaneous Expense	6,000	6,000	6,000	0
Office Expense-Other	801,000	881,000	801,000	0
Office Expense-Postage	540,000	600,000	540,000	0
Office Expense-Stat and Forms	955,000	1,005,000	955,000	0
Professional and Specialized Services	49,653,000	50,451,000	43,333,000	-6,320,000
Publications and Legal Notice	45,000	45,000	45,000	0
Rents and Leases-Bldg and Improv	3,684,000	3,224,000	7,191,000	3,507,000
Rents and Leases-Equipment	207,000	207,000	207,000	0
Small Tools and Instruments	1,000	1,000	1,000	0
Special Departmental Expense	85,000	85,000	85,000	0
Trans and Travel-Auto Mileage	1,004,000	1,004,000	1,004,000	0
Trans and Travel-Auto Service	210,000	253,000	294,000	84,000
Trans and Travel-Other	48,000	48,000	48,000	0
Trans and Travel-Traveling	411,000	411,000	411,000	0
Utilities	2,063,000	2,063,000	1,682,000	-381,000
Exp Applic to Prior Years	0	-3,000	0	0
Total Services and Supplies	73,394,000	72,783,000	69,983,000	-3,411,000
Other Charges				
Other Charges	2,218,000	1,938,000	2,237,000	19,000
Total Other Charges	2,218,000	1,938,000	2,237,000	19,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	1,351,000	1,351,000	1,142,000	-209,000
Electronic Equipment			17,000	17,000
Major Office Equipment			94,000	94,000
Medical Equipment	85,000	85,000	133,000	48,000
Total Equipment	1,436,000	1,436,000	1,386,000	-50,000
Total Fixed Assets	1,436,000	1,436,000	1,386,000	-50,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**266,415,000**	**256,197,000**	**265,184,000**	**-1,231,000**
Less: Intrafund Transfers	15,905,000	12,777,000	16,973,000	1,068,000
TOTAL NET REQUIREMENTS	250,510,000	243,420,000	248,211,000	-2,299,000
REVENUES:				
Intergovernmental Revenues:				
Federal	19,616,000	15,939,000	19,013,000	-603,000
State	55,050,000	53,056,000	54,056,000	-994,000
Charges for Services	49,644,000	50,804,000	51,940,000	2,296,000
Miscellaneous	4,763,000	4,579,000	5,046,000	283,000
Other Financing Sources	469,000	431,000	469,000	0
TOTAL REVENUES	129,542,000	124,809,000	130,524,000	982,000
TOTAL AVAILABLE FINANCING	**120,968,000**	**118,611,000**	**117,687,000**	**-3,281,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	10,478,000	11,345,000	11,312,000	834,000
Employee Benefits	3,060,000	3,173,000	3,596,000	536,000
Total Salaries and Employee Benefits	13,538,000	14,518,000	14,908,000	1,370,000
Services and Supplies				
Clothing and Personal Supplies	9,000	9,000	9,000	0
Communications	60,000	66,000	68,000	8,000
Food	1,000	1,000	1,000	0
Household Expense	14,000	14,000	15,000	1,000
Insurance	84,000	109,000	49,000	-35,000
Maintenance-Bldgs and Improvements	15,000	17,000	18,000	3,000
Maintenance-Equipment	10,000	12,000	10,000	0
Medical, Dental, Lab Supplies	1,233,000	1,265,000	1,386,000	153,000
Miscellaneous Expense	2,000	1,000	2,000	0
Office Expense-Other	48,000	69,000	50,000	2,000
Office Expense-Postage	7,000	8,000	8,000	1,000
Office Expense-Stat and Forms	23,000	24,000	24,000	1,000
Professional and Specialized Services	5,949,000	4,114,000	8,949,000	3,000,000
Rents and Leases-Equipment	5,000	15,000	5,000	0
Small Tools and Instruments	3,000	3,000	3,000	0
Special Departmental Expense	35,000	35,000	36,000	1,000
Trans and Travel-Auto Mileage	13,000	13,000	14,000	1,000
Trans and Travel-Auto Service	16,000	33,000	33,000	17,000
Trans and Travel-Other	2,000	2,000	2,000	0
Utilities	69,000	69,000	53,000	-16,000
Total Services and Supplies	7,598,000	5,879,000	10,735,000	3,137,000
Other Charges				
Other Charges	151,000	85,000	28,000	-123,000
Total Other Charges	151,000	85,000	28,000	-123,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**21,287,000**	**20,482,000**	**25,671,000**	**4,384,000**
Less: Intrafund Transfers	14,949,000	14,790,000	19,944,000	4,995,000
TOTAL NET REQUIREMENTS	6,338,000	5,692,000	5,727,000	-611,000
REVENUES:				
Intergovernmental Revenues:				
State	813,000	618,000	626,000	-187,000
Charges for Services	436,000	436,000	436,000	0
TOTAL REVENUES	1,249,000	1,054,000	1,062,000	-187,000
TOTAL AVAILABLE FINANCING	**5,089,000**	**4,638,000**	**4,665,000**	**-424,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	36,738,000	36,301,000	36,465,000	-273,000
Employee Benefits	8,745,000	9,447,000	12,948,000	4,203,000
Total Salaries and Employee Benefits	45,483,000	45,748,000	49,413,000	3,930,000
Services and Supplies				
Communications	789,000	823,000	643,000	-146,000
Insurance	78,000	78,000	86,000	8,000
Maintenance-Equipment	0	100,000	0	0
Medical, Dental, Lab Supplies	75,000	75,000	75,000	0
Miscellaneous Expense	1,000	1,000	1,000	0
Office Expense-Other	591,000	1,213,000	1,135,000	544,000
Office Expense-Postage	242,000	563,000	578,000	336,000
Office Expense-Stat and Forms	3,000	180,000	173,000	170,000
Professional and Specialized Services	2,864,000	1,229,000	1,221,000	-1,643,000
Publications and Legal Notice	0	125,000	0	0
Rents and Leases-Bldg and Improv	322,000	325,000	2,228,000	1,906,000
Rents and Leases-Equipment	1,824,000	1,824,000	0	-1,824,000
Special Departmental Expense	310,000	304,000	422,000	112,000
Trans and Travel-Auto Mileage	65,000	125,000	135,000	70,000
Trans and Travel-Auto Service	0	10,000	15,000	15,000
Trans and Travel-Other	28,000	20,000	58,000	30,000
Trans and Travel-Traveling	0	178,000	0	0
Utilities	0	0	593,000	593,000
Total Services and Supplies	7,192,000	7,173,000	7,363,000	171,000
Other Charges				
Other Charges	9,510,000	4,029,000	9,500,000	-10,000
Total Other Charges	9,510,000	4,029,000	9,500,000	-10,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	100,000	100,000		-100,000
Vehicle-Automobile			100,000	100,000
Total Equipment	100,000	100,000	100,000	0
Total Fixed Assets	100,000	100,000	100,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
Gross Total	**62,285,000**	**57,050,000**	**66,376,000**	**4,091,000**
Less: Intrafund Transfers	0	0	79,000	79,000
TOTAL NET REQUIREMENTS	62,285,000	57,050,000	66,297,000	4,012,000
REVENUES:				
Intergovernmental Revenues:				
State	40,600,000	35,532,000	41,883,000	1,283,000
Charges for Services	1,757,000	2,217,000	2,150,000	393,000
TOTAL REVENUES	42,357,000	37,749,000	44,033,000	1,676,000
TOTAL AVAILABLE FINANCING	**19,928,000**	**19,301,000**	**22,264,000**	**2,336,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Other Charges				
Other Charges	428,949,000	413,971,000	376,502,000	-52,447,000
Total Other Charges	428,949,000	413,971,000	376,502,000	-52,447,000
Gross Total	**428,949,000**	**413,971,000**	**376,502,000**	**-52,447,000**
REVENUES:				
Other Financing Sources	428,949,000	413,971,000	376,502,000	-52,447,000
TOTAL REVENUES	428,949,000	413,971,000	376,502,000	-52,447,000
TOTAL AVAILABLE FINANCING	**0**	**0**	**0**	**0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Intergovernmental Revenues:				
State	125,201,000	132,152,000	132,152,000	6,951,000
TOTAL REVENUES	125,201,000	132,152,000	132,152,000	6,951,000
TOTAL AVAILABLE FINANCING	**-125,201,000**	**-132,152,000**	**-132,152,000**	**-6,951,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Other Financing Uses				
Operating Transfers Out	514,897,000	550,742,000	500,217,000	-14,680,000
Total Other Financing Uses	514,897,000	550,742,000	500,217,000	-14,680,000
Gross Total	**514,897,000**	**550,742,000**	**500,217,000**	**-14,680,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	31,157,000	31,461,000	35,038,000	3,881,000
Employee Benefits	12,607,000	11,467,000	15,422,000	2,815,000
Total Salaries and Employee Benefits	43,764,000	42,928,000	50,460,000	6,696,000
Services and Supplies				
Clothing and Personal Supplies	-491,000	77,000	-313,000	178,000
Communications	595,000	595,000	595,000	0
Food	219,000	256,000	219,000	0
Household Expense	239,000	232,000	239,000	0
Insurance	438,000	566,000	496,000	58,000
Maintenance-Bldgs and Improvements	757,000	556,000	886,000	129,000
Maintenance-Equipment	422,000	435,000	423,000	1,000
Medical, Dental, Lab Supplies	5,735,000	5,719,000	6,329,000	594,000
Memberships	96,000	99,000	97,000	1,000
Miscellaneous Expense	0	1,000	0	0
Office Expense-Other	264,000	334,000	264,000	0
Office Expense-Postage	36,000	36,000	35,000	-1,000
Office Expense-Stat and Forms	132,000	132,000	198,000	66,000
Professional and Specialized Services	14,202,000	17,378,000	16,762,000	2,560,000
Publications and Legal Notice	22,000	22,000	22,000	0
Rents and Leases-Bldg and Improv	40,000	42,000	40,000	0
Rents and Leases-Equipment	313,000	361,000	375,000	62,000
Small Tools and Instruments	19,000	25,000	19,000	0
Special Departmental Expense	532,000	510,000	534,000	2,000
Trans and Travel-Auto Mileage	78,000	81,000	78,000	0
Trans and Travel-Auto Service	32,000	110,000	32,000	0
Trans and Travel-Other	4,000	3,000	4,000	0
Trans and Travel-Traveling	4,000	4,000	4,000	0
Utilities	1,744,000	1,744,000	1,437,000	-307,000
Total Services and Supplies	25,432,000	29,318,000	28,775,000	3,343,000
Other Charges				
Other Charges	3,161,000	3,295,000	3,281,000	120,000
Total Other Charges	3,161,000	3,295,000	3,281,000	120,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	26,000	26,000	26,000	0
Medical Equipment		168,000	23,000	23,000
Vehicle-Automobile	20,000	20,000	20,000	0
Total Equipment	46,000	214,000	69,000	23,000
Total Fixed Assets	46,000	214,000	69,000	23,000
Other Financing Uses				
Operating Transfers Out	2,557,000	5,570,000	3,997,000	1,440,000
Total Other Financing Uses	2,557,000	5,570,000	3,997,000	1,440,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**74,960,000**	**81,325,000**	**86,582,000**	**11,622,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	31,000	31,000	31,000	0
Intergovernmental Revenues:				
Federal	159,000	159,000	159,000	0
State	3,204,000	4,356,000	3,270,000	66,000
Charges for Services	45,773,000	48,756,000	47,316,000	1,543,000
Other Financing Sources	265,000	265,000	12,724,000	12,459,000
TOTAL REVENUES	49,432,000	53,567,000	63,500,000	14,068,000
TOTAL AVAILABLE FINANCING	**49,432,000**	**53,567,000**	**63,500,000**	**14,068,000**
COUNTY CONTRIBUTION	**25,528,000**	**27,758,000**	**23,082,000**	**-2,446,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	168,219,000	169,482,000	183,351,000	15,132,000
Employee Benefits	53,435,000	50,118,000	56,849,000	3,414,000
Total Salaries and Employee Benefits	221,654,000	219,600,000	240,200,000	18,546,000
Services and Supplies				
Clothing and Personal Supplies	1,535,000	1,535,000	1,535,000	0
Communications	3,053,000	3,053,000	3,095,000	42,000
Food	44,000	44,000	44,000	0
Household Expense	1,014,000	1,014,000	1,014,000	0
Insurance	2,041,000	1,882,000	2,237,000	196,000
Maintenance-Bldgs and Improvements	1,407,000	1,407,000	1,374,000	-33,000
Maintenance-Equipment	2,835,000	2,841,000	2,725,000	-110,000
Medical, Dental, Lab Supplies	37,772,000	43,482,000	41,025,000	3,253,000
Memberships	426,000	426,000	432,000	6,000
Miscellaneous Expense	35,000	35,000	35,000	0
Office Expense-Other	964,000	967,000	538,000	-426,000
Office Expense-Postage	230,000	230,000	228,000	-2,000
Office Expense-Stat and Forms	1,946,000	1,946,000	2,115,000	169,000
Professional and Specialized Services	62,223,000	61,994,000	76,533,000	14,310,000
Publications and Legal Notice	85,000	85,000	85,000	0
Rents and Leases-Bldg and Improv	656,000	656,000	692,000	36,000
Rents and Leases-Equipment	2,201,000	2,201,000	2,201,000	0
Small Tools and Instruments	208,000	208,000	208,000	0
Special Departmental Expense	7,000	7,000	7,000	0
Trans and Travel-Auto Mileage	37,000	37,000	37,000	0
Trans and Travel-Auto Service	79,000	81,000	79,000	0
Trans and Travel-Other	49,000	49,000	49,000	0
Trans and Travel-Traveling	35,000	35,000	35,000	0
Utilities	6,080,000	6,080,000	5,215,000	-865,000
Exp Applic to Prior Years	0	-2,000	0	0
Expenditure Distribution	-11,532,000	-11,532,000	-11,532,000	0
Total Services and Supplies	113,430,000	118,761,000	130,006,000	16,576,000
Other Charges				
Other Charges	12,299,000	12,702,000	13,576,000	1,277,000
Total Other Charges	12,299,000	12,702,000	13,576,000	1,277,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	185,000	185,000		-185,000
Medical Equipment	683,000	683,000	839,000	156,000
Vehicle-Heavy Use			29,000	29,000
Total Equipment	868,000	868,000	868,000	0
Total Fixed Assets	868,000	868,000	868,000	0
Other Financing Uses				
Operating Transfers Out	76,993,000	86,528,000	75,476,000	-1,517,000
Total Other Financing Uses	76,993,000	86,528,000	75,476,000	-1,517,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**425,244,000**	**438,459,000**	**460,126,000**	**34,882,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	30,000	30,000	30,000	0
Intergovernmental Revenues:				
Federal	25,000	0	0	-25,000
State	12,123,000	10,051,000	12,237,000	114,000
Charges for Services	343,277,000	358,738,000	336,040,000	-7,237,000
Other Financing Sources	1,672,000	1,672,000	38,302,000	36,630,000
TOTAL REVENUES	357,127,000	370,491,000	386,609,000	29,482,000
TOTAL AVAILABLE FINANCING	**357,127,000**	**370,491,000**	**386,609,000**	**29,482,000**
COUNTY CONTRIBUTION	**68,117,000**	**67,968,000**	**73,517,000**	**5,400,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	373,422,000	355,983,000	390,947,000	17,525,000
Employee Benefits	126,293,000	126,226,000	142,560,000	16,267,000
Total Salaries and Employee Benefits	499,715,000	482,209,000	533,507,000	33,792,000
Services and Supplies				
Clothing and Personal Supplies	2,917,000	1,404,000	2,889,000	-28,000
Communications	7,360,000	7,347,000	7,526,000	166,000
Food	260,000	240,000	260,000	0
Household Expense	2,586,000	2,313,000	2,447,000	-139,000
Insurance	4,603,000	4,602,000	4,779,000	176,000
Maintenance-Bldgs and Improvements	4,884,000	5,044,000	4,972,000	88,000
Maintenance-Equipment	7,246,000	6,905,000	7,729,000	483,000
Medical, Dental, Lab Supplies	166,692,000	162,398,000	177,673,000	10,981,000
Memberships	315,000	315,000	315,000	0
Miscellaneous Expense	99,000	117,000	99,000	0
Office Expense-Other	6,099,000	5,234,000	5,688,000	-411,000
Office Expense-Postage	130,000	123,000	130,000	0
Office Expense-Stat and Forms	1,968,000	1,784,000	1,968,000	0
Professional and Specialized Services	148,654,000	166,272,000	184,983,000	36,329,000
Rents and Leases-Bldg and Improv	1,065,000	1,066,000	1,101,000	36,000
Rents and Leases-Equipment	4,861,000	4,638,000	4,939,000	78,000
Small Tools and Instruments	616,000	534,000	617,000	1,000
Special Departmental Expense	1,232,000	1,346,000	1,235,000	3,000
Trans and Travel-Auto Mileage	27,000	26,000	28,000	1,000
Trans and Travel-Auto Service	839,000	919,000	956,000	117,000
Trans and Travel-Other	81,000	49,000	81,000	0
Trans and Travel-Traveling	83,000	79,000	88,000	5,000
Utilities	11,924,000	11,924,000	9,456,000	-2,468,000
Expenditure Distribution	-59,942,000	-57,857,000	-63,482,000	-3,540,000
Total Services and Supplies	314,599,000	326,822,000	356,477,000	41,878,000
Other Charges				
Other Charges	45,054,000	34,941,000	41,250,000	-3,804,000
Total Other Charges	45,054,000	34,941,000	41,250,000	-3,804,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys	82,000	82,000	82,000	0
Medical Equipment	1,310,000	1,310,000	1,310,000	0
Total Equipment	1,392,000	1,392,000	1,392,000	0
Total Fixed Assets	1,392,000	1,392,000	1,392,000	0
Other Financing Uses				
Operating Transfers Out	193,264,000	180,048,000	153,715,000	-39,549,000
Total Other Financing Uses	193,264,000	180,048,000	153,715,000	-39,549,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**1,054,024,000**	**1,025,412,000**	**1,086,341,000**	**32,317,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	406,000	406,000	406,000	0
Intergovernmental Revenues:				
State	35,469,000	32,917,000	32,346,000	-3,123,000
Charges for Services	781,724,000	752,920,000	718,163,000	-63,561,000
Other Financing Sources	3,156,000	4,943,000	119,372,000	116,216,000
TOTAL REVENUES	820,755,000	791,186,000	870,287,000	49,532,000
TOTAL AVAILABLE FINANCING	**820,755,000**	**791,186,000**	**870,287,000**	**49,532,000**
COUNTY CONTRIBUTION	**233,269,000**	**234,226,000**	**216,054,000**	**-17,215,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	68,473,000	70,473,000	80,122,000	11,649,000
Employee Benefits	29,156,000	26,585,000	31,420,000	2,264,000
Total Salaries and Employee Benefits	97,629,000	97,058,000	111,542,000	13,913,000
Services and Supplies				
Clothing and Personal Supplies	216,000	74,000	217,000	1,000
Communications	1,639,000	1,626,000	1,639,000	0
Household Expense	432,000	482,000	432,000	0
Insurance	498,000	472,000	601,000	103,000
Maintenance-Bldgs and Improvements	957,000	683,000	957,000	0
Maintenance-Equipment	1,360,000	1,886,000	1,386,000	26,000
Medical, Dental, Lab Supplies	10,835,000	11,353,000	11,435,000	600,000
Memberships	88,000	88,000	92,000	4,000
Miscellaneous Expense	21,000	0	16,000	-5,000
Office Expense-Other	1,111,000	811,000	1,111,000	0
Office Expense-Postage	82,000	106,000	82,000	0
Office Expense-Stat and Forms	163,000	178,000	163,000	0
Professional and Specialized Services	18,982,000	18,418,000	23,663,000	4,681,000
Publications and Legal Notice	51,000	29,000	51,000	0
Rents and Leases-Bldg and Improv	2,000	0	1,000	-1,000
Rents and Leases-Equipment	1,129,000	1,105,000	1,139,000	10,000
Small Tools and Instruments	0	43,000	0	0
Special Departmental Expense	155,000	210,000	155,000	0
Trans and Travel-Auto Service	191,000	199,000	191,000	0
Trans and Travel-Other	5,000	0	5,000	0
Trans and Travel-Traveling	238,000	185,000	238,000	0
Utilities	6,557,000	6,557,000	4,524,000	-2,033,000
Total Services and Supplies	44,712,000	44,505,000	48,098,000	3,386,000
Other Charges				
Other Charges	18,029,000	17,793,000	17,970,000	-59,000
Total Other Charges	18,029,000	17,793,000	17,970,000	-59,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys			76,000	76,000
Electronic Equipment			7,000	7,000
Medical Equipment	201,000	201,000	91,000	-110,000
Vehicle-Automobile			27,000	27,000
Total Equipment	201,000	201,000	201,000	0
Total Fixed Assets	201,000	201,000	201,000	0
Other Financing Uses				
Operating Transfers Out	32,625,000	34,390,000	29,445,000	-3,180,000
Total Other Financing Uses	32,625,000	34,390,000	29,445,000	-3,180,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**193,196,000**	**193,947,000**	**207,256,000**	**14,060,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	18,000	18,000	18,000	0
Intergovernmental Revenues:				
State	8,608,000	8,772,000	8,608,000	0
Charges for Services	134,813,000	138,801,000	130,230,000	-4,583,000
Other Financing Sources	626,000	626,000	21,793,000	21,167,000
TOTAL REVENUES	144,065,000	148,217,000	160,649,000	16,584,000
TOTAL AVAILABLE FINANCING	**144,065,000**	**148,217,000**	**160,649,000**	**16,584,000**
COUNTY CONTRIBUTION	**49,131,000**	**45,730,000**	**46,607,000**	**-2,524,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	103,518,000	113,613,000	114,216,000	10,698,000
Employee Benefits	35,389,000	35,441,000	39,225,000	3,836,000
Total Salaries and Employee Benefits	138,907,000	149,054,000	153,441,000	14,534,000
Services and Supplies				
Clothing and Personal Supplies	459,000	375,000	402,000	-57,000
Communications	1,416,000	1,804,000	1,706,000	290,000
Household Expense	1,122,000	1,257,000	627,000	-495,000
Insurance	1,658,000	1,544,000	1,653,000	-5,000
Maintenance-Bldgs and Improvements	812,000	603,000	615,000	-197,000
Maintenance-Equipment	3,590,000	3,362,000	5,066,000	1,476,000
Medical, Dental, Lab Supplies	25,702,000	28,550,000	28,455,000	2,753,000
Memberships	73,000	57,000	65,000	-8,000
Miscellaneous Expense	210,000	0	0	-210,000
Office Expense-Other	785,000	948,000	808,000	23,000
Office Expense-Postage	132,000	155,000	160,000	28,000
Office Expense-Stat and Forms	1,118,000	1,289,000	1,066,000	-52,000
Professional and Specialized Services	40,417,000	46,967,000	48,196,000	7,779,000
Publications and Legal Notice	9,000	7,000	9,000	0
Rents and Leases-Bldg and Improv	95,000	263,000	241,000	146,000
Rents and Leases-Equipment	2,563,000	2,633,000	2,298,000	-265,000
Small Tools and Instruments	59,000	25,000	34,000	-25,000
Special Departmental Expense	125,000	221,000	165,000	40,000
Trans and Travel-Auto Mileage	73,000	42,000	73,000	0
Trans and Travel-Auto Service	99,000	92,000	97,000	-2,000
Trans and Travel-Other	20,000	19,000	20,000	0
Trans and Travel-Traveling	126,000	79,000	88,000	-38,000
Utilities	4,361,000	1,577,000	1,241,000	-3,120,000
Exp Applic to Prior Years	0	-2,000	0	0
Total Services and Supplies	85,024,000	91,867,000	93,085,000	8,061,000
Other Charges				
Other Charges	15,238,000	15,498,000	14,185,000	-1,053,000
Total Other Charges	15,238,000	15,498,000	14,185,000	-1,053,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info. and Data Processing Sys			50,000	50,000
Electronic Equipment	11,000	11,000	82,000	71,000
Major Office Equipment	13,000	13,000	173,000	160,000
Medical Equipment	1,095,000	1,095,000	258,000	-837,000
Vehicle-Automobile	44,000	44,000		-44,000
Total Equipment	1,163,000	1,163,000	563,000	-600,000
Total Fixed Assets	1,163,000	1,163,000	563,000	-600,000
Other Financing Uses				
Operating Transfers Out	60,189,000	57,172,000	49,590,000	-10,599,000
Total Other Financing Uses	60,189,000	57,172,000	49,590,000	-10,599,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**300,521,000**	**314,754,000**	**310,864,000**	**10,343,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	54,000	54,000	54,000	0
Intergovernmental Revenues:				
State	9,525,000	10,072,000	8,563,000	-962,000
Charges for Services	238,082,000	239,954,000	219,976,000	-18,106,000
Other Financing Sources	750,000	750,000	28,783,000	28,033,000
TOTAL REVENUES	248,411,000	250,830,000	257,376,000	8,965,000
TOTAL AVAILABLE FINANCING	**248,411,000**	**250,830,000**	**257,376,000**	**8,965,000**
COUNTY CONTRIBUTION	**52,110,000**	**63,924,000**	**53,488,000**	**1,378,000**

DEPARTMENTAL DETAIL SUMMARY

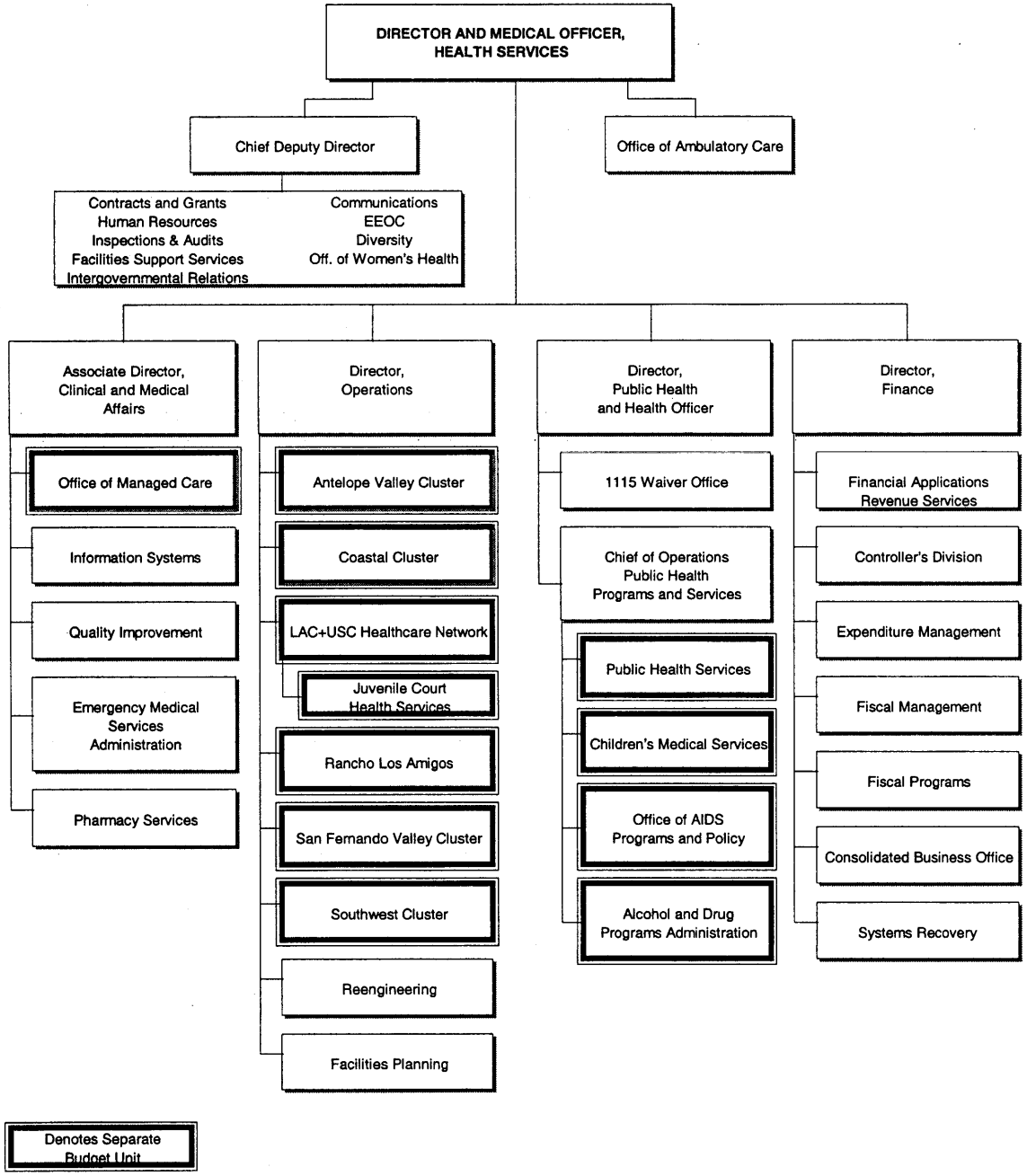
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	178,296,000	179,963,000	188,446,000	10,150,000
Employee Benefits	62,760,000	60,950,000	69,073,000	6,313,000
Total Salaries and Employee Benefits	241,056,000	240,913,000	257,519,000	16,463,000
Services and Supplies				
Clothing and Personal Supplies	-4,662,000	132,000	-5,139,000	-477,000
Communications	3,445,000	3,370,000	3,009,000	-436,000
Food	6,000	2,000	2,000	-4,000
Household Expense	741,000	768,000	764,000	23,000
Insurance	2,862,000	3,001,000	3,325,000	463,000
Maintenance-Bldgs and Improvements	490,000	580,000	328,000	-162,000
Maintenance-Equipment	2,217,000	2,805,000	2,275,000	58,000
Medical, Dental, Lab Supplies	34,055,000	34,441,000	37,271,000	3,216,000
Memberships	89,000	47,000	85,000	-4,000
Miscellaneous Expense	37,000	1,000	1,000	-36,000
Office Expense-Other	929,000	2,823,000	2,583,000	1,654,000
Office Expense-Postage	98,000	115,000	96,000	-2,000
Office Expense-Stat and Forms	1,107,000	1,397,000	1,068,000	-39,000
Professional and Specialized Services	63,153,000	64,590,000	73,810,000	10,657,000
Publications and Legal Notice	1,000	0	0	-1,000
Rents and Leases-Bldg and Improv	396,000	475,000	403,000	7,000
Rents and Leases-Equipment	3,308,000	3,046,000	3,046,000	-262,000
Small Tools and Instruments	10,000	4,000	10,000	0
Special Departmental Expense	161,000	189,000	166,000	5,000
Trans and Travel-Auto Mileage	7,000	17,000	13,000	6,000
Trans and Travel-Auto Service	169,000	201,000	206,000	37,000
Trans and Travel-Other	78,000	82,000	78,000	0
Trans and Travel-Traveling	60,000	59,000	60,000	0
Utilities	8,213,000	8,331,000	6,381,000	-1,832,000
Exp Applic to Prior Years	0	-8,000	0	0
Total Services and Supplies	116,970,000	126,468,000	129,841,000	12,871,000
Other Charges				
Other Charges	21,145,000	20,633,000	19,640,000	-1,505,000
Total Other Charges	21,145,000	20,633,000	19,640,000	-1,505,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Medical Equipment	1,383,000	1,383,000	1,383,000	0
Total Equipment	1,383,000	1,383,000	1,383,000	0
Total Fixed Assets	1,383,000	1,383,000	1,383,000	0
Other Financing Uses				
Operating Transfers Out	63,591,000	75,738,000	64,546,000	955,000
Total Other Financing Uses	63,591,000	75,738,000	64,546,000	955,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	**444,145,000**	**465,135,000**	**472,929,000**	**28,784,000**
AVAILABLE FINANCING:				
REVENUES:				
Revenue From Use of Money and Property	27,000	27,000	27,000	0
Intergovernmental Revenues:				
Federal	400,000	400,000	400,000	0
State	13,024,000	12,423,000	13,074,000	50,000
Charges for Services	341,885,000	339,082,000	320,055,000	-21,830,000
Other Financing Sources	2,067,000	2,067,000	51,904,000	49,837,000
TOTAL REVENUES	357,403,000	353,999,000	385,460,000	28,057,000
TOTAL AVAILABLE FINANCING	**357,403,000**	**353,999,000**	**385,460,000**	**28,057,000**
COUNTY CONTRIBUTION	**86,742,000**	**111,136,000**	**87,469,000**	**727,000**

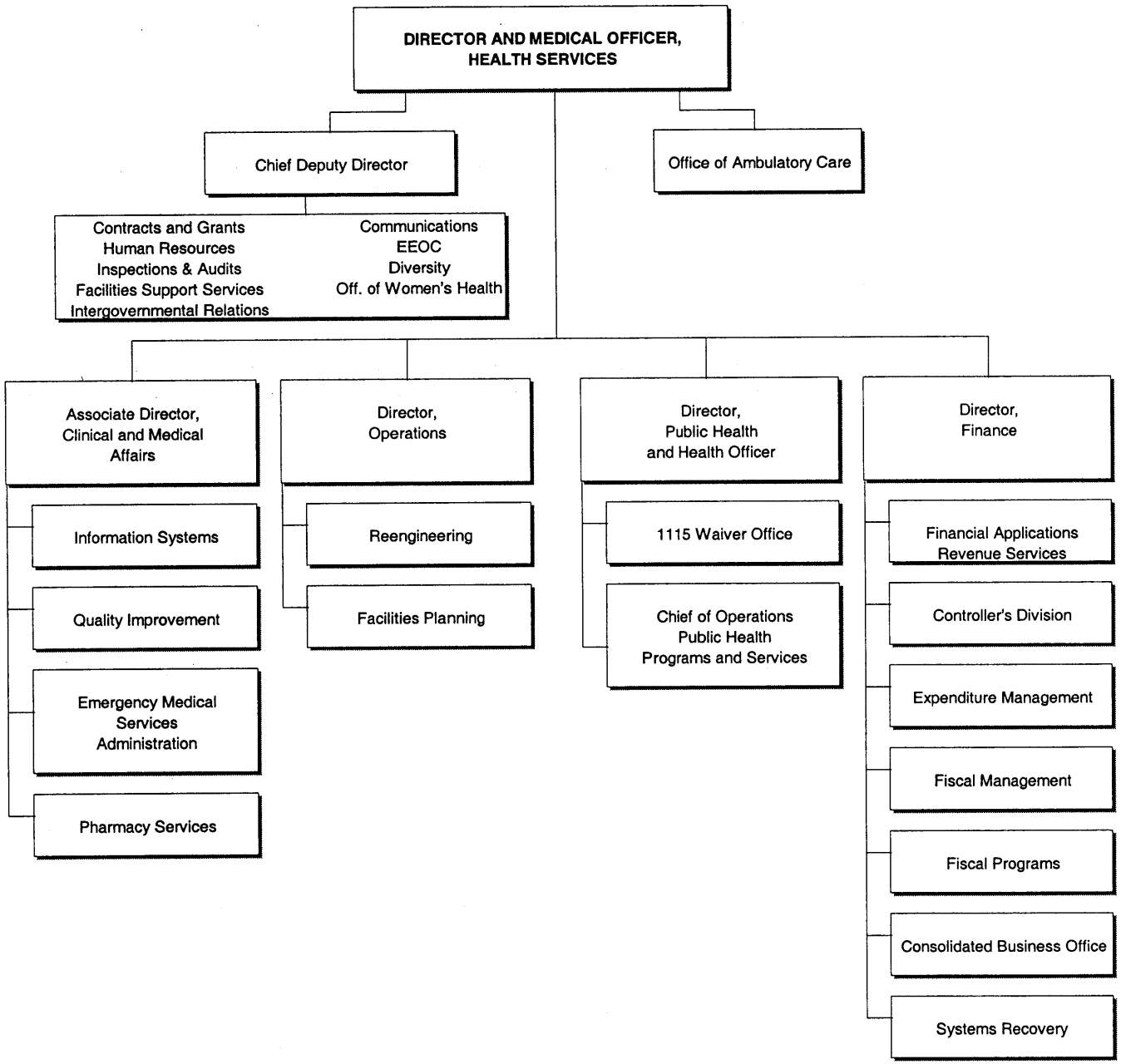
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Other Financing Uses				
Operating Transfers Out	7,094,000	7,094,000	272,649,000	265,555,000
Total Other Financing Uses	7,094,000	7,094,000	272,649,000	265,555,000
Reserves				
Designations	52,730,000	52,730,000	0	-52,730,000
Total Reserves	52,730,000	52,730,000	0	-52,730,000
TOTAL FINANCING REQUIREMENTS	**59,824,000**	**59,824,000**	**272,649,000**	**212,825,000**
AVAILABLE FINANCING:				
Fund Balance	0	0	25,205,000	25,205,000
Cancellation of Reserves/Designations	59,824,000	59,824,000	247,444,000	187,620,000
REVENUES:				
Other Financing Sources	0	25,205,000	0	0
TOTAL REVENUES	0	25,205,000	0	0
TOTAL AVAILABLE FINANCING	**59,824,000**	**85,029,000**	**272,649,000**	**212,825,000**
COUNTY CONTRIBUTION	**0**	**-25,205,000**	**0**	**0**

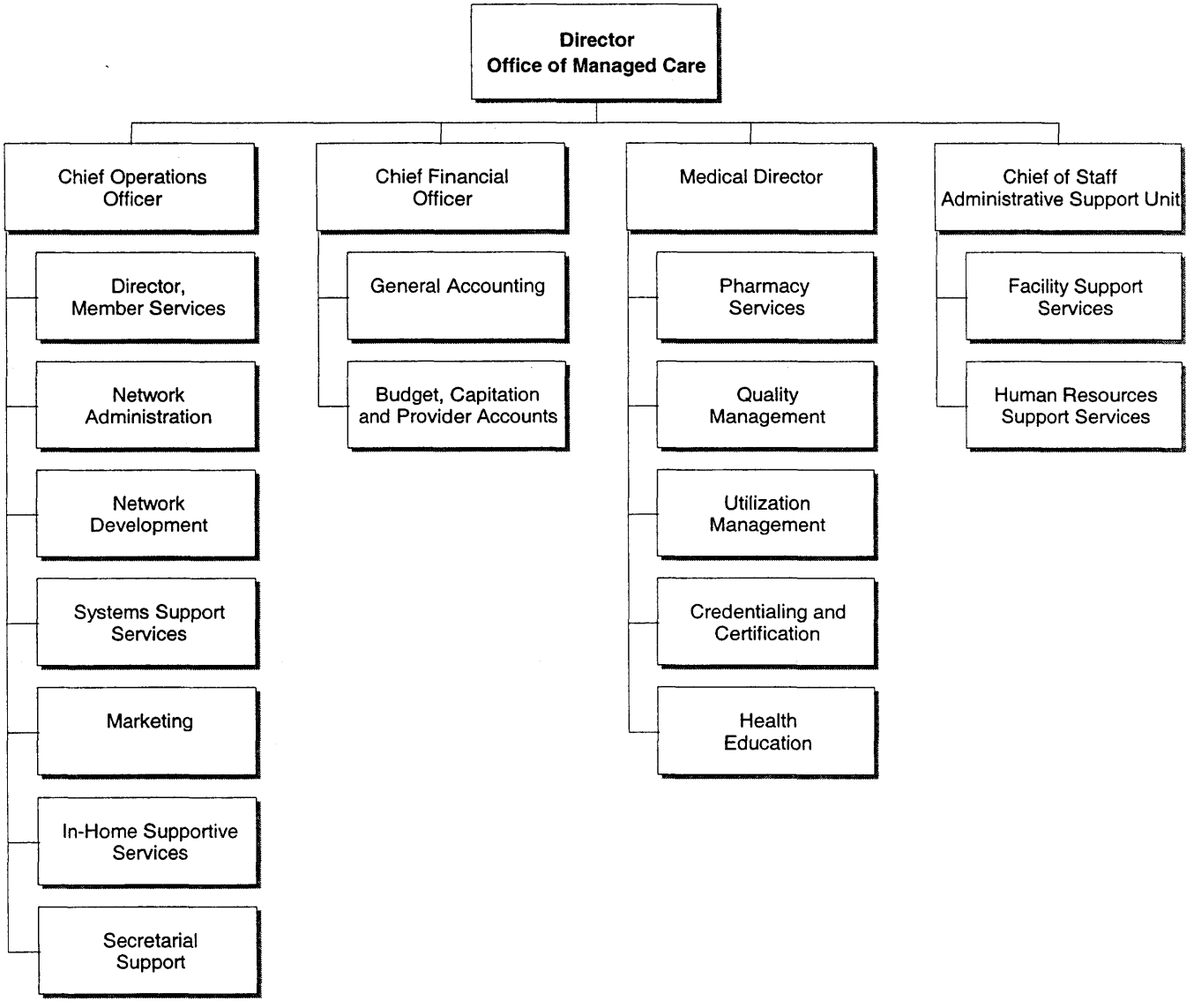
Health Services



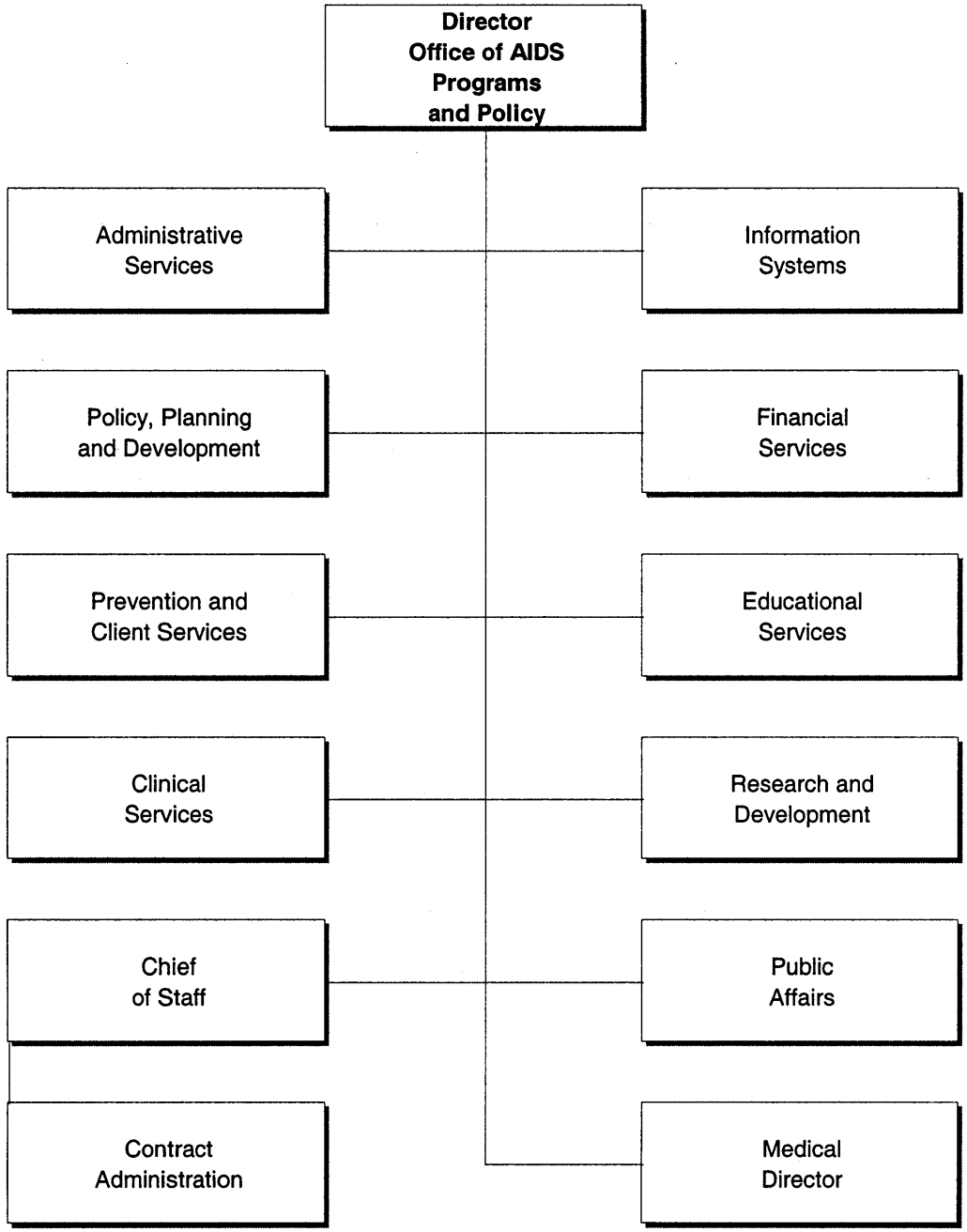
Health Services - Administration



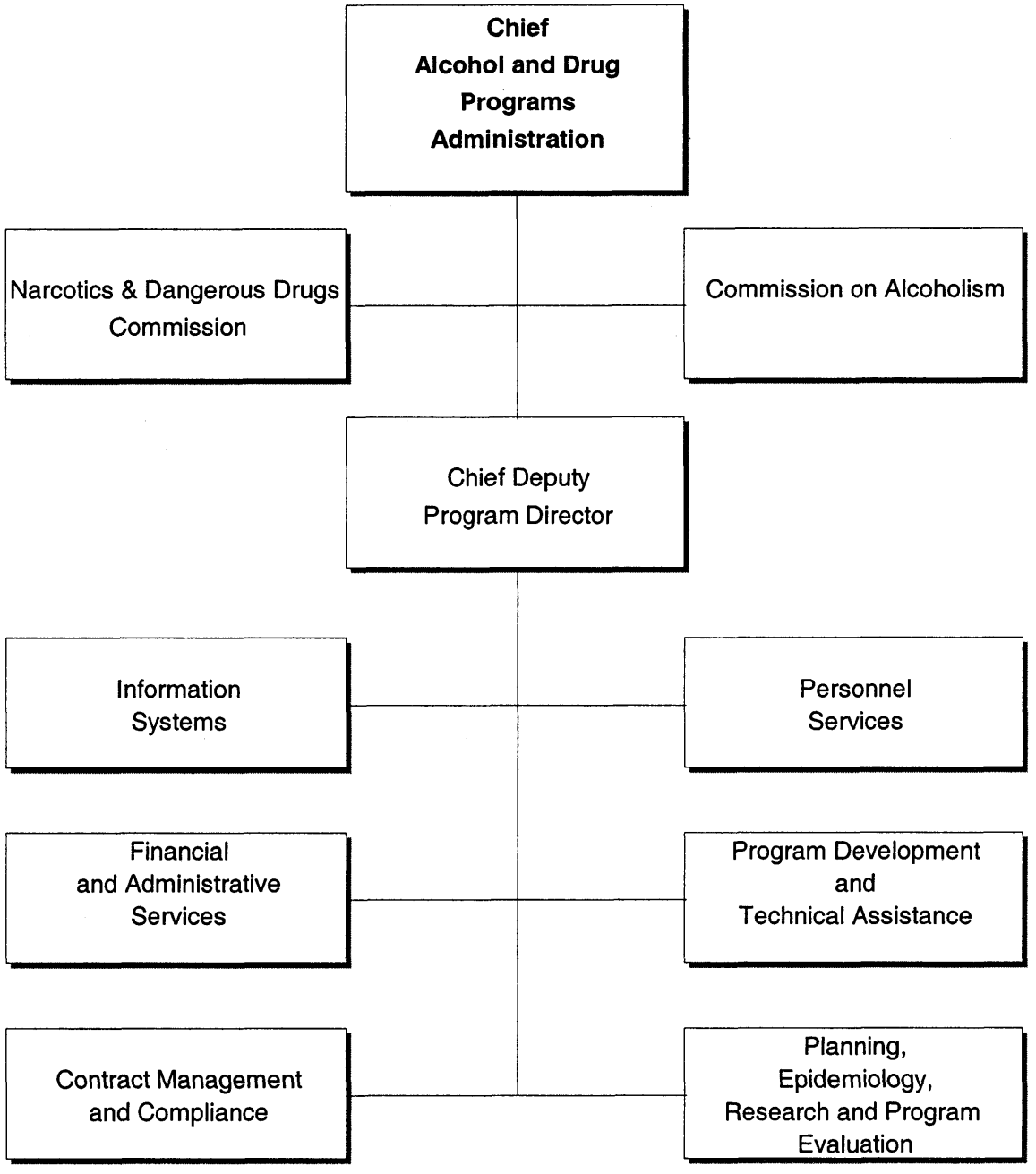
Health Services - Office of Managed Care



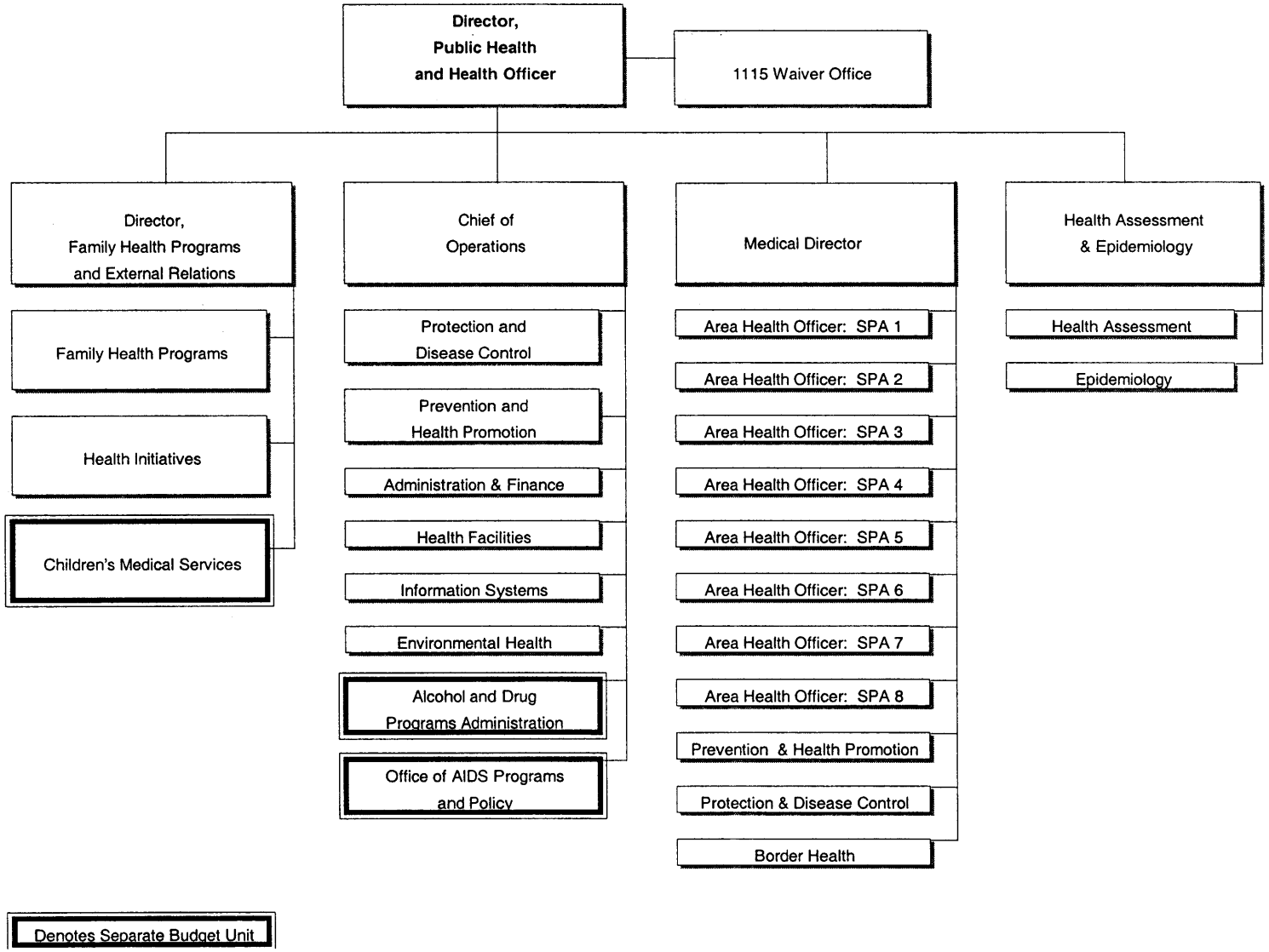
Health Services - Office of AIDS Programs and Policy

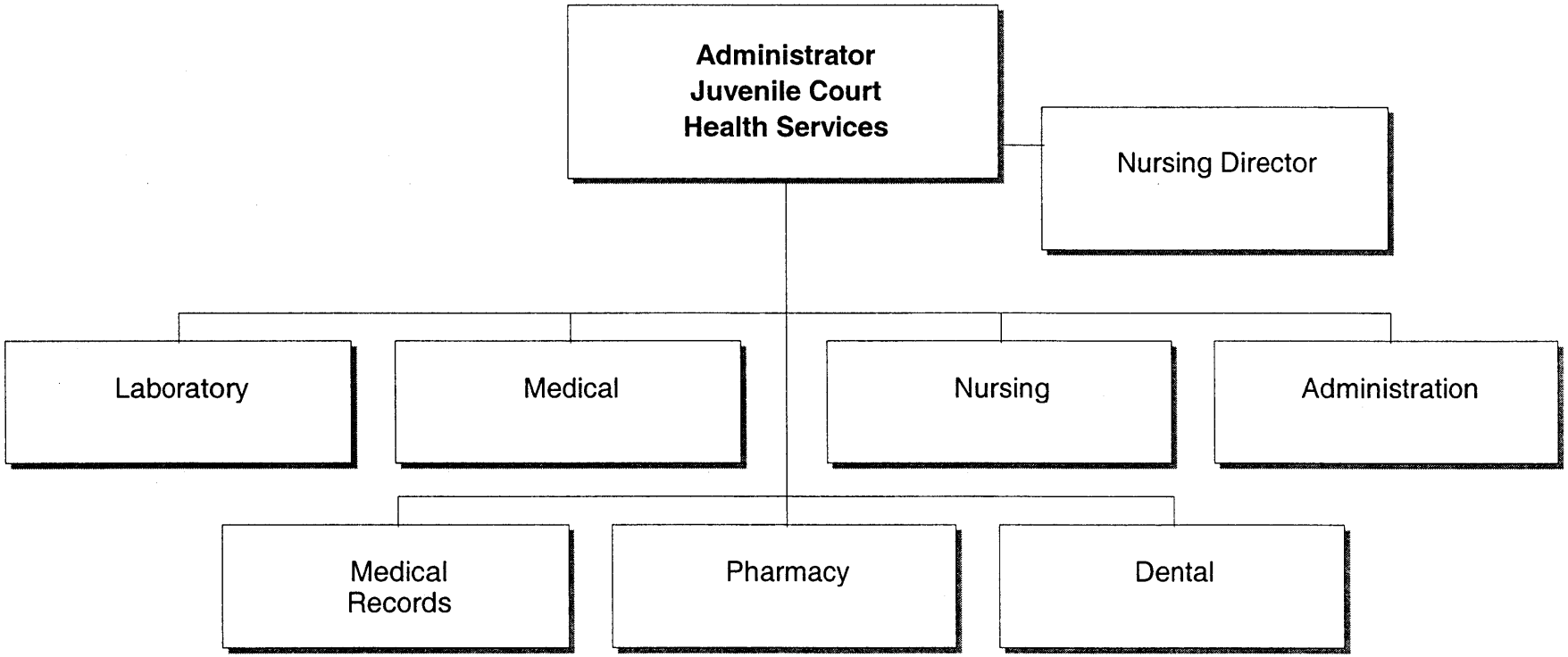


Health Services - Alcohol and Drug Programs Administration

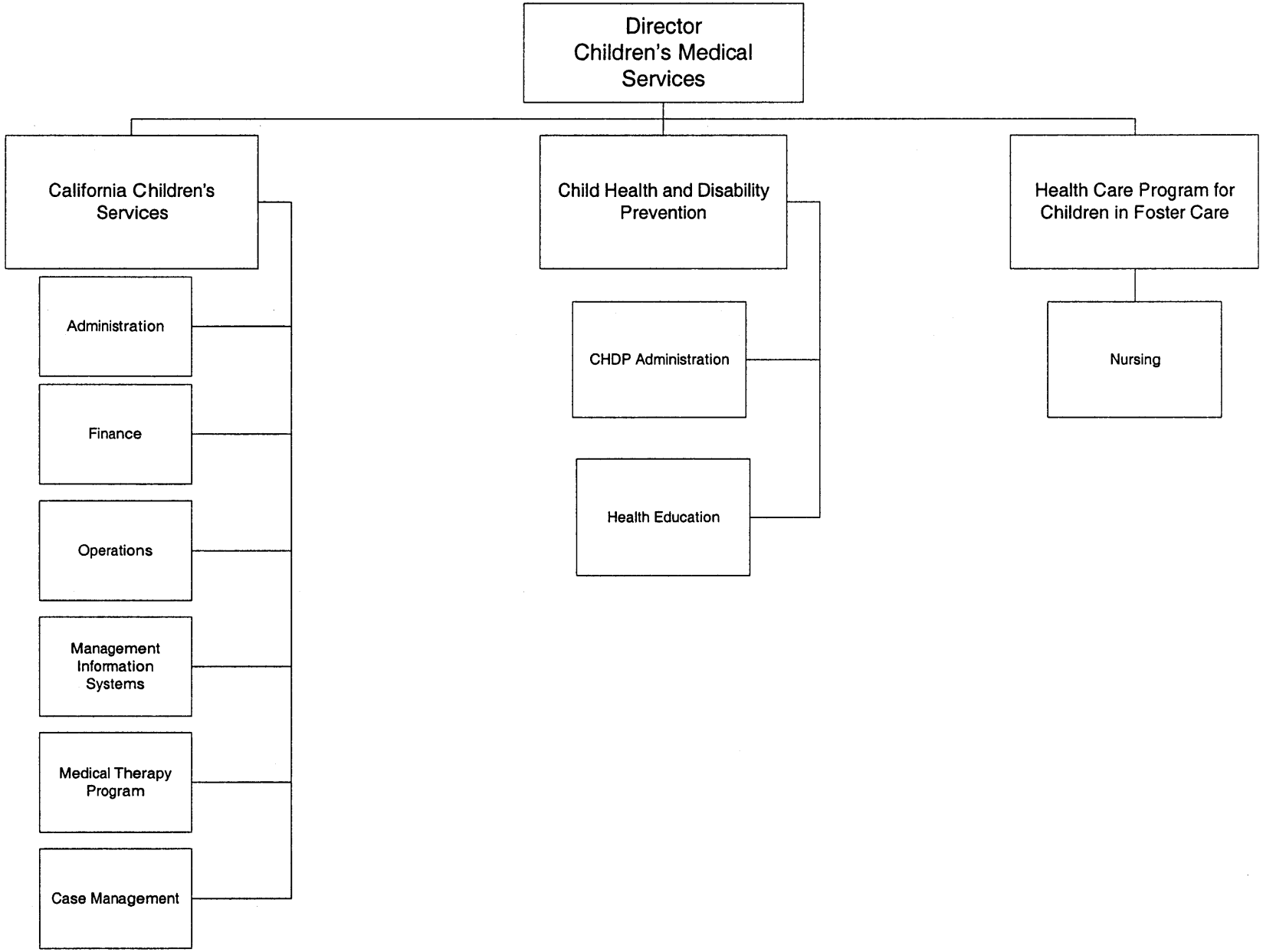


Health Services - Public Health Programs and Services

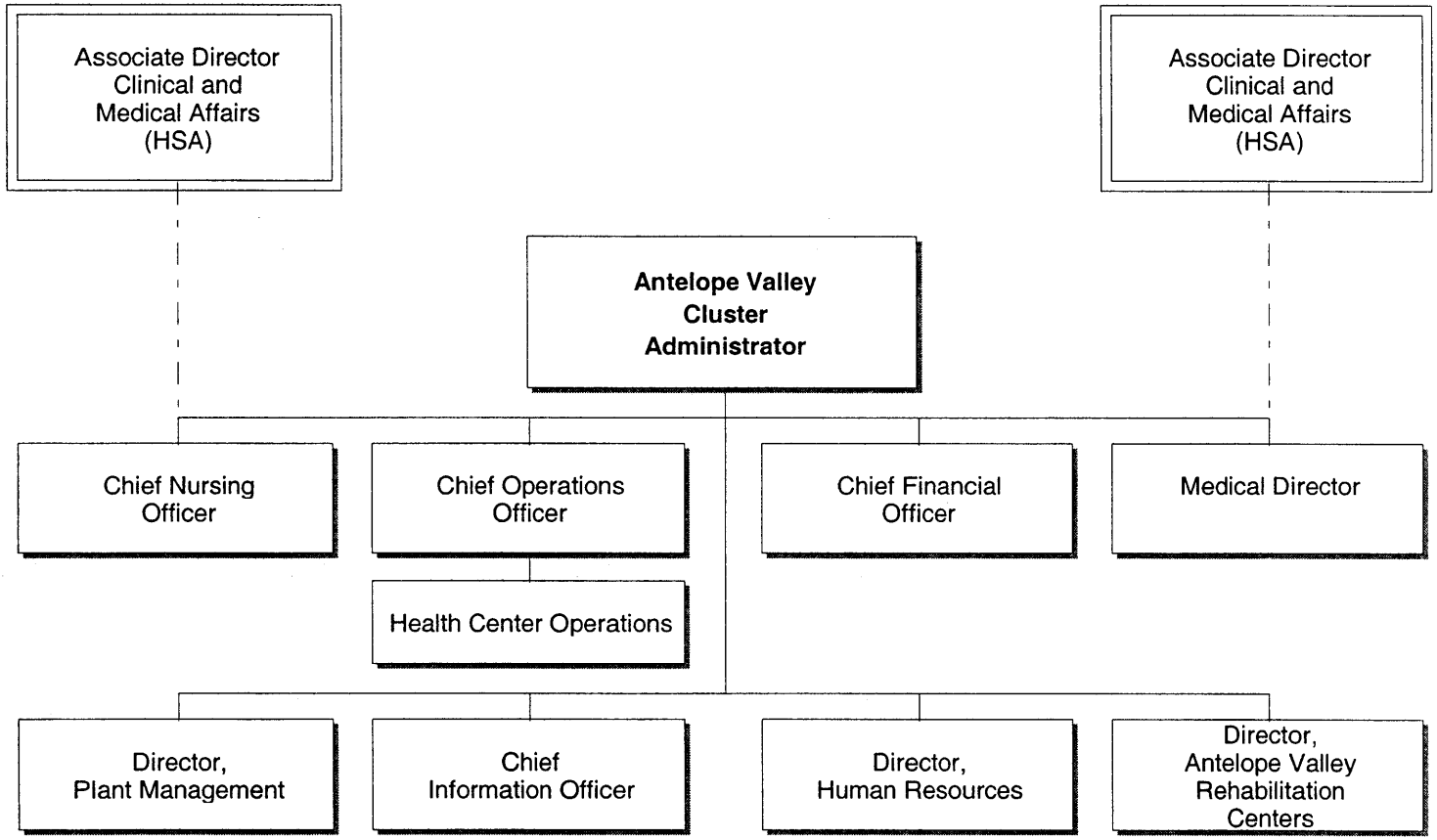



Administrator
Juvenile Court
Health Services
Nursing Director
Laboratory
Medical
Nursing
Administration
Medical
Records
Pharmacy
Dental

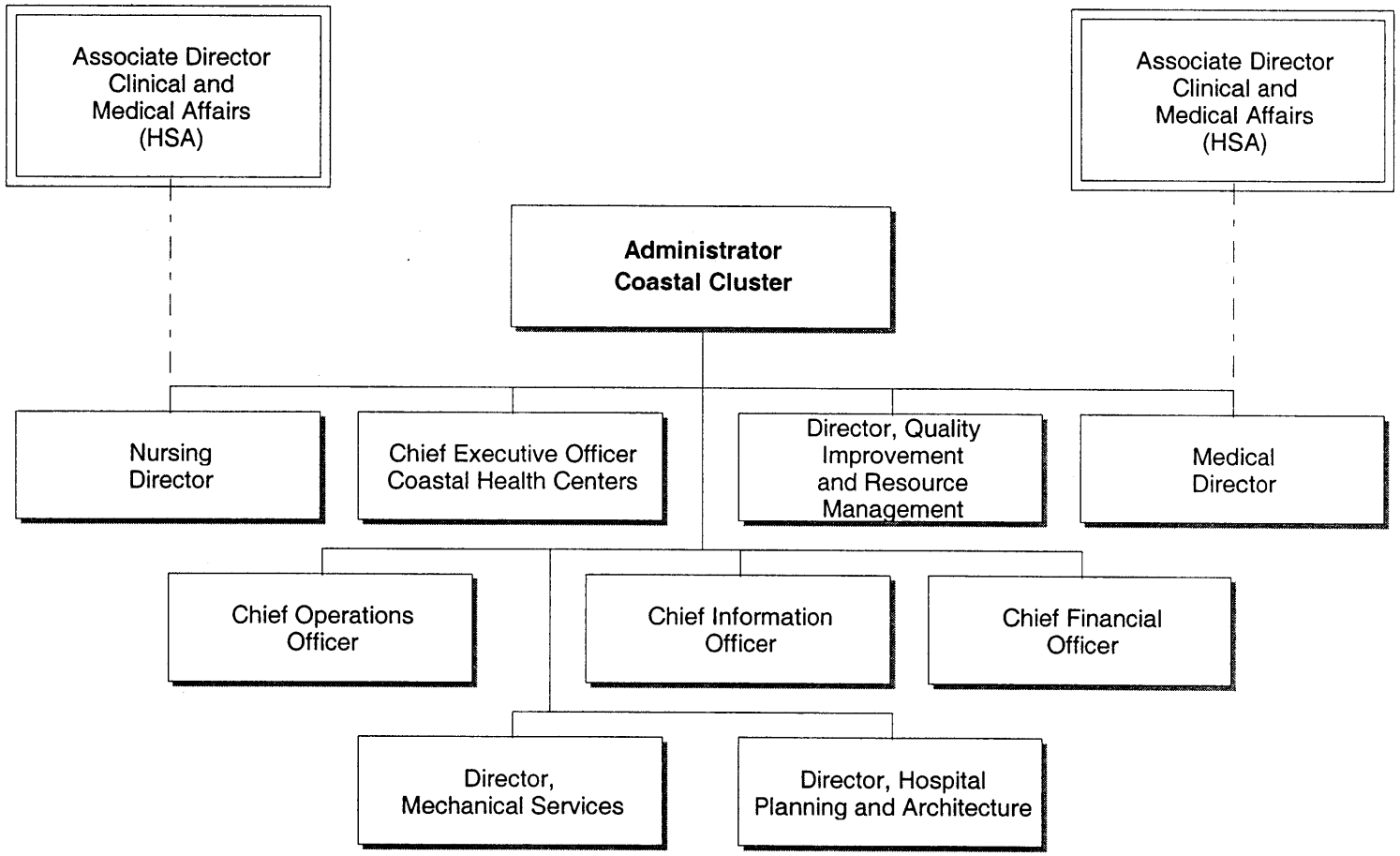
Health Services - Children's Medical Services



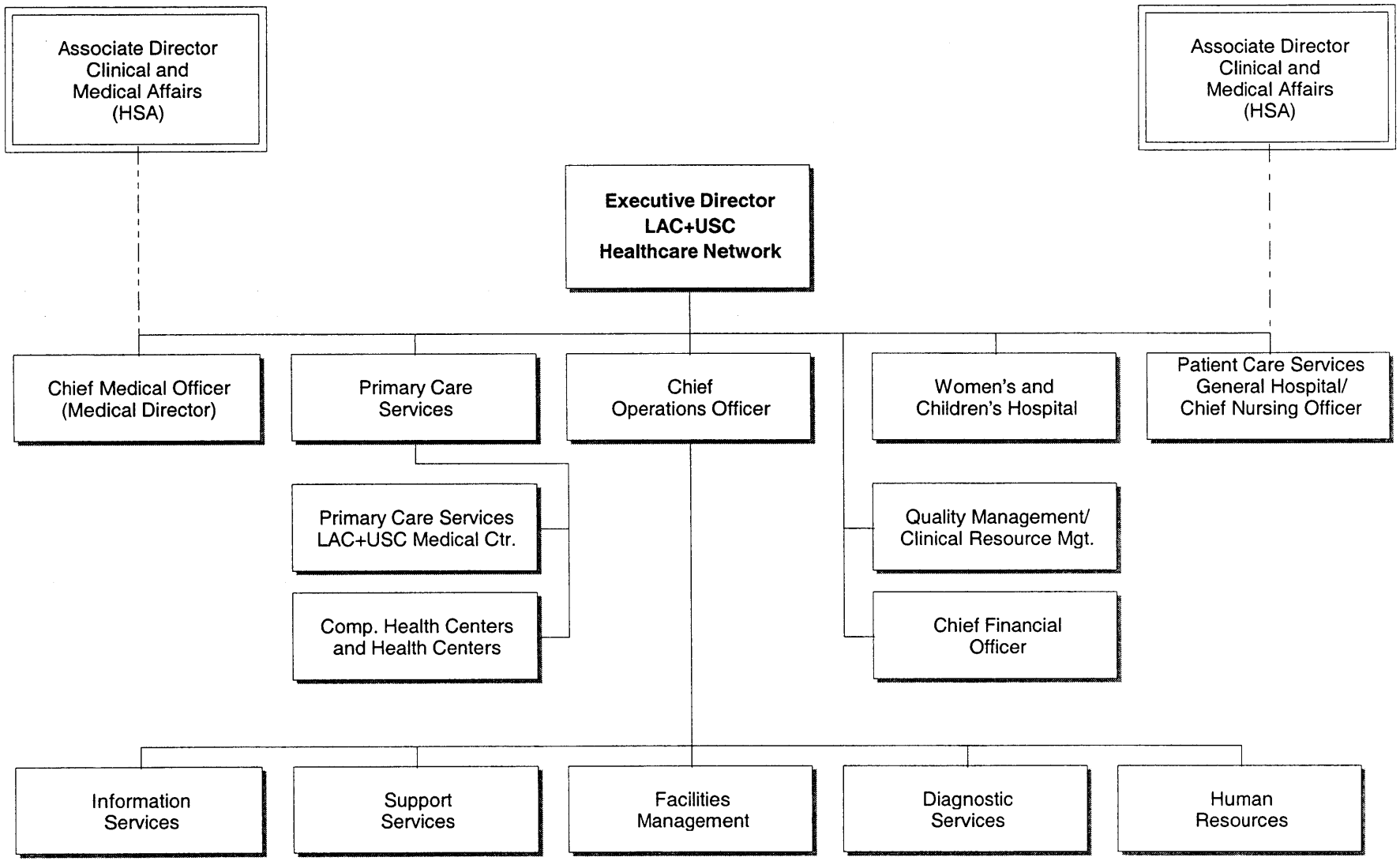
Health Services - Antelope Valley Cluster



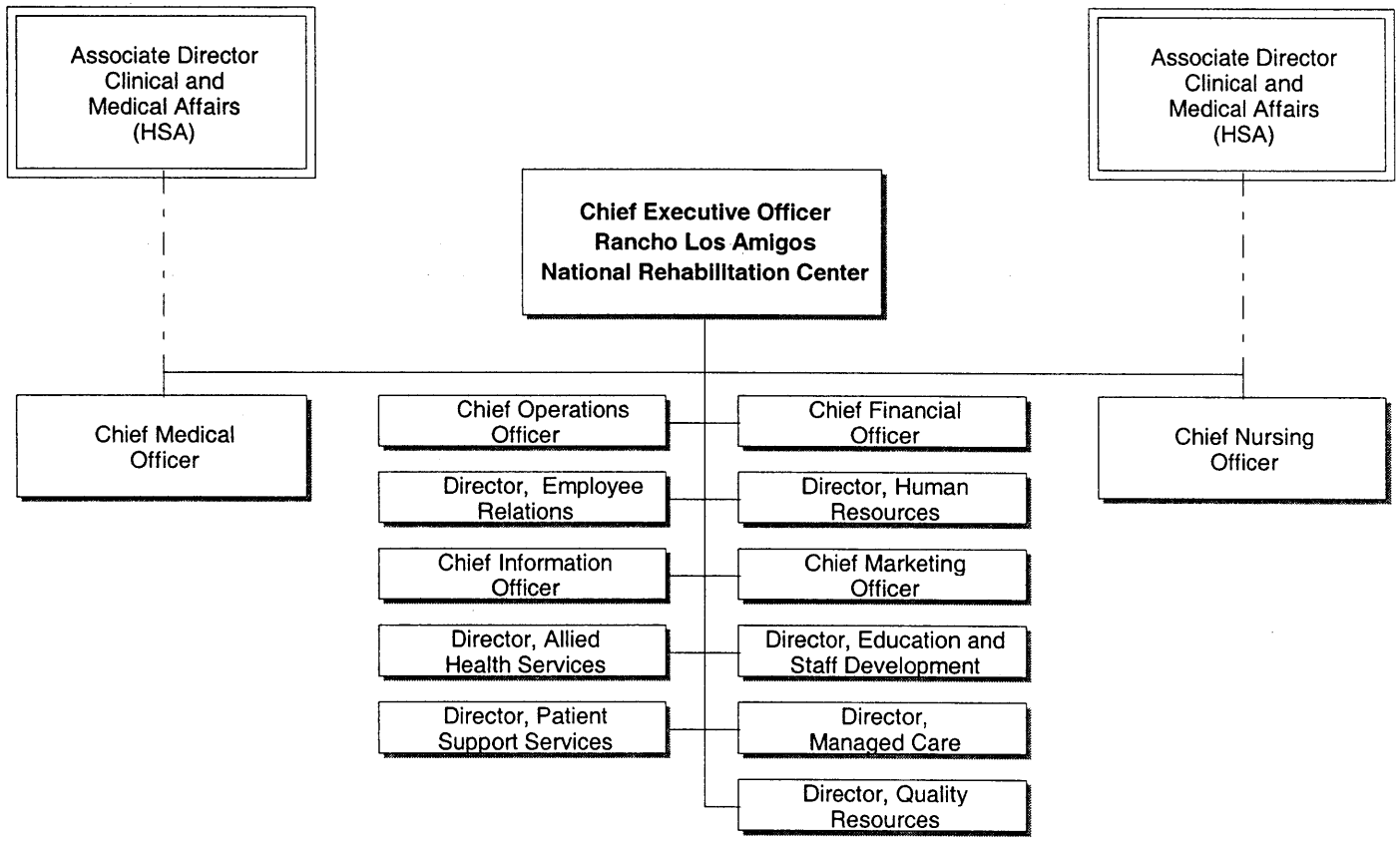
Health Services - Coastal Cluster



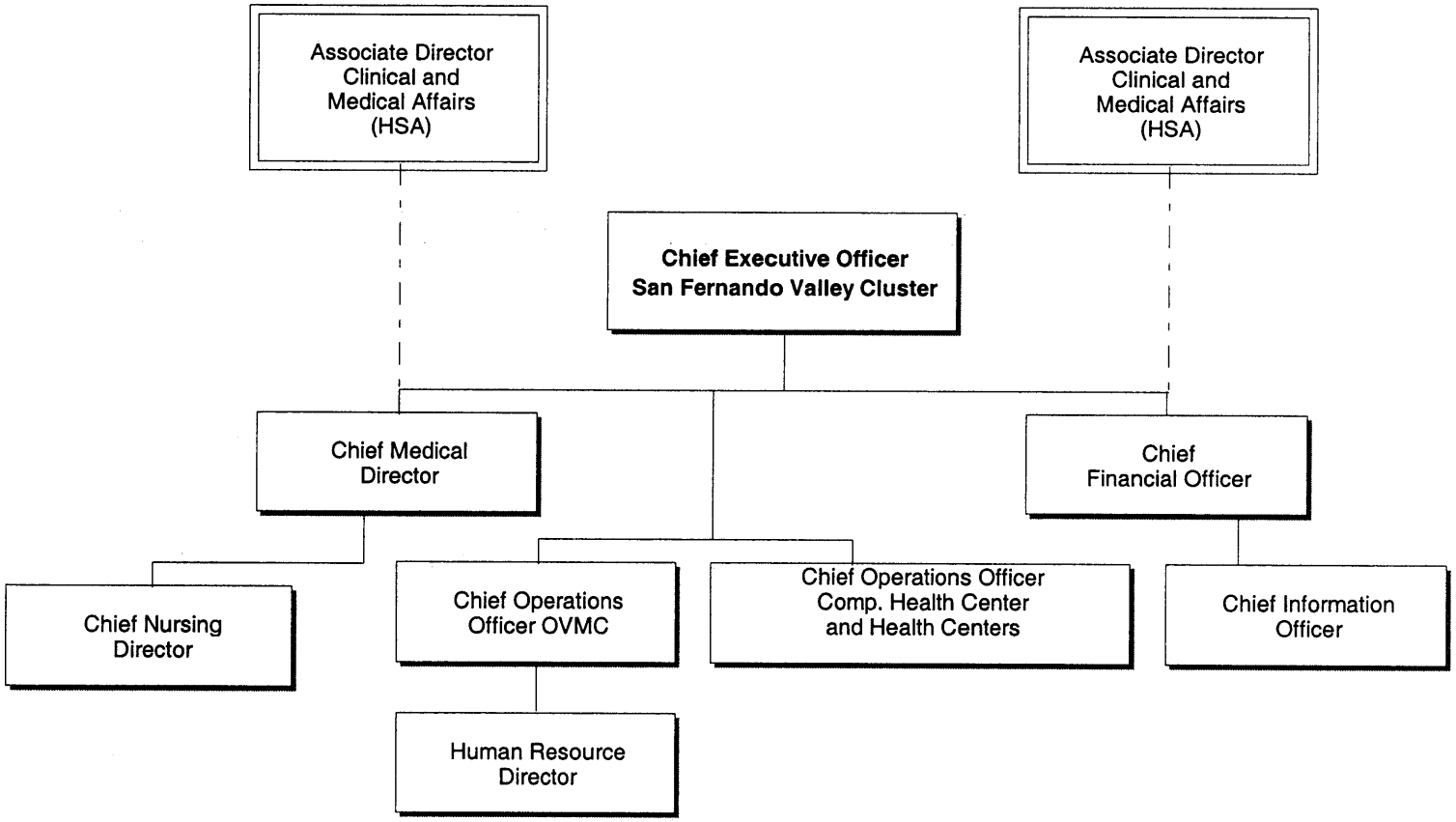
Health Services - LAC+USC Healthcare Network



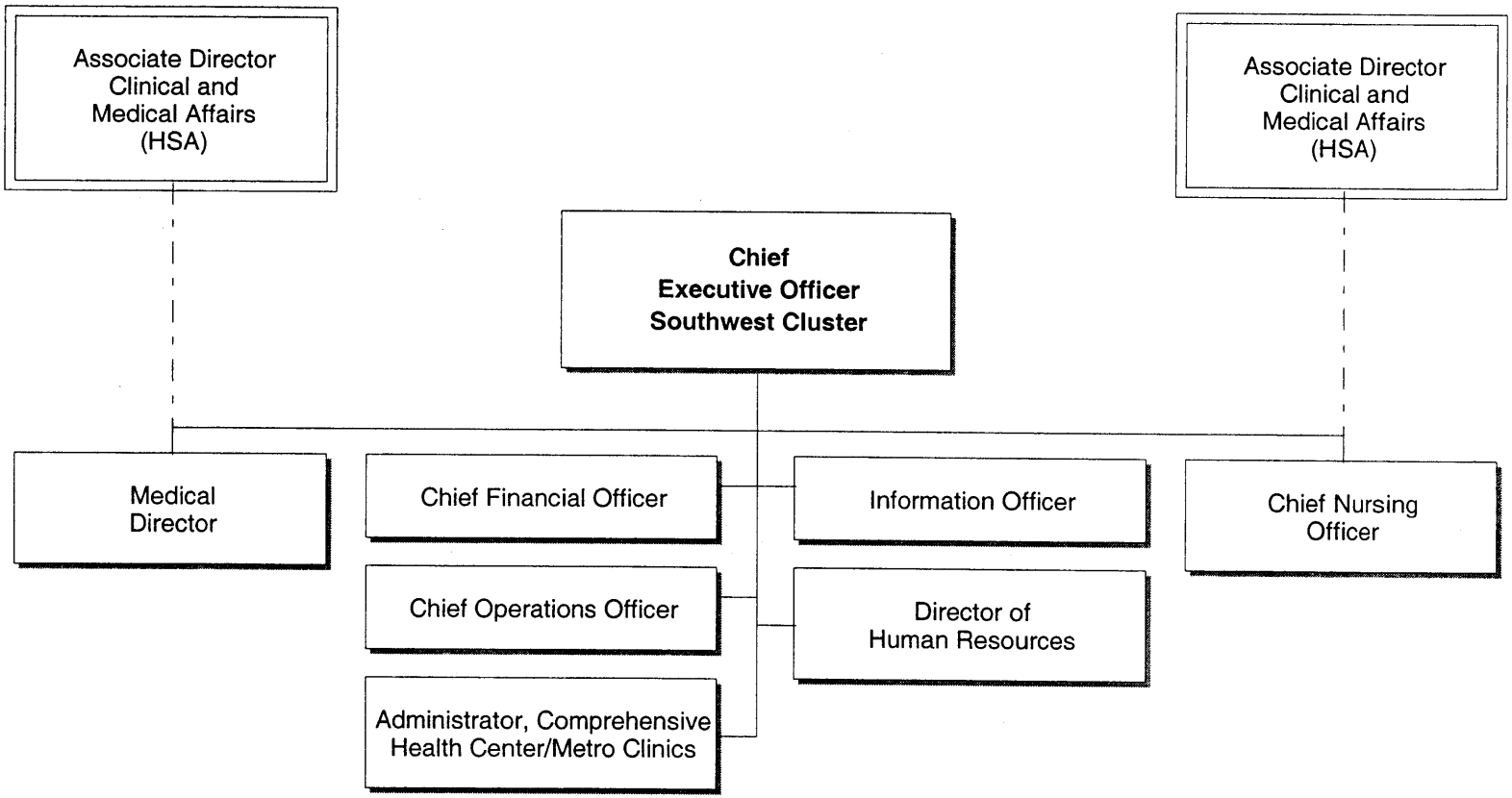
Health Services - Rancho Los Amigos National Rehabilitation Center



Health Services - San Fernando Valley Cluster



Health Services - Southwest Cluster



HUMAN RELATIONS COMMISSION
ROBIN S. TOMA, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 974,306	$ 1,258,000	$ 1,467,000	$ 1,686,000	$ 1,434,000	$ -33,000
SERVICES & SUPPLIES	795,130	822,000	822,000	880,000	679,000	-143,000
OTHER CHARGES	13,691	28,000	28,000	28,000	28,000	
FIXED ASSETS-EQUIP	32,653					
GROSS TOTAL	$ 1,815,780	$ 2,108,000	$ 2,317,000	$ 2,594,000	$ 2,141,000	$ -176,000
REVENUE	43,138	26,000	26,000	26,000	26,000	
NET COUNTY COST	$ 1,772,642	$ 2,082,000	$ 2,291,000	$ 2,568,000	$ 2,115,000	$ -176,000
BUDGETED POSITIONS	24.0	21.0	21.0	23.0	19.0	-2.0
REVENUE DETAIL						
MISCELLANEOUS	$ 43,108	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$
SALE OF FIXED ASSETS	30					
TOTAL	$ 43,138	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To foster harmonious and equitable intergroup relations, to empower communities and institutions to engage in non-violent conflict resolution, and to promote an informed and inclusive multicultural Los Angeles County.

2002-2003 Budget Message

The 2002-03 Proposed Budget reflects a decrease in net County cost as a result of a deletion of one-time funding for the countywide Security Action Plan, partially offset by an increase in funding for the Department's Hate Crime Victim Assistance and Advocacy Partnership and negotiated increases in salaries and employee benefits.

Strategic Planning

The Human Relations Commission (HRC) has engaged in several rounds of strategic planning, which has resulted in three strategic priorities and a focus on youth, which guide the Commission's work plan and directly link with the Countywide Strategic Plan goals and objectives. The strategic priorities are: 1) strengthening internal organization and management; 2) building the capacity of our cities, communities, and institutions to more effectively address their own human relations issues; and 3) expanding our public education and communications systems. The Commission's strategic focus on youth responds to the urgency of the human relations issues involving youth, and the opportunities to make an impact.

The Commission is currently engaged in a new round to review the currently adopted strategic priorities, the programs which support them, and to determine whether changes are needed, given the changes in the environment caused by September 11th and other factors.

Critical Needs

The Commission critically needs $225,000 for staff, publications, and conference materials to enable the Commission to move the Human Relations Mutual Assistance Consortium (HRMAC) into Phase II of development. The Commission seeks to add two professional staff and one support staff, along with training materials and curricula, to meet the demand of more member cities, and to expand the training provided to city staff and other key community stakeholders.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -279,000	$ --	$ -279,000	-2.0
Security Action Plan: Reflects reduction of one-time funding, consistent with the countywide Security Action Plan approved by the Board on October 23, 2001, including the deletion of 2.0 Human Relations Consultants. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*				
2.	$ 75,000	$ --	$ 75,000	--
Professional Services: Reflects ongoing funding for the Commission's Hate Crime Victim Assistance and Advocacy Partnership. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
Other Changes				
1.	$ 54,000	$ --	$ 54,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 6,000	$ --	$ 6,000	--
Retirement Debt Service: Reflects Commission's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ -57,000	$ --	$ -57,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03				
4.	$ 25,000	$ --	$ 25,000	--
Services and Supplies: Reflects unavoidable cost increases in various services and supplies accounts				
Total	***$ -176,000***	***$ --***	***$ -176,000***	***-2.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Human Relations						
$ 2,141,000	$ 0	$ 26,000	$ 2,115,000	$ 0	$ 2,115,000	19.0

Authority: Non-mandated, discretionary program. The Commission is authorized by the Los Angeles County, Article XXIX added to the Ordinance No. 4099, the Administrative Code by Ordinance No. 7425.

The Commission develops intergroup conflict management methodology and works in partnerships with others in advocacy, capacity building, and the creation of human relations infrastructure with the capacity to respond to intergroup tension and conflicts. This includes working with local cities through the Commission's Human Relations Mutual Assistance Network, the development of mutual assistance agreements and municipal hate crime task forces; working with schools and school districts in the development of hate crime policy and procedures, conflict resolution and human relations programs; working in partnerships with the media, corporations, and community-based organizations in human relations advocacy and initiatives; responding to intergroup conflicts and crises in the community and working with community leadership to identify short and long-term strategies that facilitate the building of conflict management capacity.

Program Outcome: Our institutional partners (city-based human relations organizations, community-based organizations, schools, police agencies, businesses, faith communities, etc.) gain an increased level of skills to effectively handle their own hate crime and other human relations issues, and an increased awareness of the County and other resources available to assist them.

Service Delivery Standard: Each program staff shall plan, organize and carry out human relations training/educational forums, provide capacity-building assistance to human relations commissions/organizations, or conduct ongoing intergroup conflict management interventions 14 times per year.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of program staff	9	8	11	11
Workload/Output				
Number of times capacity building assistance provided to human relations commissions/organizations	45	52	68	68
Number of ongoing community intergroup conflict management interventions conducted	26	14	51	51
Number of human relations training/education forums for schools, media, community, law enforcement agencies, and community-based organizations	46	46	68	68
Total	117	112	187	187
Efficiency				
Number of human relations training/educational forums carried out, capacity-building assistance services provided to human relations commissions/organizations, or ongoing intergroup conflict management interventions conducted per program staff annually	13	14	17	17
Effectiveness/Outcome				
Percent of service delivery standard achieved	93%	100%	121%	121%

Total Programs

$ 2,141,000	**$ 0**	**$ 26,000**	**$ 2,115,000**	**$ 0**	**$ 2,115,000**	**19.0**

DEPARTMENTAL DETAIL SUMMARY

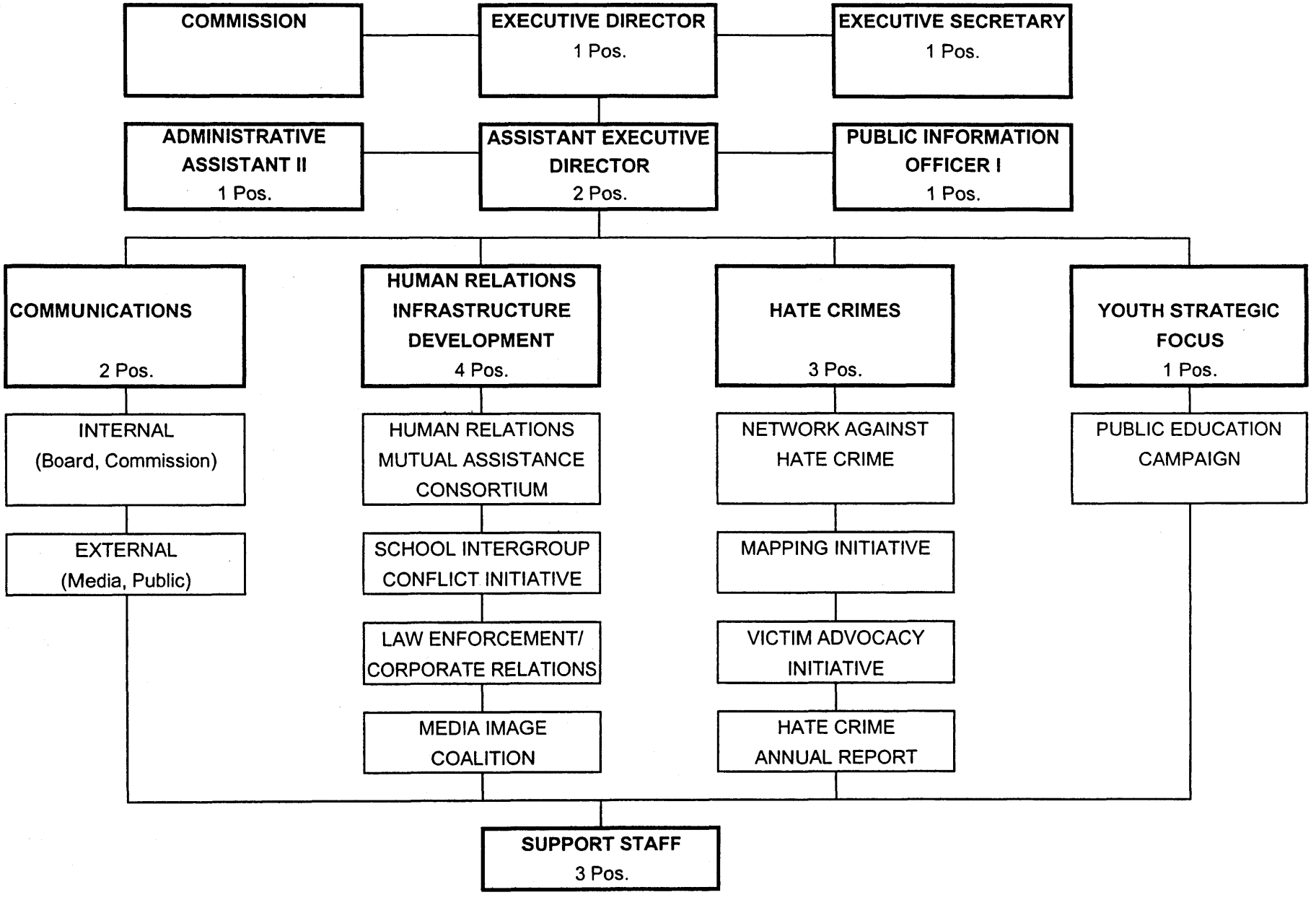
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	1,100,250	943,500	1,089,000	-11,250
Employee Benefits	366,750	314,500	345,000	-21,750
Total Salaries and Employee Benefits	1,467,000	1,258,000	1,434,000	-33,000
Services and Supplies				
Communications	33,000	33,000	33,000	0
Computer Equipment - Non-capital	0	0	4,000	4,000
Food	5,000	5,000	5,000	0
Information Technology Services	0	0	25,000	25,000
Insurance	7,000	7,000	7,000	0
Maintenance-Bldgs and Improvement	63,000	63,000	73,000	10,000
Maintenance-Equipment	13,000	13,000	13,000	0
Miscellaneous Expense	407,000	407,000	159,000	-248,000
Office Expense	58,000	58,000	58,000	0
Professional and Specialized Services	58,000	58,000	93,000	35,000
Publications and Legal Notice	0	0	20,000	20,000
Rents and Leases-Equipment	6,000	6,000	6,000	0
Training	5,000	5,000	65,000	60,000
Transportation	16,000	16,000	21,000	5,000
Travel	5,000	5,000	8,000	3,000
Utilities	146,000	146,000	89,000	-57,000
Total Services and Supplies	822,000	822,000	679,000	-143,000
Other Charges				
Judgments and Damages	2,000	2,000	2,000	0
Other Charges	26,000	26,000	26,000	0
Total Other Charges	28,000	28,000	28,000	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**2,317,000**	**2,108,000**	**2,141,000**	**-176,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	2,317,000	2,108,000	2,141,000	-176,000
REVENUE:				
Miscellaneous	26,000	26,000	26,000	0
TOTAL REVENUES	26,000	26,000	26,000	0
NET COUNTY COST	**2,291,000**	**2,082,000**	**2,115,000**	**-176,000**

HUMAN RELATIONS COMMISSION

Robin S. Toma, Executive Director

Total 2002-03 Proposed Budget Positions = 19.0



HUMAN RESOURCES
MICHAEL J. HENRY, DIRECTOR OF PERSONNEL
BAYAN LEWIS, OFFICE OF PUBLIC SAFETY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 16,295,815	$ 21,150,000	$ 25,555,000	$ 30,382,000	$ 27,258,000	$ 1,703,000
SERVICES & SUPPLIES	12,616,165	17,410,000	18,455,000	20,648,000	18,922,000	467,000
OTHER CHARGES	56,281	55,000	55,000	51,000	51,000	-4,000
FIXED ASSETS-EQUIP	65,000	75,000	75,000	75,000	75,000	
OTHER FINANCING USES	20,998	94,000	94,000	125,000	125,000	31,000
GROSS TOTAL	$ 29,054,259	$ 38,784,000	$ 44,234,000	$ 51,281,000	$ 46,431,000	$ 2,197,000
LESS INTRAFD TRANSFER	10,285,202	12,819,000	14,619,000	16,753,000	16,012,000	1,393,000
NET TOTAL	$ 18,769,057	$ 25,965,000	$ 29,615,000	$ 34,528,000	$ 30,419,000	$ 804,000
REVENUE	12,869,000	18,280,000	21,727,000	23,046,000	22,199,000	472,000
NET COUNTY COST	$ 5,900,057	$ 7,685,000	$ 7,888,000	$ 11,482,000	$ 8,220,000	$ 332,000
BUDGETED POSITIONS	262.0	305.0	305.0	347.0	305.0	
REVENUE DETAIL						
AUDITING-ACCTG FEES	$ 1,213	$	$	$	$	$
PERSONNEL SERVICES	4,550,640	4,587,000	6,250,000	4,735,000	4,735,000	-1,515,000
CHRGS FOR SVCS-OTHER	7,976,515	13,360,000	15,144,000	18,298,000	17,387,000	2,243,000
MISCELLANEOUS	115,532	13,000	13,000	13,000	77,000	64,000
OPERATING TRANSFER IN	225,100	320,000	320,000			-320,000
TOTAL	$ 12,869,000	$ 18,280,000	$ 21,727,000	$ 23,046,000	$ 22,199,000	$ 472,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PERSONNEL

Mission Statement

Enhance the delivery of public service through the recruitment, retention, and development of employees committed to quality performance.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects an increase in net County cost of $332,000, primarily attributable to negotiated increases in salaries and employee benefits, partially offset by a decrease in utility expenditures. The Proposed Budget also reflects increased funding for the Executive Recruitment Program.

Strategic Planning

The Department of Human Resources (DHR) is committed to advancing the implementation of this County's Strategic Plan goals and objectives as evidenced in the recent presentation of the Human Resources Strategic Plan. Additionally, DHR plans to advance current activities associated with the enhancement of recruitment and retention efforts, supporting "One County" service delivery efforts, and offering additional courses through the Training Academy.

Critical Needs

The critical needs for the Department are associated with the continuing implementation of the Strategic Plan and Vision for the County as a whole in the areas of training, classification, major centralized examinations, and improved technology programs. Further, office space remains an overwhelming need, principally to allow DHR to meet the future needs of the County.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 259,000	$ 259,000	$ --	--
Executive and Special Recruitment: Reflects increased funding for services and supplies associated with performing executive and special recruitments. The costs are fully offset by charges to departments. *Supports Countywide Strategic Plan Goal 2, Strategy 1 (and DHR Strategic Focuses: Recruitment & Retention).*				
Other Changes				
1.	$ 1,537,000	$ 1,066,000	$ 471,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 52,000	$ 44,000	$ 8,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ -147,000	$ --	$ -147,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
4.	$ -2,000	$ -2,000	$ --	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
5.	$ 498,000	$ 498,000	$ --	--
Miscellaneous: Reflects an increase in funding primarily to maintain current service levels provided by other County departments.				
Total	***$ 2,197,000***	***$ 1,865,000***	***$ 332,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Countywide Human Resources and Benefits Administration						
$ 38,073,000	$ 14,411,000	$ 16,427,000	$ 7,235,000	$ 2,348,000	$ 4,887,000	237.9

Authority: Non-mandated, discretionary program. The County Charter 22 3/4, Civil Service Rule 3 - 24, County Code Title 5.31.010 requires Countywide Human Resources and Benefits Administration.

Provides central policy development and administration of human resources functions such as employee development training, recruitment, classification, employee appeals, and compensation programs. Completes special studies of Human Resources Policies and Procedures. Monitors compliance by departments with delegated human resources programs. Provides administration of employee benefit programs such as the Cafeteria Benefits Plans, Deferred Income Programs, Disability Benefits, and Workers' Compensation.

Program Outcome:
- -- Respond in a timely manner to all appeals filed with the Department of Human Resources (DHR).
- -- Enhance employee well-being.
- -- Improve organizational performance by building employee competence through the delivery of Academy Programs.

Service Delivery Standard:
- -- Maintain the average number of monthly appeals over 120 days old to less than five percent of the total caseload.
- -- By December 2002, design and distribute employee surveys and analyze data to establish a baseline and guide interventions and program development. The baseline will be used to establish program effectiveness.
- -- By June 2003, for each Academy Certificate Program develop methods and measures to assess student achievement and program effectiveness.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff reviewing and responding to appeals	6.5	6.7	6.6	6.6
Number of staff resolving employee benefits complaints/problems	5.0	5.0	5.3	5.8
Number of staff supporting Community-Based Enterprise Education Program (CBEEP)	2.0	1.0	2.0	2.0
Number of staff supporting Human Services Academy	n/a	1.0	1.0	1.0
Number of staff supporting Job Fairs	n/a	1.0	2.0	3.0
Number of staff processing medical records	5.0	5.0	5.0	6.0
Number of staff monitoring workers' compensation claims	8.0	8.0	10.0	10.0
Number of staff developing training	5.3	5.3	5.5	4.9
Number of staff delivering, supporting, and evaluating training	13.1	17.1	19.4	20.5
Number of staff responsible for audits	n/a	4.0	4.0	4.0
Number of staff reviewing class specifications	2.5	4.5	4.5	4.5
Workload/Output				
Number of appeals received	3,413	3,000	3,000	3,200
Number of appeals processed	3,484	3,382	3,380	3,380
Number of appeals on hand at fiscal year end	854	472	470	470
Number of employee benefits complaints/ problems	1,500	2,029	2,100	2,200

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Workload/Output (cont'd)				
Number of students completing CBEEP internships	76	54	76	106
Number of students completing Human Services Academy	n/a	60	51	51
Number of CBEEP recruitment fairs	38	10	15	26
Number of Job Fairs worked	n/a	60	66	73
Number of pre-employment and periodic medical records	12,648	14,577	15,000	15,000
Number of open indemnity claims	20,485	21,105	22,000	22,000
Number of new training programs developed and in development	23	10	12	2
Number of Human Services Academy and Local 660 training sessions delivered	1,011	594	1,056	690
Number of employees trained	13,560	11,309	19,898	14,820
Number of employee training hours delivered, supported and evaluated	151,145	195,839	363,978	344,310
Number of exams audited	n/a	24	40	44
Number of departments audited	n/a	4	11	12
Number of class specifications reviewed	447	479	450	450
Efficiency				
Average number of appeals completed per staff	536	505	512	512
Average number of appeals on hand at the end of the fiscal year per staff	131	72	71	71
Average number of employee benefits complaints/ problems resolved per staff	300	406	396	379
Average number of CBEEP students completing internship per staff	38	54	38	53
Average number of Human Services Academy completing internship per staff	n/a	60	51	51
Average number of CBEEP recruitments per staff	19	10	8	13
Average number of Job Fair recruitments per staff	n/a	60	33	24
Number of new medical records processed per staff	2,530	2,915	3,000	2,500
Number of claims per monitoring staff	2,560	2,638	2,200	2,200
Number of new training programs developed and in development per staff	4.3	1.9	2.2	0.4
Number of employee training hours delivered, supported, and evaluated per staff	11,538	11,453	18,762	16,796
Average number of exams audited per staff	n/a	6	10	11
Average number of departments audited per staff	n/a	1	2.75	3
Average number of class specifications reviewed per staff	179	106	100	100
Effectiveness/Outcome				
Percentage of appeals processed	82%	97%	97%	92%
Percentage of employee benefits complaints/ problems resolved by end of month following receipt	90%	87%	95%	95%
Percentage of accepted students completing CBEEP internships	62%	96%	72%	72%
Percentage of accepted students completing Human Services Academy	n/a	100%	100%	100%
Number of CBEEP participating schools	n/a	7	10	13
Number of Human Services Academy schools	6	2	2	2
Number of medical classifications issued	8,808	8,919	10,000	10,000
Percent of claims reviewed	29%	28%	34%	34%

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome (cont'd)				
Percentage of employees trained who rated training sessions as meeting their needs	96%	97%	97%	97%
Number of exams audited per department	n/a	6.0	3.6	3.7

Explanatory Note:
n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Examinations and Recruitments						
$ 4,643,000	$ 961,000	$ 3,330,000	$ 352,000	$ 135,000	$ 217,000	36.6

Authority: Non-mandated, discretionary program. The County Charter 22 3/4, Civil Service Rule 3 - 24 County Code defines Examinations and Recruitments rules and procedures.

Provides examination services for executive, selective, and centralized countywide classifications.

Program Outcome: Timely and cost-effective recruitment of candidates for County executive positions. Increase the number of qualified applicants in critical positions to meet the County's staffing requirements in the delivery of public service. Administer employee selection procedures that are valid and consistent with all applicable laws, rules and regulations.

Service Delivery Standard: Process all executive recruitments within the timeframes and budgets established by the Board of Supervisors. Identify various recruitment sources that will expand the County's qualified applicant pool and reflect diversity of the population it serves. Ensure that County examinations are conducted according to the Civil Service Rules, Uniform Guidelines on Employee Selection Procedures, and all applicable federal, State and local regulations.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of analysts responsible for coordinating countywide exams	9	9	9	11
Number of test research analysts	n/a	3	3	5
Number of staff responsible for processing exams	n/a	8	10	10
Number of staff responsible for centralized specialized exams and executive recruitments	4	3	3	3
Workload/Output				
Number of countywide exams given	74	76	96	100
Number of countywide exam applicants	31,461	38,927	45,000	50,000
Number of job analyses conducted	n/a	30	20	25
Number of written test developed	n/a	13	13	15
Number of specialized exams and executive recruitments given	20	15	15	15
Number of specialized exams and executive recruitment applicants	896	674	674	674
Efficiency				
Average number of exams coordinated per analyst	8.2	8.4	10.7	9.1
Average number of exam applicants per analyst	3,496	4,325	5,000	4,545
Average number of applications processed/ examined per staff	n/a	4,866	4,500	5,000

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency (cont'd)				
Average number of job analyses per analyst	n/a	2.5	1.7	1.6
Average number of written test per analyst	n/a	1.1	1.1	0.9
Average number of exams given per staff	5.0	5.0	5.0	5.0
Effectiveness/Outcome				
Number of countywide exam applicants per exam given	425	512	469	500
Number of specialized exam applicants per exam given	45	45	45	45

Explanatory Notes:
n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Civil Service Advocacy						
$ 929,000	$ 320,000	$ 444,000	$ 165,000	$ 27,000	$ 138,000	12.2

Authority: Non-mandated, discretionary program.

Represents County departments in matters involving employee discipline, discrimination, and exam appeals before the Civil Service Commission. The unit provides a high level of advocacy which is uniform, effective, and professional with special emphasis on fully sustaining the Department's recommended discipline while minimizing demands on departmental resources.

Program Outcome: To successfully represent client departments before the Civil Service Commission in matters regarding employee performance and/or conduct and to provide supportive and informative consultation to County management, as needed, regarding employee performance and/or conduct.

Service Delivery Standard: To ensure informed and complete responsiveness, availability, and acquiescence to the expressed concerns of client departments.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff processing Civil Service Advocacy consultations, grievances, and hearings	6	6	7	7
Workload/Output				
Number of Civil Service appeals carried over from previous fiscal year	28	43	21	31
Number of Civil Service appeals referred to Civil Service Advocacy this fiscal year	82	58	77	77
Number of Civil Service Advocacy consultations	329	340	396	396
Efficiency				
Average number of Civil Service Advocacy consultations, grievances and hearings per staff	73	74	71	72
Average number of Civil Service Advocacy cases per staff	18.3	16.8	14	15.3
Average number of Civil Service Advocacy consultations per staff	54.8	56.6	56.6	56.6

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Number of Civil Service Advocacy cases closed/completed	92	49	91	91
Number of Civil Service Advocacy cases carried over to next fiscal year	18	21	20	20

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 2,786,000	$ 320,000	$ 1,998,000	$ 468,000	$ 189,000	$ 279,000	18.3

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office and departmental budgeting, personnel/payroll, and procurement.

Program Outcome: Process workers' compensation program payments in a timely manner.

Service Delivery Standard: Timely processing of benefactor and medical provider payments to reduce penalties and interest costs to the County.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number staff processing workers' compensation payments	n/a	n/a	1.0	1.0
Workload/Output				
Number of units received	n/a	n/a	n/a	n/a
Total number of payments	n/a	n/a	n/a	n/a
Efficiency				
Average number of payments per units	n/a	n/a	tbd	tbd
Effectiveness/Outcome				
Percent of payments processed	n/a	n/a	tbd	tbd

Explanatory Notes:
n/a = not available
tbd = to be determined

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 46,431,000	**$ 16,012,000**	**$ 22,199,000**	**$ 8,220,000**	**$ 2,699,000**	**$ 5,521,000**	**305.0**

HUMAN RESOURCES - OFFICE OF PUBLIC SAFETY

MICHAEL J. HENRY, DIRECTOR OF PERSONNEL

BAYAN LEWIS, CHIEF, OFFICE OF PUBLIC SAFETY

OFFICE OF PUBLIC SAFETY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 35,496,051	$ 40,235,000	$ 44,560,000	$ 45,751,000	$ 43,248,000	$ -1,312,000
SERVICES & SUPPLIES	23,069,866	27,219,000	29,938,000	32,992,000	27,629,000	-2,309,000
OTHER CHARGES	86,790	371,000	371,000	390,000	390,000	19,000
FIXED ASSETS-EQUIP	551,393	613,000	1,173,000	795,000	795,000	-378,000
GROSS TOTAL	$ 59,204,100	$ 68,438,000	$ 76,042,000	$ 79,928,000	$ 72,062,000	$ -3,980,000
LESS INTRAFD TRANSFER	22,088,317	28,161,000	34,545,000	35,525,000	28,677,000	-5,868,000
NET TOTAL	$ 37,115,783	$ 40,277,000	$ 41,497,000	$ 44,403,000	$ 43,385,000	$ 1,888,000
REVENUE	29,676,504	30,469,000	31,591,000	32,992,000	32,254,000	663,000
NET COUNTY COST	$ 7,439,279	$ 9,808,000	$ 9,906,000	$ 11,411,000	$ 11,131,000	$ 1,225,000
BUDGETED POSITIONS	697.0	728.0	728.0	698.0	668.0	-60.0
REVENUE DETAIL						
VEHICLE CODE FINES	$ 323,237	$ 217,000	$ 217,000	$ 217,000	$ 217,000	$
FEDERAL-OTHER	541,427	280,000	1,159,000			-1,159,000
CHRGS FOR SVCS-OTHER	28,766,378	29,972,000	30,215,000	32,775,000	32,037,000	1,822,000
MISCELLANEOUS	1,519					
SALE OF FIXED ASSETS	43,943					
TOTAL	$ 29,676,504	$ 30,469,000	$ 31,591,000	$ 32,992,000	$ 32,254,000	$ 663,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

Mission Statement

To provide protection for patrons, employees, and properties of County departments who contract for such services, and to provide a safe environment for those who use our County parks and recreation areas. The Office of Public Safety (OPS) is committed to maintaining a level of professional competence among its sworn personnel that will ensure the safety of those receiving services, as well as protecting the safety of our police officers.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $1.2 million primarily for the increase in salaries and employee benefits and funding for the Community-Oriented Policing Services (COPS) program. The Proposed Budget also reflects a realignment of clerical staff, increased costs for security contracts and a reduction in sworn staff due to long-term vacancies and reduced service requirements.

Given the economy and the challenges faced by our client departments, OPS' budget continues to focus on efficiency and a prudent fiscal strategy to stay within our available funding.

Strategic Planning

OPS continues to focus on strategic planning with a continued emphasis on becoming the premiere "specialized" police department in the country. OPS' efforts included the third annual Strategic Planning Conference that focused on the Office's alignment with the County's Strategic Plan. In addition, the Office has engaged the Claremont Graduate School and the University of La Verne as volunteer consultants to assist OPS with its continued strategic planning efforts including the development of a business and communication plan.

Critical Needs

OPS' critical needs include additional overtime funding and services and supplies for vehicle maintenance/repairs for the Parks Services Bureau.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -219,000	$ -219,000	$ --	-4.0
	Parks Services Bureau: Reflects the deletion of 4.0 vacant Park Police Officer positions due to a change in the Department's needs. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ -525,000	$ -525,000	$ --	-10.0
	Health Services Bureau: Reflects a reduction of 10.0 Safety Police Officer positions within the Health Services Bureau due to long-term vacancies and reduced service requirements. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ -870,000	$ -870,000	$ --	-15.0
	Facilities Services Bureau: Reflects a reduction of 15.0 Safety Police Officer positions within the Facilities Services Bureau due to long-term vacancies and reduced service requirements. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ 1,940,000	$ 1,940,000	$ --	--
	Security Contract Increase: Reflects increased costs for contract security primarily due to the mandatory living wage requirements. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
5.	$ -6,700,000	$ -6,700,000	$ --	-30.0
	Department of Public Social Services (DPSS) Curtailment: Reflects the deletion of 26.0 Safety Police Officers, 4.0 Sergeants and a reduction in services and supplies due to a reduction in police services requested by DPSS. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
6.	$ -4,000	$ -4,000	$ --	-1.0
	Staffing Realignment: Reflects the addition of 1.0 Senior Secretary II and the deletion of 1.0 Safety Police Officer and 2.0 Security Guards from the Facilities Services Bureau. Reflects the addition of 1.0 Management Secretary V, 1.0 Secretary V, and the deletion of 1.0 Management Secretary III from the Administrative Services Bureau. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 2,688,000	$ 1,959,000	$ 729,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 92,000	$ 78,000	$ 14,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 19,000	$ 16,000	$ 3,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	$ 13,000	$ --	$ 13,000	--
	Utilities: Reflects an increase from the funding levels provided in 2001-02 due to updated space and utility consumption allocation data.			
5.	$ -228,000	$ -228,000	$ --	--
	Fixed Assets: Reflects a decrease in Fixed Asset allocations due to reduced service requirements.			
6.	$ --	$ -652,000	$ 652,000	--
	COPS Grant Revenue Reduction: Reflects a decrease in revenue from the Department of Justice COPS Grant for 23.0 Park Police Officers due to the completion of the grant.			
7.	$ -186,000	$ --	$ -186,000	--
	Security Action Plan: Reflects an increase in services and supplies for additional security guard coverage, fully offset by a reduction in one-time-only fixed asset and service and supplies funding for the County of Los Angeles Security Action Plan.			
Total	***$ -3,980,000***	***$ -5,205,000***	***$ 1,225,000***	***-60.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Park Services Bureau							
	$ 9,824,000	$ 0	$ 265,000	$ 9,559,000	$ 97,000	$ 9,462,000	133.0

Authority: Non-mandated, discretionary program.

Park Police provide policing services at all County of Los Angeles parks and recreational facilities. This includes the volunteer Mounted Unit and support from the Explorers' Program sponsored by the Boys Scouts of America.

Program Outcome: Protection and safety of park patrons and County employees.

Service Delivery Standard: Maintain a safe environment at all County parks and recreational facilities.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Park Police Officers	91	109	113	109
Workload/Output				
Misdemeanor arrests	n/a	n/a	2,859	2,850
Felony arrests	n/a	n/a	512	510
Other policing activities	n/a	n/a	775	815
Efficiency				
Misdemeanor arrests per Park Police Officer	n/a	n/a	25	26
Felony arrests per Park Police Officer	n/a	n/a	5	5
Other policing activities per Park Police Officer	n/a	n/a	7	8
Effectiveness/Outcome				
Percentage change in misdemeanor arrests	n/a	n/a	n/a	0.0%
Percentage change in felony arrests	n/a	n/a	n/a	0.0%
Percentage change in other policing activities	n/a	n/a	n/a	5.0%

Explanatory Notes: The Office of Public Safety implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This is a change from previous years where the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Therefore, Workload/Output numbers are not available for Actual 1999-00 and Actual 2000-01.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Health Services Bureau							
	$ 30,603,000	$ 1,011,000	$ 29,592,000	$ 0	$ 125,000	$ -125,000	269.0

Authority: Non-mandated, discretionary program.

County Police provide policing and contract security services at County of Los Angeles hospitals and health clinics.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

2. Health Services Bureau (cont'd)

Program Outcome: Protection and safety of hospital patients, visitors, and County employees.

Service Delivery Standard: Maintain a safe environment at all County hospitals and health clinics.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Safety Police Officers	136	137	169	159
Workload/Output				
Misdemeanor arrests	n/a	n/a	1,098	1,090
Felony arrests	n/a	n/a	393	390
Patient restraints	n/a	n/a	6,685	7,020
Mandated Injury Reports (MIR)	n/a	n/a	3,676	3,860
Other policing activities	n/a	n/a	1,308	1,375
Efficiency				
Misdemeanor arrests per Safety Police Officer	n/a	n/a	7	7
Felony arrests per Safety Police Officer	n/a	n/a	2	3
Patient restraints per Safety Police Officer	n/a	n/a	40	44
MIR per Safety Police Officer	n/a	n/a	22	24
Other policing activities per Safety Police Officer	n/a	n/a	8	9
Effectiveness/Outcome				
Percentage change in misdemeanor arrests	n/a	n/a	n/a	0.0%
Percentage change in felony arrests	n/a	n/a	n/a	0.0%
Percentage change in patient restraints	n/a	n/a	n/a	5.0%
Percentage change in MIR	n/a	n/a	n/a	5.0%
Percentage change in other policing activities	n/a	n/a	n/a	5.0%

Explanatory Notes: The Office of Public Safety implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This is a change from previous years where the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Therefore, Workload/Output numbers are not available for Actual 1999-00 and Actual 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

3. Facilities Services Bureau

$ 24,627,000	$ 24,558,000	$ 69,000	$ 0	$ 308,000	$ -308,000	188.0

Authority: Non-mandated, discretionary program.

County Police provide policing services at most County facilities including Department of Public Social Services, Mental Health, and the Kenneth Hahn Hall of Administration.

Program Outcome: Protection and safety of visitors at County facilities and their employees.

Service Delivery Standard: Maintain a safe environment at all County facilities.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Safety Police Officers	104	130	150	157
Workload/Output				
Misdemeanor arrests	n/a	n/a	254	254
Felony arrests	n/a	n/a	108	108
Other policing activities	n/a	n/a	421	442
Efficiency				
Misdemeanor arrests per Safety Police Officer	n/a	n/a	2	2
Felony arrests per Safety Police Officer	n/a	n/a	1	1
Other policing activities per Safety Police Officer	n/a	n/a	3	3
Effectiveness/Outcome				
Percentage change in misdemeanor arrests	n/a	n/a	n/a	0.0%
Percentage change in felony arrests	n/a	n/a	n/a	0.0%
Percentage change in other policing activities	n/a	n/a	n/a	5.0%

Explanatory Notes: The Office of Public Safety implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This is a change from previous years where the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Therefore, Workload/Output numbers are not available for Actual 1999-00 and Actual 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administrative Services Bureau						
$ 7,008,000	$ 3,108,000	$ 2,328,000	$ 1,572,000	$ 525,000	$ 1,047,000	78.0

Authority: Non-mandated, discretionary program.

The Administrative Services Bureau provides administrative support to the County Police including human resources, fiscal services, vehicle fleet management, data systems support, and contract monitoring.

Program Outcome: Ensure that 100 percent of all bills are paid in a timely manner.

Service Delivery Standard: Within 30 days of receipt, determine validity of bills and ensure invoices are paid.

Total Programs						
$ 72,062,000	**$ 28,677,000**	**$ 32,254,000**	**$ 11,131,000**	**$ 1,055,000**	**$ 10,076,000**	**668.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	19,510,000	15,946,000	20,252,000	742,000
Employee Benefits	6,045,000	5,204,000	7,006,000	961,000
Total Salaries and Employee Benefits	25,555,000	21,150,000	27,258,000	1,703,000
Services and Supplies				
Admin and General	1,000	0	1,000	0
Communications	218,000	239,000	271,000	53,000
Computer Equipment - Non-Capital	547,000	464,000	516,000	-31,000
Computer Software	86,000	194,000	278,000	192,000
Information Technology Services	294,000	201,000	376,000	82,000
Insurance	6,000	10,000	19,000	13,000
Maintenance-Buildings and Improvements	105,000	18,000	25,000	-80,000
Maintenance-Equipment	4,000	17,000	4,000	0
Memberships	10,000	1,000	10,000	0
Miscellaneous Expense	22,000	0	22,000	0
Office Expense-Other	268,000	386,000	268,000	0
Office Expense-Stat and Forms	170,000	12,000	170,000	0
Professional and Specialized Services	14,679,000	12,952,000	14,263,000	-416,000
Rents and Leases-Bldg and Improvements	775,000	907,000	1,116,000	341,000
Rents and Leases-Equipment	185,000	737,000	185,000	0
Special Departmental Expense	335,000	625,000	671,000	336,000
Telecommunications	57,000	38,000	33,000	-24,000
Training	75,000	14,000	75,000	0
Transportation and Travel-Auto Mileage	30,000	30,000	30,000	0
Transportation and Travel-Auto Service	31,000	16,000	12,000	-19,000
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	100,000	95,000	123,000	23,000
Utilities	457,000	454,000	454,000	-3,000
Total Services and Supplies	18,455,000	17,410,000	18,922,000	467,000
Other Charges				
Judgments and Damages	0	5,000	0	0
Capital Lease Payments	55,000	50,000	51,000	-4,000
Total Other Charges	55,000	55,000	51,000	-4,000
Fixed Assets				
Equipment:				
Major Office Equipment	75,000	75,000	75,000	0
Total Equipment	75,000	75,000	75,000	0
Total Fixed Assets	75,000	75,000	75,000	0

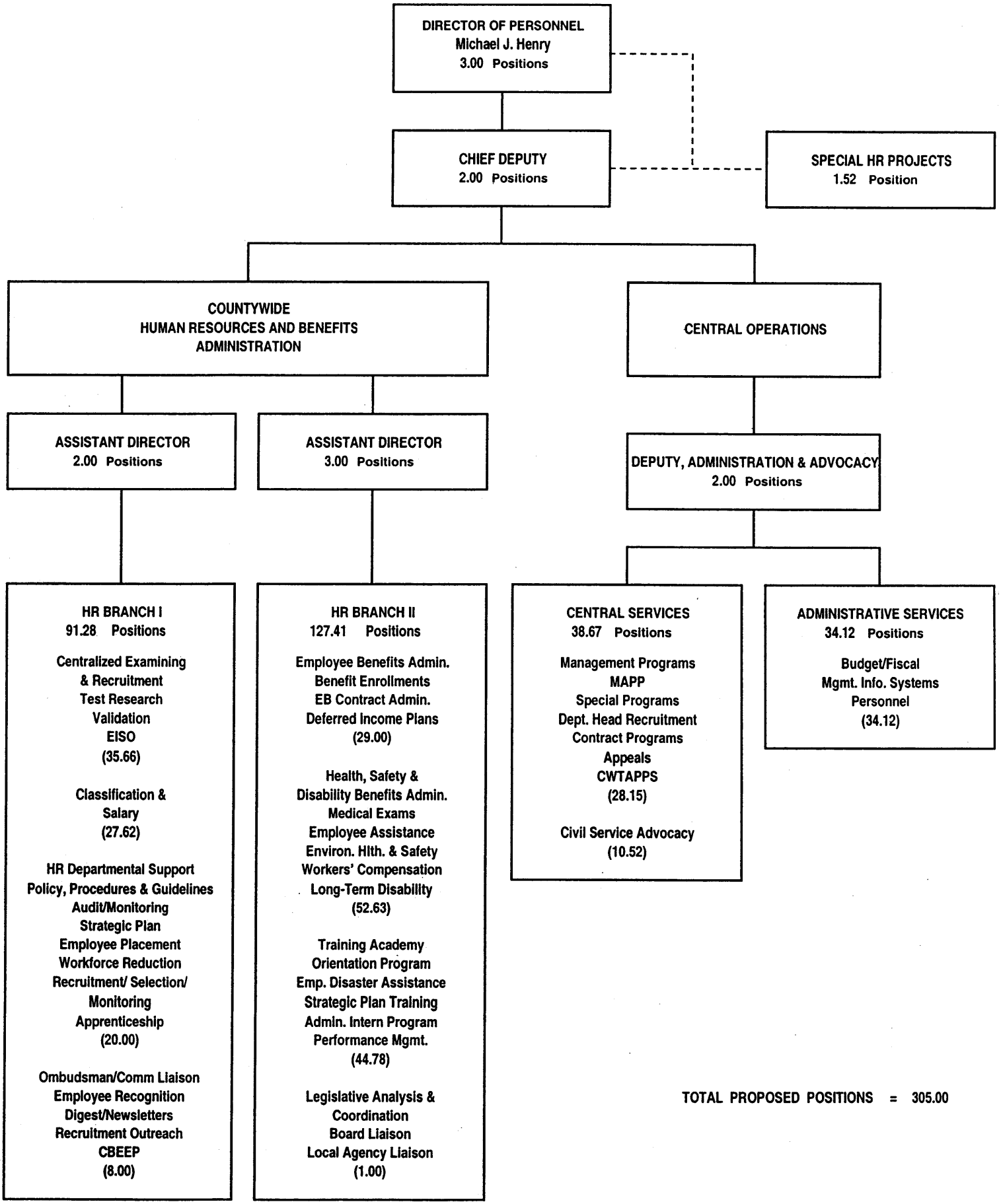
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Operating Transfers Out	94,000	94,000	125,000	31,000
Total Other Financing Uses	94,000	94,000	125,000	31,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**44,234,000**	**38,784,000**	**46,431,000**	**2,197,000**
Less: Intrafund Transfers	14,619,000	12,819,000	16,012,000	1,393,000
TOTAL NET REQUIREMENTS	29,615,000	25,965,000	30,419,000	804,000
REVENUES:				
Charges for Services	21,394,000	17,930,000	22,122,000	728,000
Miscellaneous	13,000	30,000	77,000	64,000
Other Financing Sources	320,000	320,000	0	-320,000
TOTAL REVENUES	21,727,000	18,280,000	22,199,000	472,000
NET COUNTY COST	**7,888,000**	**7,685,000**	**8,220,000**	**332,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	32,257,444	29,130,140	32,233,000	-24,444
Employee Benefits	12,302,556	11,104,860	11,015,000	-1,287,556
Total Salaries and Employee Benefits	44,560,000	40,235,000	43,248,000	-1,312,000
Services and Supplies				
Clothing and Personal Supplies	243,000	142,000	175,000	-68,000
Communications	359,000	359,000	309,000	-50,000
Computer Equipment - Non-capital	215,000	215,000	135,000	-80,000
Computer Software	178,000	178,000	178,000	0
Household Expense	10,000	10,000	10,000	0
Information Technology Services	65,000	65,000	25,000	-40,000
Insurance	130,000	130,000	149,000	19,000
Maintenance-Bldg and Improvements	35,000	21,000	35,000	0
Maintenance-Equipment	360,000	260,000	360,000	0
Memberships	1,000	1,000	1,000	0
Office Expense-Postage	9,000	10,000	10,000	1,000
Office Expense-Stat and Forms	47,000	47,000	47,000	0
Office Expense-Other	561,000	365,000	380,000	-181,000
Professional and Specialized Services	26,704,000	24,485,000	24,918,000	-1,786,000
Publications and Legal Notice	16,000	3,000	10,000	-6,000
Rents and Leases-Equipment	77,000	100,000	125,000	48,000
Small Tools and Instruments	37,000	31,000	37,000	0
Special Departmental Expenses	121,000	98,000	121,000	0
Training	416,000	385,000	250,000	-166,000
Transportation	1,000	1,000	1,000	0
Travel	24,000	15,000	24,000	0
Utilities	329,000	298,000	329,000	0
Total Services and Supplies	29,938,000	27,219,000	27,629,000	-2,309,000
Other Charges				
Judgments and Damages	101,000	101,000	101,000	0
Capital Lease Payments	270,000	270,000	289,000	19,000
Total Other Charges	371,000	371,000	390,000	19,000
Fixed Assets				
Equipment:				
Vehicle-Automobile	943,000	383,000	715,000	-228,000
Machinery Equipment	150,000	150,000	0	-150,000
Computer Info and Data Processing Sys.	80,000	80,000	80,000	0
Total Equipment	1,173,000	613,000	795,000	-378,000
Total Fixed Assets	1,173,000	613,000	795,000	-378,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**76,042,000**	**68,438,000**	**72,062,000**	**-3,980,000**
Less: Intrafund Transfers	34,545,000	28,161,000	28,677,000	-5,868,000
TOTAL NET REQUIREMENTS	41,497,000	40,277,000	43,385,000	1,888,000
REVENUES:				
Fines, Forfeitures and Penalties	217,000	217,000	217,000	0
Intergovernmental Revenues:				
Federal	652,000	280,000	0	-652,000
Charges for Services	30,722,000	29,972,000	32,037,000	1,315,000
TOTAL REVENUES	31,591,000	30,469,000	32,254,000	663,000
NET COUNTY COST	**9,906,000**	**9,808,000**	**11,131,000**	**1,225,000**

DEPARTMENT OF HUMAN RESOURCES
2002-2003 CAO Proposed Budget - Organization Chart

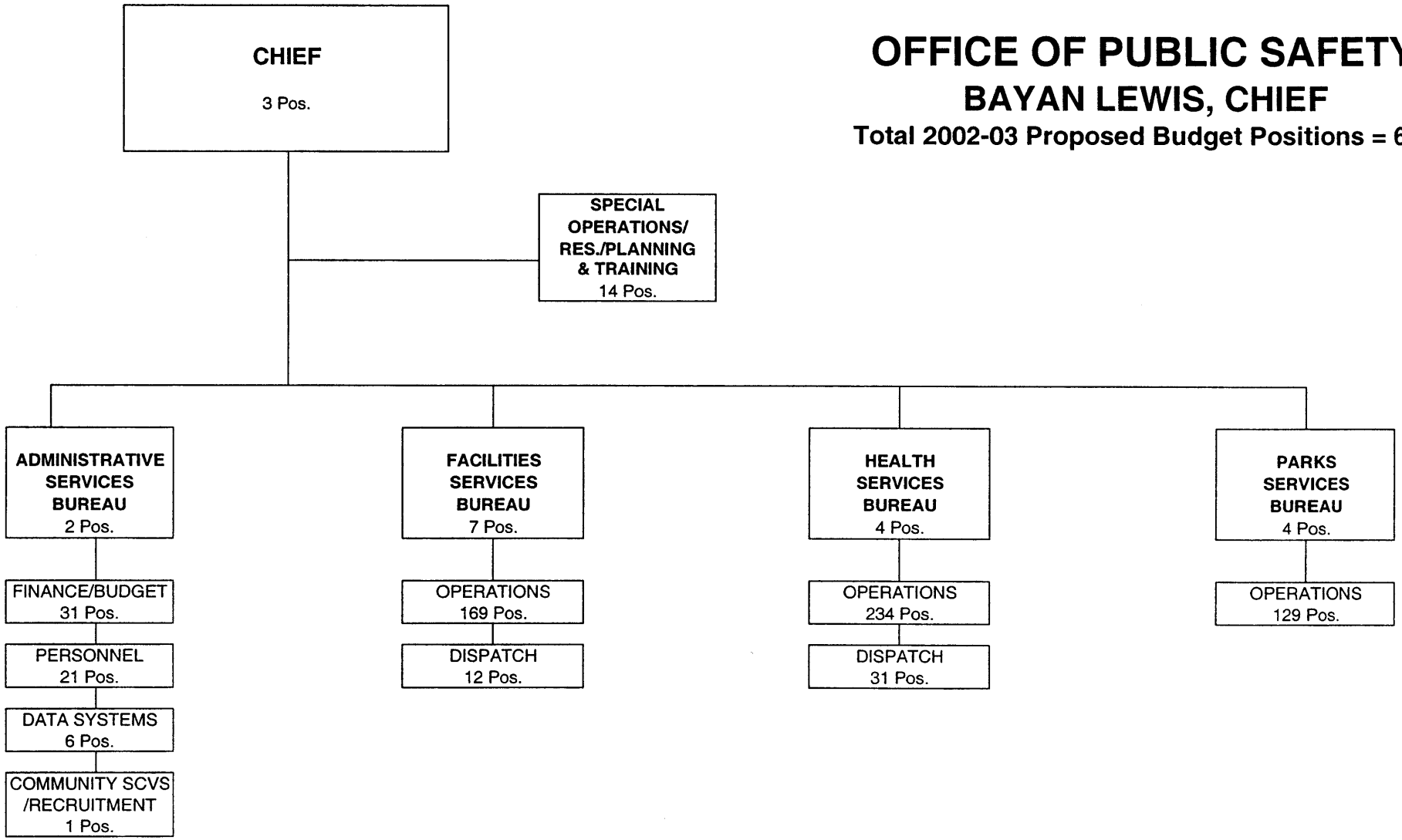


TOTAL PROPOSED POSITIONS = 305.00

OFFICE OF PUBLIC SAFETY

BAYAN LEWIS, CHIEF

Total 2002-03 Proposed Budget Positions = 668



INFORMATION SYSTEMS ADVISORY BODY
JOHN RUEGG, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 11,960,903	$ 13,525,000	$ 13,525,000	$ 13,634,000	$ 13,634,000	$ 109,000
FIXED ASSETS-EQUIP	224,749	225,000	225,000	225,000	225,000	
GROSS TOTAL	$ 12,185,652	$ 13,750,000	$ 13,750,000	$ 13,859,000	$ 13,859,000	$ 109,000
LESS INTRAFD TRANSFER	8,583,168	9,341,000	9,341,000	9,572,000	9,572,000	231,000
NET TOTAL	$ 3,602,484	$ 4,409,000	$ 4,409,000	$ 4,287,000	$ 4,287,000	$ -122,000
REVENUE	3,146,179	4,409,000	4,409,000	4,287,000	4,287,000	-122,000
NET COUNTY COST	$ 456,305	$	$	$	$	
REVENUE DETAIL						
FEDERAL-OTHER	$ 76,442	$ 565,000	$ 565,000	$ 443,000	$ 443,000	$ -122,000
MISCELLANEOUS	2,873,512	3,238,000	3,238,000	3,238,000	3,238,000	
OPERATING TRANSFER IN	196,225	606,000	606,000	606,000	606,000	
TOTAL	$ 3,146,179	$ 4,409,000	$ 4,409,000	$ 4,287,000	$ 4,287,000	$ -122,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To coordinate the development and implementation of justice information systems; to assist in the protection of the citizens of Los Angeles County by efficiently and effectively providing accessible, accurate information for the speedy apprehension and legal processing of alleged law violators; and to enhance the management of justice programs.

2002-03 Budget Message

The 2002-03 Proposed Budget provides funding to continue the development of the Los Angeles Document and Object Exchange (LADOX) project, the Consolidated Criminal History Reporting System (CCHRS), and the Conditions of Probation System (COPS); to expand the inmate videoconferencing program, On-line legal research project, and the Drug Court Management Information System (DCMIS); and to maintain the existing Information Systems Advisory Body (ISAB) systems portfolio.

Strategic Planning

ISAB continues to develop multi-year plans to upgrade network accessibility at each criminal justice facility, for expanding system integration tools for interagency data and document exchange, and for developing and enhancing new and existing interagency systems.

Critical Needs

ISAB has a critical need for funds to replace several 10- to 15- year-old criminal justice systems such as the Juvenile Automated Index (JAI) and the Trial Court Information System (TCIS), for the development of additional statistical and ad hoc reporting capabilities for the Justice Automated Information Management System (JAIMS), for additional development of the DCMIS as required per new legislation, and for the expansion of workflow and document imaging projects.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 109,000	$ --	$ 109,000	--
	Services and Supplies: Reflects cost increases associated with ongoing maintenance and support of the various ISAB information systems.			
2.	$ --	$ 231,000	$ -231,000	--
	Intrafund Transfer: Reflects increased reimbursement associated with services provided to justice related County departments.			
3.	$ --	$ -122,000	$ 122,000	--
	Revenue: Reflects a reduction in federal revenues for development of drug court database.			
Total	***$ 109,000***	***$ 109,000***	***$ 0***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Information Systems Advisory Body (ISAB) System Support						
$ 13,097,000	$ 9,572,000	$ 3,525,000	$ 0	$ 285,000	$ -285,000	0.0

Authority: Non-mandated, discretionary program.

This program provides funding to support the criminal justice systems participating in ISAB, coordinate and ensure appropriate systems interface, and provide technical and administrative support and workload data analysis.

Program Outcome: Ensure appropriate systems interface and provide technical and administrative support for the criminal justice systems participating in ISAB.

Service Delivery Standard: Respond within 24 hours to inquiries regarding system interfaces and provide appropriate technical and administrative support.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Manage applications that serve ISAB membership and coordinate enhancements to systems	n/a	n/a	n/a	12
Workload/Output				
Number of systems enhanced	n/a	n/a	n/a	tbd
Effectiveness/Outcome				
Applications meet user's need	n/a	n/a	n/a	100%

Explanatory Notes: ISAB has not determined at this time which of the 12 systems will be selected for enhancements.
n/a = Not available.
tbd = To be determined.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Marketing						
$ 276,000	$ 0	$ 276,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program.

This program provides for the collection of revenue generated from the sale of data and software by County justice agencies, primarily from the sale of the civil index data to private vendor information providers. Other marketing efforts will focus on the sale of the Attorney Case Management System and the Consolidated Criminal History Reporting System.

Program Outcome: Provide support for the ISAB marketing effort.

Service Delivery Standard: Ensure appropriate and adequate support is provided.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Available data and software	n/a	n/a	n/a	3
Workload/Output				
Cost of data collection	n/a	n/a	n/a	$50,000
Effectiveness/Outcome				
Revenue collected	n/a	n/a	n/a	$276,000

Explanatory Notes: Revenue collected from sale of data and software is an estimate.
n/a = Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Videoconferencing						
$ 486,000	$ 0	$ 486,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program.

This program provides for the management of ISAB's videoconferencing program efforts. It also covers maintenance, operations, and videoconferencing expansion for additional videconferencing and interviewer stations throughout the County.

Program Outcome: Coordinate and provide adequate management of ISAB's videoconferencing efforts.

Service Delivery Standard: Provide videoconferencing capability to the existing justice community and allow for the expansion of additional videoconferencing and interviewer stations throughout the County.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Average number of monthly videoconference calls	n/a	n/a	n/a	1,900
Workload/Output				
Percent of successful videoconference calls	n/a	n/a	n/a	98%
Efficiency				
Reduced mileage and travel time	n/a	n/a	n/a	tbd

Explanatory Notes: Participating departments have been asked to collect data on mileage and travel time savings.
n/a = Not available.
tbd = To be determined.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 13,859,000	**$ 9,572,000**	**$ 4,287,000**	**$ 0**	**$ 285,000**	**$ -285,000**	**0.0**

DEPARTMENTAL DETAIL SUMMARY

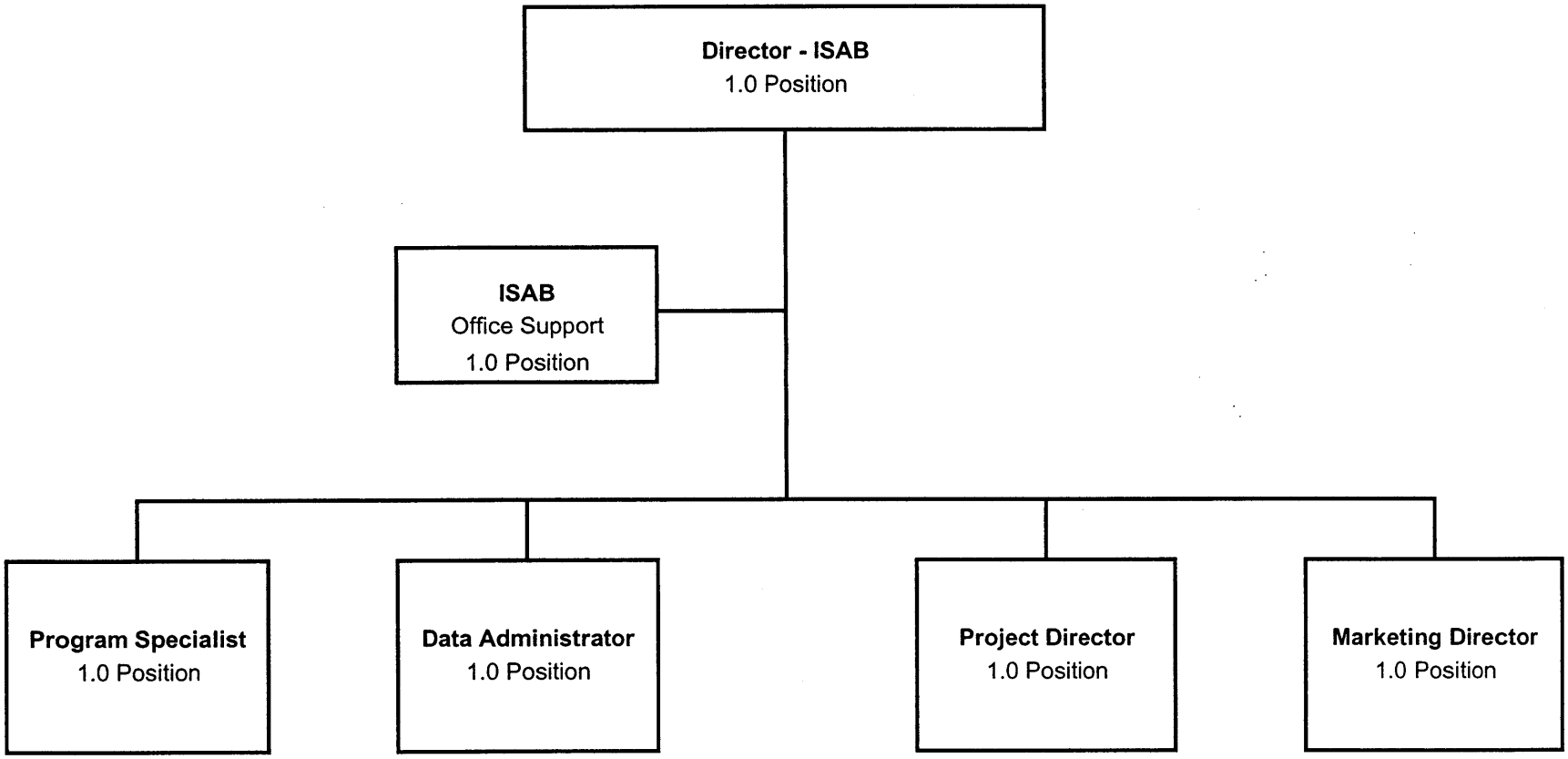
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Admin and General	973,000	973,000	973,000	0
Communications	150,000	150,000	150,000	0
Computer Equipment-Non Capital	3,512,000	3,512,000	3,442,000	-70,000
Computer Software	1,262,000	1,262,000	1,281,000	19,000
Information Technology Services	4,526,000	4,526,000	4,631,000	105,000
Professional and Spec Services	2,752,000	2,752,000	2,797,000	45,000
Rents and Leases-Bldg and Improv	275,000	275,000	285,000	10,000
Training	75,000	75,000	75,000	0
Total Services and Supplies	13,525,000	13,525,000	13,634,000	109,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Equipment	225,000	225,000	225,000	0
1 Mid-Range H.P. UNIX Server				
Total Fixed Assets	225,000	225,000	225,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**13,750,000**	**13,750,000**	**13,859,000**	**109,000**
Less: Intrafund Transfers	9,341,000	9,341,000	9,572,000	231,000
TOTAL NET REQUIREMENTS	4,409,000	4,409,000	4,287,000	-122,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Intergovernmental Revenues:				
Federal	415,000	415,000	415,000	0
Other	150,000	150,000	28,000	-122,000
Miscellaneous	3,238,000	3,238,000	3,238,000	0
Other Financing Sources	606,000	606,000	606,000	0
TOTAL REVENUES	4,409,000	4,409,000	4,287,000	-122,000
NET COUNTY COST	**0**	**0**	**0**	**0**

INFORMATION SYSTEMS ADVISORY BODY
John Ruegg, Director

2002 - 2003 ORGANIZATION CHART

Total 2002-03 Proposed Budget Positions = 6 (Funded in the Board of Supervisors' Budget)



INTERNAL SERVICES
JOAN OUDERKIRK, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 149,891,458	$ 165,819,000	$ 184,973,000	$ 190,007,000	$ 190,007,000	$ 5,034,000
SERVICES & SUPPLIES	133,098,900	140,441,000	175,823,000	162,552,000	161,874,000	-13,949,000
OTHER CHARGES	8,398,492	12,165,000	12,666,000	14,599,000	14,444,000	1,778,000
FIXED ASSETS-EQUIP	1,254,698	3,405,000	3,405,000	5,539,000	4,265,000	860,000
GROSS TOTAL	$ 292,643,548	$ 321,830,000	$ 376,867,000	$ 372,697,000	$ 370,590,000	$ -6,277,000
LESS INTRAFD TRANSFER	221,958,985	246,822,000	294,758,000	292,512,000	295,347,000	589,000
NET TOTAL	$ 70,684,563	$ 75,008,000	$ 82,109,000	$ 80,185,000	$ 75,243,000	$ -6,866,000
REVENUE	69,938,131	70,562,000	77,633,000	74,803,000	72,658,000	-4,975,000
NET COUNTY COST	$ 746,432	$ 4,446,000	$ 4,476,000	$ 5,382,000	$ 2,585,000	$ -1,891,000
BUDGETED POSITIONS	2,423.0	2,526.0	2,526.0	2,499.0	2,486.0	-40.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 3,305,120	$ 4,079,000	$	$ 3,144,000	$ 3,144,000	$ 3,144,000
STATE-OTHER	154,866					
FEDERAL AID-DISASTER	270					
LEGAL SERVICES	69,544					
RECORDING FEES	277,585					
CHRGS FOR SVCS-OTHER	63,058,444	65,339,000	77,633,000	71,659,000	69,514,000	-8,119,000
OTHER SALES	57,301					
MISCELLANEOUS	2,790,843	1,144,000				
SALE OF FIXED ASSETS	224,158					
TOTAL	$ 69,938,131	$ 70,562,000	$ 77,633,000	$ 74,803,000	$ 72,658,000	$ -4,975,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

Mission Statement

To support the County by providing excellent in-house, contracted and advisory services in the areas of purchasing, contracting, facilities, information technology and other essential support and administrative services.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost (NCC) decrease of $1.9 million, primarily attributable to a reduction in utilities expenditures and a net reduction in one-time funding for the countywide Security Action Plan. The Proposed Budget also reflects a $6.3 million reduction in gross appropriation and deletion of 40.0 budgeted positions. This reduced spending plan mainly reflects reductions in the Job Order Contracting program, and the elimination of custodial positions through attrition and the elimination of some hard-to-fill positions.

During 2001-02, the Department continued the implementation of its departmentwide and service-level strategic plans. Major areas of focus included customer service, leadership, cost competitiveness, workforce excellence and infrastructure and logistics. These initiatives also coincide with many of the strategies and objectives included in the Los Angeles County's Strategic Plan. To the extent feasible, the Department will continue to pursue their strategic initiatives within existing funding.

Strategic Planning

The Department originally published its strategic plan (Plan) in 2000. To ensure its continued relevancy, the Plan is reviewed and updated annually. The first update, which was completed during 2001-02, is comprised of four service-level plans, a customer service plan, and a departmental summary.

During 2001-02, the Internal Services Department (ISD) accomplished the following strategic objectives:

-- Developed a centralized "Doing Business with the County" website to serve as a one-stop location for vendors.

-- Expanded the Youth Career Development program (foster youth) to include telecommunications career fields and developed strategies to assist program graduates to transition to permanent employment.

-- Implemented Phase I of the Facilities Asset Management Information System (FAMIS), in order to provide automated tracking of maintenance, manpower and work orders.

-- Implemented Phase I of the Enterprise Energy Management Information System (EEMIS) enabling the gathering of real time energy utilization data thus enhancing ISD's energy management and conservation functions. Also, implemented a countywide energy users group to provide departments with conservation information and proactively address energy issues.

-- Completed the architectural program for a new County data center.

-- Completed the rollout of the electronic requisition functions of the Countywide Acquisition Management Information System (CAMIS) to County departments.

-- Web-enabled the ISD customer rate handbook and the monthly ISD customer billing reports. The latter allows departments to download the reports for financial modeling.

-- Enhanced the Employee Recognition program with new methods to acknowledge employees whose performance exemplifies excellent customer service and continued Phase 2 of the Customer Service Training program for all ISD personnel and the ISD Supervisor's Training Academy for line supervisors.

-- Identified needed enhancements to the Information Technology Procurement process and submitted recommendations to the Board of Supervisors (Board) and the Chief Administrative Office.

-- Implemented a consolidated countywide open bids web page for vendor reference including posting of awards. Implemented a purchasing agent price agreement web page for use by all departments.

-- Implemented a comprehensive contract monitoring function to ensure all contract administrative activities are properly monitored. In addition, provided contracting (including living wage) training to departments as well as publishing comprehensive purchasing and contracting manuals for use by all County departments.

ISD will be continuing and expanding its strategic efforts in 2002-03 in the following areas:

-- Expanding FAMIS and the Information Technology Asset Tracking System to provide opportunities for resource sharing, interoperability, and portability between County departments.

-- Providing Intranet-based access to customers for requesting and obtaining status on ISD services.

Strategic Planning (cont'd)

-- Enhancing EEMIS to permit improved energy utilization reporting that provides timely and meaningful analysis of energy consumption patterns so departments can modify operating practices to reduce energy usage.

-- Establishing a vendor relations program that provides vendors an understanding of the steps involved in the County's vendor selection and decision-making processes (pending availability of identified funding and NCC).

-- Conducting a study of the replacement or enhancement of the Countywide Integrated Radio System.

-- Continuing the Youth Career Development program and including more career fields in the program.

-- Obtaining the Board's approval to proceed with the construction of the County data center.

-- Partnering with customer departments to identify the legacy systems that need to be modernized or replaced; and assisting departments in developing modernization plans.

-- Expanding ISD's Information Technology Academy to other departments.

Critical Needs

Vendor Relations Office: In May 2001, the Board directed the Department to include enhancements to the Information Technology Procurement process. A component of the enhancements is the establishment of a formalized Vendor Relations Office within the Department's centralized purchasing and contract services organization. The Department's unfunded need is for the addition of 2.0 principal purchasing/contract analyst positions and appropriation and NCC of $0.3 million for the Vendor Relations Office.

Data Center Disaster Recovery: A major concern, made even more critical since the September 11, 2001 terrorist attack, is the protection of the County's computer systems. Earthquakes, accidental disasters such as fires and/or electrical malfunctions, and cyber-terrorism all have the potential of severely impacting the County's ability for continuing operation of its computer systems. A comprehensive review of the various disaster recovery methods indicates that the most reliable and timely backup/recovery method is to duplicate data in real time at a remote site that includes a redundant computer configuration. The process of duplicating the data is called "mirroring." Mirroring makes it possible to always have the most current data and programs safely stored at an offsite location, which greatly increases the County's chances of timely and successful system recovery. The Department's unfunded need for the establishment of a disaster backup recovery system that includes the mirroring of data and applications programs to a geographically remote location for County computer systems, including e-mail and Internet systems, is $3.0 million.

County Data Center Infrastructure: The Board approved, Strategic Asset Management Plan highlighted the need to replace the existing County data center. While this process is underway (an architectural plan is currently being finalized and a capital project budget will be submitted in Final Changes), the existing facility has a number of safety-related deficiencies that require immediate attention in order for the facility to remain operationally safe. A consultant study recommended a number of reparations dealing with safety and operational issues (fire suppression, electrical grounding safety and air conditioning reliability) totaling $3.6 million.

Internet Infrastructure Support Costs: At the direction of the Board, the Department has worked with the Chief Information Office in the development of numerous internet infrastructure projects from which the public and County will benefit including content management (automation of the creation, storage and access of the contents of web pages), e-commerce, geographical information system (location maps), search engine capabilities (ability to perform on-line information searches), list server (a server that manages mailing lists for groups of end users) and the County website.

Critical Needs (cont'd)

While some of these infrastructure projects have been funded through the Information Technology Fund, the Department is nearing the end of the initial development cycle and ongoing funding is required for these projects. The Department's unfunded need for the software and equipment costs is $1.7 million.

Deferred Maintenance: Deferred maintenance continues to be a critical unmet County need. Additional funding was requested in 2001-02; however, this funding has not been provided due to the current economic conditions impacting the County and State. Unfunded deferred maintenance requirements for facilities maintained by the Department are currently estimated to exceed $111.0 million.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 2,450,000	$ 2,450,000	$ --	6.0

Purchasing and Contract Services: Reflects a net addition of reimbursable services and positions primarily for equipment maintenance contracts, county mail messenger services, and vehicle operation services. *Supports Countywide Strategic Plan Goal 1, Strategy 1; Goal 2, Strategies 1 and 2; Goal 3, Strategies 1and 2; and Goal 4, Strategy 1.*

2.	$ -13,277,000	$ -13,277,000	$ --	-17.0

Facilities Operations Services: Reflects a net reduction of reimbursable services and positions primarily in Job Order Contracting, custodial services and grounds maintenance services. Also, reflects reimbursable services and positions for building craft workload increases. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ 523,000	$ 523,000	$ --	-29.0

Information Technology Services: Reflects a net addition in reimbursable services and a net decrease in positions primarily associated with hard-to-fill positions. The net funding increase is primarily attributable to network infrastructure and computer processing, partially offset by a reduction to customer application programming and data center operations. Also, reflects the elimination of the pager services program. *Supports Countywide Strategic Plan Goal 1, Strategies 1 and 2; and Goal 4, Strategy 1.*

4.	$ 21,000	$ 21,000	$ --	--

Administration and Finance Services: Reflects a net increase in reimbursable costs primarily attributable to the realignment of staffing to meet revised workloads. *Supports Countywide Strategic Plan Goal 2; Strategy 1.*

5.	$ -791,000	$ --	$ -791,000	--

Security Action Plan: Reflects the deletion of $1.0 million in 2001-02 countywide Security Action Plan funding, partially offset by the addition of $0.2 million in one-time funding for the second year of the plan, in accordance with the Board approved Security Action Plan. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 6,550,000	$ 6,499,000	$ 51,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 571,000	$ 571,000	$ --	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ -1,151,000	$ --	$ -1,151,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
4.	$ 137,000	$ 137,000	$ --	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	$ -1,310,000	$ -1,310,000	$ --	--
	Operations Alignment: Reflects a reduction in appropriation to align funding with expenditures.			
Total	***$ -6,277,000***	***$ -4,386,000***	***$ -1,891,000***	***-40.0***

CUSTOMER DIRECT SERVICES AND SUPPLIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 21,006,945	$ 25,211,000	$ 39,689,000	$ 39,288,000	$ 39,288,000	$ -401,000
LESS EXPENDITURE DIST	21,006,946	25,211,000	39,689,000	39,288,000	39,288,000	-401,000
TOT S & S	-1					
GROSS TOTAL	$ -1	$	$	$	$	$
NET COUNTY COST	$ -1	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

Customer Direct Services and Supplies is a "pass through" budget to account for various services and supplies that the Internal Services Department purchases directly from outside vendors on behalf of customer departments.

The 2002-03 Proposed Budget reflects a reduction of $0.4 million, attributable to the elimination of the Airline Voucher Purchasing Program effective March 2001.

Changes From 2001-02 Budget

	Gross Appropriation	Expenditure Distribution/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -401,000	$ -401,000	$ 0	0

Airline Voucher Purchasing Program: Reflects the elimination of the Airline Voucher Purchasing Program effective March 2001. The Voucher program was replaced by a ticketless travel program, where each department is directly billed for services provided by the Transportation Clearing Account managed by the Auditor-Controller. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Total	**$ -401,000**	**$ -401,000**	**$ 0**	**0.0**

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Purchasing and Contract Service						
$ 35,468,000	$ 22,200,000	$ 12,682,000	$ 586,000	$ 2,614,000	$ -2,028,000	244.0

Authority: Non-mandated, discretionary program.

The County Charter requires centralized purchasing services for the County. Purchasing and Contract Services provides purchasing, contracting, messenger/mail, parking, vehicle and contract administration and monitoring services. Purchasing and Contract Service is increasing in efficiency through expanding the use of vendor agreements, effectively using technology to enhance the purchasing process, developing purchasing strategies to reduce County costs and enhancing vendor outreach programs.

Program Outcome: To provide diversified purchasing, contracting, and essential support services to help the County do its job.

Service Delivery Standard: Issue direct purchase orders within 30 days. Complete 98 percent of scheduled pickups and deliveries of mail at County facilities. Ensure all scheduled contract monitoring activities are completed

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of purchasing requests received	3,290	3,696	3,358	3,358
Number of scheduled mail/messenger stops	208,538	221,963	207,657	207,998
Number of Prop A contracts monitored	n/a	47	47	47
Number of customers receiving an annual customer survey on purchasing services	71	74	75	75
Workload/Output				
Number of purchase orders issued	3,162	3,604	3,290	3,290
Number of mail/messenger stops made within the standard	207,748	219,699	206,615	205,086
Number of scheduled contract monitoring activities	n/a	742	1,145	1,354
Number of customers returning purchasing surveys	39	45	50	55
Efficiency				
Number of purchased orders issued within 30 days	2,645	2,726	2,486	2,486
Average number of mail/messenger stops per working day	802	854	799	800
Number of monitoring activities completed within standard	n/a	701	1,145	1,354
Effectiveness/Outcome				
Percent of direct purchase orders issued within 30 days	84%	76%	76%	76%
Percent of scheduled mail/messenger stops completed	99.62%	98.98%	99.5%	98.6%
Percent of monitoring activities completed within standard	n/a	94.5%	100%	100%
Average survey rating on purchasing services (on a scale of 1-5)	3.8	4.0	4.2	4.3

Explanatory Note:
n/a = Not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Facilities Operations Service						
$ 131,623,000	$ 112,582,000	$ 17,822,000	$ 1,219,000	$ 8,789,000	$ -7,570,000	897.0

Authority: Non-mandated, discretionary program.

No specific mandate or authority, except to the extent that the Board of Supervisors (Board) established the countywide Energy Management Program. Facilities Operations provides building and energy related services for customer departments. The major activities are building maintenance and grounds maintenance, custodial services, building crafts and energy management services, including the operation of power plants and cogeneration facilities.

Program Outcome: To support the County and Internal Services Department (ISD) by providing excellent in-house contracted and advisory services in the areas of alterations and improvements, facilities maintenance and operation, energy management, and custodial/grounds maintenance services.

Service Delivery Standard: Complete 100 percent routine building maintenance requests within three days. Achieve a 4 (on a scale of 1 - 5) in craft services on the annual ISD customer survey. Ensure power plant systems are available 98.5 percent of the time

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of buildings/complexes maintained	201	195	204	206
Number of customers receiving an annual customer survey on craft services	71	74	75	75
Number of power plants	7	7	7	7
Workload/Output				
Number of routine building maintenance calls	67,750	71,330	73,690	75,900
Number of customers returning craft services surveys	39	48	56	59
Number of hours the power plants are available	61,320	61,320	61,320	61,320
Efficiency				
Number of routine building maintenance calls completed within three days	67,547	70,067	72,585	75,839
Number of hours the power plants are operational	61,197	61,197	61,197	61,259
Effectiveness/Outcome				
Percent of routine building maintenance calls completed within three days	99.7%	98.2%	98.5%	99.9%
Average survey rating on craft services	3.5	3.6	3.7	4.0
Percent of time the power plants provide heat and chilled water	99.8%	99.8%	99.8%	99.9%
Percent of time the power plants generate electricity	95.9%	98.2%	95.2%	99%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Information Technology Service (ITS)						
$ 168,450,000	$ 126,782,000	$ 41,576,000	$ 92,000	$ 24,824,000	$ -24,732,000	1,146.0

3. **Information Technology Service (ITS)** (cont'd)

Authority: Non-mandated, discretionary program.

County Code Section 2.81.700 delegates to ISD responsibility for requisitions related to the operations and maintenance of all countywide and multi-user communications, networks, and facilities. ITS plans, builds, and runs computer and communications systems for customer departments. The two major components of ITS are data processing and telecommunications. Data processing includes information systems planning, systems development and maintenance (including Internet/web-enabling) as well as operating the County data center. Telecommunications includes network design, installation maintenance and operation, radio systems design and support, communications equipment installation and maintenance, and other telecommunications functions.

Program Outcome: To meet customer needs by consistently providing high-quality, timely and cost-effective information technology services.

Service Delivery Standard: Ensure data center systems are available 99.95 percent of the time. Ensure 90 percent of incoming help desk calls are answered within 60 seconds or less. Ensure telephone and data service requests are completed within standards.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of customers that have computer applications processed at the data center	41	38	38	38
Number of help desk calls received	154,908	156,504	154,272	155,228
Number of telephone systems maintenance service requests received for adds, moves and changes	2,923	2,967	2,724	2,950
Number of data service requests received	434	512	580	667
Number of customers receiving an annual customer survey on programming services	71	74	75	75
Workload/Output				
Data processing time needed by customer applications	1,895,304	2,096,832	2,107,614	2,107,614
Number of help desk calls answered in 60 seconds or less	92,945	107,988	106,448	124,182
Number of telephone systems maintenance additions, moves and changes completed	2,923	2,967	2,724	2,950
Number of data service requests completed	434	447	522	601
Number of customers returning programming service surveys	31	37	44	50
Efficiency				
Number of data processing minutes actually available	1,893,969	2,094,756	2,106,560	2,106,560
Average length of time help desk calls on hold	105 sec	83 sec	75 sec	69 sec
Number of telephone systems maintenance additions, moves and changes completed within the standard	2,829	2,855	2,591	2,802
Number of data service requests completed within the standard	343	379	431	511

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of time data center is available to customers	99.93%	99.90%	99.95%	99.95%
Percent of help desk calls on hold for 60 sec or less	60%	69%	75%	80%
Percent of telephone systems maintenance additions, moves and changes completed within standard	96.8%	96.2%	95%	95%
Percent of data service requests completed within the standard	79%	85%	83%	85%
Average survey rating on programming services (on a scale of 1-5)	3.9	3.8	3.9	4.0

Explanatory Note:
Sec = Seconds

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration and Finance Service, Support, NCC and Contingency						
$ 35,049,000	$ 33,783,000	$ 578,000	$ 688,000	$ 7,883,000	$ -7,195,000	199.0

Authority: Non-mandated, discretionary program.

Administration consists of costs associated with the operation of the departmental administration functions including the executive office, strategic planning, training, accounting, budgeting, personnel, payroll, and procurement. Support represents departmental support costs incurred for the benefit of ISD's programs. These include training, emergency preparedness, internal affairs, risk management, rents, utilities, and building proprietorship/facility services. NCC and contingency includes unallowable A-87 costs (e.g., debt service, vacant space, etc.) because federal/State guidelines prohibit ISD from including these costs in billings to customers. Contingency appropriation is budgeted each year to provide for continuation of critical services, staff shortages, and/or other unforeseen events. The contingency budget has no NCC impact, since it is spent only to the extent that customers will reimburse costs.

Program Outcome: To provide excellent in-house administrative and technical support and advisory services to enable ISD to achieve its mission in accordance with County policies and procedures.

Service Delivery Standard: Pay 90 percent of invoices within 30 days of receipt of goods, generate 100 percent of customer bills within 30 days of the accrual month 100 percent of the time, and achieve a 4 (on a scale of 1-5) in all categories on the annual ISD customer survey.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of invoices received	44,560	43,690	44,011	44,341
Accounts payable staff	17	17	17	17
Billing staff	15	15	15	15
Number of customers receiving the annual customer survey	71	74	75	75
Workload/Output				
Number of invoices processed	41,515	36,265	39,627	39,907
Number of accounts billed	31,316	34,918	29,213	31,500
Number of customers returning the annual survey	46	53	60	60
Number of customers returning billing services survey	10	43	49	53
Efficiency				
Number of invoices processed per staff	2,442	2,133	2,331	2,347
Number of billed accounts per staff	2,088	2,328	1,948	2,100

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of invoices paid within 30 days	93.2%	83%	90%	90%
Percent of bills generated within the standard	100%	100%	100%	100%
Average survey rating on all ISD services	3.7	3.9	4.0	4.0
Average survey rating on reasonableness of costs	3.2	3.5	3.7	4.0
Average survey rating on timeliness of ISD service delivery	3.7	3.8	4.0	4.0
Average survey rating on billing services (on a scale of 1-5)	3.4	3.7	4.0	4.2

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 370,590,000	**$ 295,347,000**	**$ 72,658,000**	**$ 2,585,000**	**$ 44,110,000**	**$ -41,525,000**	**2,486.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	130,958,000	117,397,000	136,995,000	6,037,000
Employee Benefits	54,015,000	48,422,000	53,012,000	-1,003,000
Total Salaries and Employee Benefits	184,973,000	165,819,000	190,007,000	5,034,000
Services and Supplies				
Clothing and Personal Supplies	186,000	149,000	172,000	-14,000
Communications	3,476,000	2,777,000	3,214,000	-262,000
Food	1,000	1,000	1,000	0
Household Expenses	869,000	694,000	803,000	-66,000
Insurance	87,000	69,000	80,000	-7,000
Maintenance-Bldgs and Improvements	9,640,000	7,700,000	8,912,000	-728,000
Maintenance-Equipment	25,664,000	20,500,000	23,727,000	-1,937,000
Medical, Dental and Laboratory Supplies	52,000	41,000	48,000	-4,000
Memberships	35,000	27,000	32,000	-3,000
Miscellaneous Expense	676,000	540,000	625,000	-51,000
Office Expense-Other	5,090,000	4,066,000	4,706,000	-384,000
Office Expense-Postage	58,000	46,000	54,000	-4,000
Office Expense-Stationary and Forms	327,000	261,000	302,000	-25,000
Professional and Specialized Services	92,045,000	73,523,000	84,420,000	-7,625,000
Publications and Legal Notice	18,000	15,000	17,000	-1,000
Rents and Leases-Bldg and Improvement	753,000	601,000	696,000	-57,000
Rents and Leases-Equipment	10,191,000	8,140,000	9,422,000	-769,000
Small Tools and Instruments	367,000	293,000	339,000	-28,000
Special Departmental Expense	20,106,000	16,060,000	18,589,000	-1,517,000
Transportation and Travel-Auto Mileage	407,000	325,000	376,000	-31,000
Transportation and Travel-Other	97,000	78,000	90,000	-7,000
Transportation and Travel-Traveling	446,000	356,000	412,000	-34,000
Utilities	5,232,000	4,179,000	4,837,000	-395,000
Total Services and Supplies	175,823,000	140,441,000	161,874,000	-13,949,000
Other Charges				
Judgments and Damages	1,902,000	1,827,000	2,192,000	290,000
Capital Lease Payments	10,764,000	10,338,000	12,252,000	1,488,000
Total Other Charges	12,666,000	12,165,000	14,444,000	1,778,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Budgeted Fiscal Year 2001-02	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	432,000	432,000	703,000	271,000
Computer Info and Data Processing Sys	2,553,000	2,553,000	3,436,000	883,000
Construction and Heavy Maintenance	19,000	19,000	31,000	12,000
Machinery Equipment	58,000	58,000	95,000	37,000
Vehicle-Automobile	229,000	229,000	0	-229,000
Other Undefined Assets	114,000	114,000	0	-114,000
Total Equipment	3,405,000	3,405,000	4,265,000	860,000
Total Fixed Assets	3,405,000	3,405,000	4,265,000	860,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**376,867,000**	**321,830,000**	**370,590,000**	**-6,277,000**
Less: Intrafund Transfers	294,758,000	246,822,000	295,347,000	589,000
TOTAL NET REQUIREMENTS	82,109,000	75,008,000	75,243,000	-6,866,000
REVENUES:				
Use of Money and Property	0	4,079,000	0	0
Charges for Services	77,633,000	65,339,000	72,658,000	-4,975,000
Miscellaneous	0	1,144,000	0	0
TOTAL REVENUES	77,633,000	70,562,000	72,658,000	-4,975,000
NET COUNTY COST	**4,476,000**	**4,446,000**	**2,585,000**	**-1,891,000**

INTERNAL SERVICES - CUSTOMER DIRECT SERVICES AND SUPPLIES

DEPARTMENTAL DETAIL SUMMARY

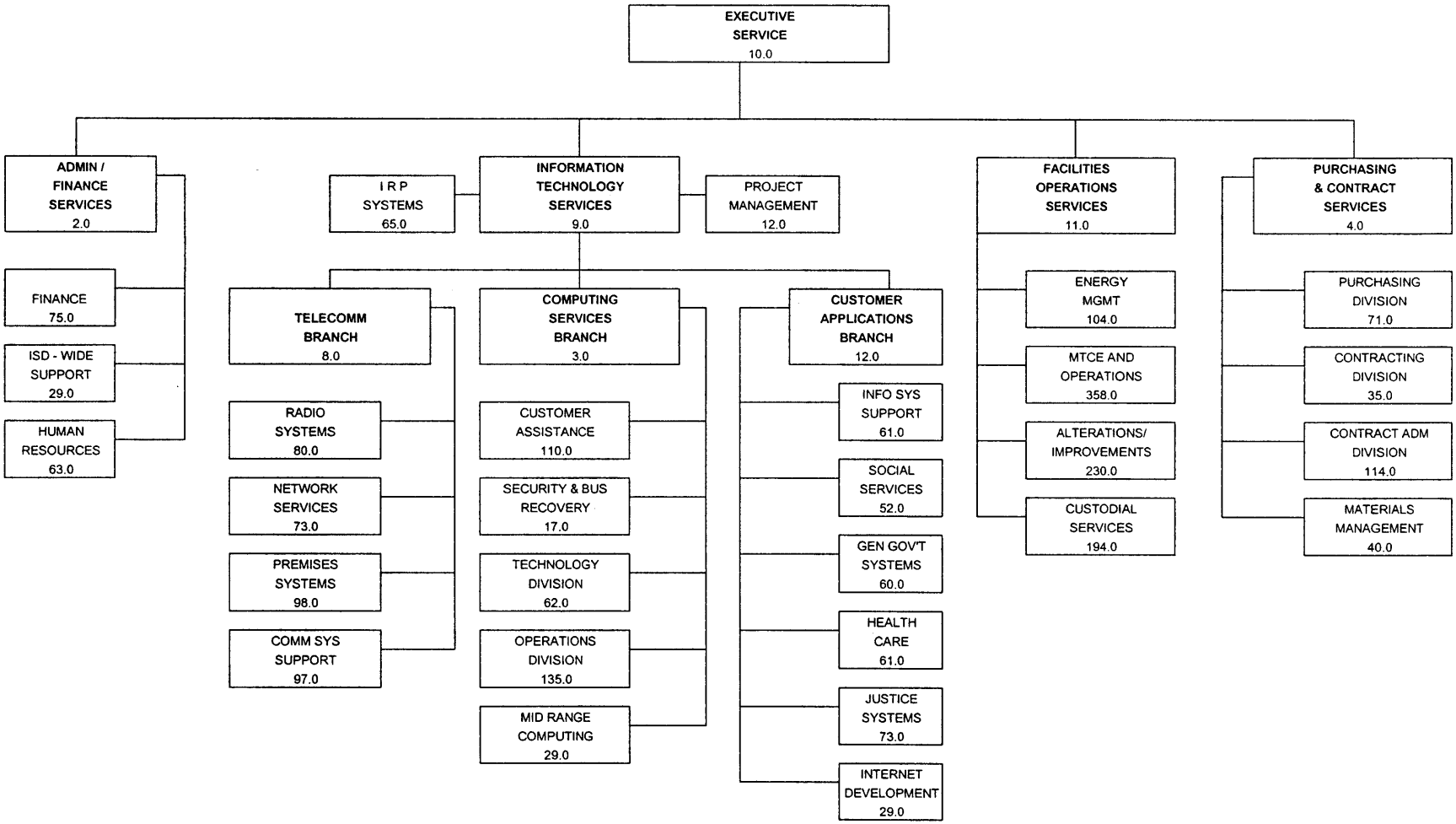
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Computer Software	110,000	141,000	261,000	151,000
Information Technology Services	35,178,000	23,925,000	34,801,000	-377,000
Professional and Specialized Services	4,000,000	1,145,000	4,226,000	226,000
Travel	401,000	0	0	-401,000
Total Services and Supplies	39,689,000	25,211,000	39,288,000	-401,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	39,689,000	25,211,000	39,288,000	-401,000
Gross Total	**0**	**0**	**0**	**0**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	0	0	0	0
REVENUES:				
Licenses, Permits and Franchises	0	0	0	0
Intergovernmental Revenues:				
Federal	0	0	0	0
State	0	0	0	0
Miscellaneous	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	**0**	**0**	**0**	**0**

Internal Services Department

2002-03 Proposed Budget

2,486.0 Positions

Joan Ouderkirk, Director



JUDGMENTS AND DAMAGES/INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 75,614,057	$ 82,078,000	$ 82,090,000	$ 85,311,000	$ 81,823,000	$ -267,000
LESS EXPENDITURE DIST	46,045,319	52,536,000	65,049,000	58,782,000	58,782,000	-6,267,000
TOT S & S	29,568,738	29,542,000	17,041,000	26,529,000	23,041,000	6,000,000
OTHER CHARGES	50,176,090	77,211,000	88,257,000	89,234,000	75,219,000	-13,038,000
LESS EXPENDITURE DIST	36,712,484	70,355,000	81,401,000	68,363,000	68,363,000	-13,038,000
TOT OTH CHRG	13,463,606	6,856,000	6,856,000	20,871,000	6,856,000	
GROSS TOTAL	$ 43,032,344	$ 36,398,000	$ 23,897,000	$ 47,400,000	$ 29,897,000	$ 6,000,000
REVENUE	19,217,630	14,704,000	2,203,000	8,203,000	8,203,000	6,000,000
NET COUNTY COST	$ 23,814,714	$ 21,694,000	$ 21,694,000	$ 39,197,000	$ 21,694,000	$
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 15,837,472	$ 12,501,000	$	$ 6,000,000	$ 6,000,000	$ 6,000,000
OTHER SALES	65,250					
MISCELLANEOUS	3,314,908	2,203,000	2,203,000	2,203,000	2,203,000	
TOTAL	$ 19,217,630	$ 14,704,000	$ 2,203,000	$ 8,203,000	$ 8,203,000	$ 6,000,000

Mission Statement

The Judgments and Damages/Insurance budget provides funding for payment of judgments and settlements of uninsured claims against the County, as well as, attorney fees and other litigation costs. In addition, this budget reflects the purchase of various insurance policies, where available, at a reasonable cost, or as required by law or agreement.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects funding for anticipated judgments and/or settlements, attorney fees and litigation costs, and insurance premiums for various commercial insurance policies. In addition, this budget includes a central appropriation to fund large, unanticipated losses and losses of a countywide nature.

JUDGMENTS AND DAMAGES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 47,285,591	$ 48,182,000	$ 48,371,000	$ 47,471,000	$ 43,983,000	$ -4,388,000
LESS EXPENDITURE DIST	17,508,900	18,640,000	31,330,000	20,942,000	20,942,000	-10,388,000
TOT S & S	29,776,691	29,542,000	17,041,000	26,529,000	23,041,000	6,000,000
OTHER CHARGES	27,965,151	53,535,000	55,390,000	60,375,000	46,360,000	-9,030,000
LESS EXPENDITURE DIST	14,401,024	46,679,000	48,534,000	39,504,000	39,504,000	-9,030,000
TOT OTH CHRG	13,564,127	6,856,000	6,856,000	20,871,000	6,856,000	
GROSS TOTAL	$ 43,340,818	$ 36,398,000	$ 23,897,000	$ 47,400,000	$ 29,897,000	$ 6,000,000
REVENUE	19,113,048	14,704,000	2,203,000	8,203,000	8,203,000	6,000,000
NET COUNTY COST	$ 24,227,770	$ 21,694,000	$ 21,694,000	$ 39,197,000	$ 21,694,000	$
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 15,831,165	$ 12,501,000	$	$ 6,000,000	$ 6,000,000	$ 6,000,000
MISCELLANEOUS	3,281,883	2,203,000	2,203,000	2,203,000	2,203,000	
TOTAL	$ 19,113,048	$ 14,704,000	$ 2,203,000	$ 8,203,000	$ 8,203,000	$ 6,000,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Changes From 2001-02 Budget

	Net Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 6,000,000	$ 6,000,000	$ --	--

Miscellaneous: Reflects a change in accounting practice from the use of expenditure distribution for services and supplies to the recognition of revenue for legal services provided to the Metropolitan Transportation Authority (MTA) and Metrolink. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Total $	***6,000,000***	***$ 6,000,000***	***$ 0***	***0.0***

INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 28,328,466	$ 33,896,000	$ 33,719,000	$ 37,840,000	$ 37,840,000	$ 4,121,000
LESS EXPENDITURE DIST	28,536,419	33,896,000	33,719,000	37,840,000	37,840,000	4,121,000
TOT S & S	-207,953					
OTHER CHARGES	22,210,939	23,676,000	32,867,000	28,859,000	28,859,000	-4,008,000
LESS EXPENDITURE DIST	22,311,460	23,676,000	32,867,000	28,859,000	28,859,000	-4,008,000
TOT OTH CHRG	-100,521					
GROSS TOTAL	$ -308,474	$	$	$	$	$
REVENUE	104,582					
NET COUNTY COST	$ -413,056	$	$	$	$	$
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 6,307	$	$	$	$	$
OTHER SALES	65,250					
MISCELLANEOUS	33,025					
TOTAL	$ 104,582	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 2,642,000	$ 2,642,000	$ --	--

General Fund: Reflects increases of $2.8 million in estimated aviation and property insurance premiums due to the impact of the insurance losses from the World Trade Center tragedy, and $100,000 in projected general liability settlement costs related to the Department of Children and Family Services. These increases are partially offset by a decrease of $300,000 in projected medical malpractice liability settlement costs related to the Health Facilities. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

2.	$ -3,334,000	$ -3,334,000	$ --	--

Enterprise Fund: Reflects decreases of $3.5 million in projected medical malpractice liability settlement costs related to the Hospital Facilities, and $100,000 in projected auto and general liability settlement costs related to Hospital Facilities. These decreases are partially offset by an increase of $300,000 in estimated aviation and property insurance premiums. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ 298,000	$ 298,000	$ --	--

Special Funds: Reflects an increase in estimated aviation and property insurance premiums. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
4.	$ 507,000	$ 507,000	$ --	--
	Other Funds: Reflects an increase in projected auto liability settlement costs related to Special Districts and Contract Cities. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
Total	***$ 113,000***	***$ 113,000***	***$ 0***	***0.0***

LOCAL AGENCY FORMATION COMMISSION
LARRY J. CALEMINE, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 31,653	$	$	$	$	$
SERVICES & SUPPLIES	558,932					
OTHER CHARGES	480	376,000	2,580,000	581,000	581,000	-1,999,000
GROSS TOTAL	$ 591,065	$ 376,000	$ 2,580,000	$ 581,000	$ 581,000	$ -1,999,000
REVENUE	-353,188		1,999,000			-1,999,000
NET COUNTY COST	$ 944,253	$ 376,000	$ 581,000	$ 581,000	$ 581,000	$
REVENUE DETAIL						
STATE-OTHER	$	$	$ 1,635,000	$	$	$ -1,635,000
OTHER GOVT AGENCIES			204,000			-204,000
PLANNING & ENG SVCS	95,317		105,000			-105,000
CHRGS FOR SVCS-OTHER	-447,848		55,000			-55,000
MISCELLANEOUS	-657					
TOTAL	$ -353,188	$	$ 1,999,000	$	$	$ -1,999,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To review proposed changes of organization and reorganization (e.g., annexations, incorporations, detachments, and consolidations) to ensure that local government services are provided as efficiently and economically as possible. Also, to conduct sphere of influence and other special studies to identify and recommend government restructuring which will result in more economical and accountable governmental entities.

2002-03 Budget Message

Assembly Bill (AB) 2838, Government Code Section 56381.6, which became effective January 1, 2001, established the formula to be used for the allocation of operational costs for the Local Agency Formation Commission (LAFCO) among the County, cities, and special districts. The Commission is required annually, following noticed public hearings, to prepare a proposed budget by May 1, and final budget by June 15. The 2002-03 Proposed Budget reflects a reduction in one-time funding from the State and City of Los Angeles for the San Fernando Valley and Harbor Area secession related costs.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,839,000	$ -1,839,000	$ --	--

Secession: Reflects a decrease in one-time funding for the San Fernando Valley and Harbor Area secession related costs, offset by a reduction of revenue from the State and City of Los Angeles.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
2.	$ -160,000	$ -160,000	$ --	--
	Other Changes: Reflects a reduction in application fee revenue and appropriation due to a change in statute, which provides for the fees to be paid directly to LAFCO.			
Total	***$ -1,999,000***	***$ -1,999,000***	***$ 0***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. **Local Agency Formation Commission**							
	$ 581,000	$ 0	$ 0	$ 581,000	$ 581,000	$ 0	0.0

Authority: State mandate. Government Code Section 56325 states, "there is hereby continued in each county a local agency formation commission ", to review proposed annexations, incorporation, and detachments and to conduct sphere of influence studies.

Note: LAFCO's position is that it is exempt from curtailments based on a State Attorney General opinion.

LOCAL AGENCY FORMATION COMMISSION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Total Services and Supplies	0	0	0	0
Other Charges				
Contributions to Non-County Agencies	2,580,000	376,000	376,000	-2,204,000
Other-Secession	0	0	205,000	205,000
Total Other Charges	2,580,000	376,000	581,000	-1,999,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**2,580,000**	**376,000**	**581,000**	**-1,999,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	2,580,000	376,000	581,000	-1,999,000
REVENUES:				
Intergovernmental Revenues:				0
State	1,635,000	0	0	-1,635,000
Other	204,000	0	0	-204,000
Charges For Service	105,000	0	0	-105,000
Miscellaneous	55,000	0	0	-55,000
TOTAL REVENUES	1,999,000	0	0	-1,999,000
NET COUNTY COST	**581,000**	**376,000**	**581,000**	**0**

LOCAL AGENCY FORMATION COMMISSION

Organization Chart

2002-03 Proposed Budget

COMMISSION MEMBERS

Yvonne Brathwaite Burke
Larry Connelly
James DiGiuseppe
Carol Herrara
Cindy Miscikowski
Beatrice Proo
Henri Pellissier
William Wentworth
Zev Yaroslavsky

ALTERNATE MEMBERS

Hal Bernson
Kenneth Chappell
Richard Close
Edward Gladbach
Don Knabe
Christina Cruz-Madrid

EXECUTIVE OFFICER

Larry J. Calemine

Staff Members

Sandor Winger, Deputy Executive Officer
June D. Savala, Executive Assistant
Sera Grossman, Local Government Analyst
Wilda Turner, Administrative Assistant
Amber Del La Torre, Office Assistant
Douglas Dorado, Mapping Technician

LOS ANGELES COUNTY CAPITAL ASSET LEASING

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02cx v	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 35,760	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$
OTHER CHARGES	29,625,873	23,660,000	23,660,000	20,500,000	20,500,000	-3,160,000
LESS EXPENDITURE DIST	29,844,014	23,810,000	23,810,000	20,650,000	20,650,000	-3,160,000
TOT OTH CHRG	-218,141	-150,000	-150,000	-150,000	-150,000	
GROSS TOTAL	$ -182,381	$	$	$	$	$
REVENUE		200,000	375,000	375,000	375,000	
NET COUNTY COST	$ -182,381	$ -200,000	$ -375,000	$ -375,000	$ -375,000	$
REVENUE DETAIL						
OPERATING TRANSFER IN	$	$ 200,000	$ 375,000	$ 375,000	$ 375,000	$
TOTAL	$	$ 200,000	$ 375,000	$ 375,000	$ 375,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

The Los Angeles County Capital Asset Leasing Corporation (LAC-CAL) was established as a non-profit corporation by the Board of Supervisors in 1983 to assist the County in the financing of its critical fixed asset equipment needs. Equipment purchases are initially financed by LAC-CAL through the issuance of bond anticipation notes. Outstanding bond anticipation notes are periodically redeemed through the issuance of intermediate-term tax-exempt bonds or certificates of participation, or through leases with third-party lessors. The term of each bond issue or lease reflects the useful life of the financed equipment. The Corporation's outstanding bonds or leases are redeemed through semi-annual payments from the County.

2002-03 Budget Message

The LAC-CAL General Fund budget unit provides for the collection of lease payments due on LAC-CAL equipment leases from County departmental budget units and the transfer of such payments to the LAC-CAL Corporation. The LAC-CAL General Fund budget unit also reflects the payment of insurance premiums and the receipt of revenues generated by the LAC-CAL Corporation from investment earnings and surplus reserve funds.

The Proposed 2002-03 LAC-CAL budget reflects a decrease in appropriation and expenditure distributions from 2001-02 due to the final maturity of the Corporation's 1998 Series A bonds in December, 2002 and a reduction in debt service requirements on the Series B bond issue. Revenue will remain consistent with 2001-02 levels.

Strategic Planning

The LAC-CAL Equipment Program provides County departments with a mechanism to stabilize ongoing fixed asset costs and provide support for critical operations and programs. The Corporation's access to the tax-exempt bond market and the relative stability of its interest rates assist County departments in their strategic planning efforts.

MENTAL HEALTH
MARVIN J. SOUTHARD, D.S.W., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 152,954,611	$ 180,616,000	$ 214,383,000	$ 242,900,000	$ 226,303,000	$ 11,920,000
SERVICES & SUPPLIES	590,293,694	691,173,000	628,844,000	729,456,000	643,212,000	14,368,000
OTHER CHARGES	62,489,982	55,124,000	49,773,000	46,149,000	46,149,000	-3,624,000
FIXED ASSETS-EQUIP	3,449,775	1,316,000	1,316,000	965,000	965,000	-351,000
GROSS TOTAL	$ 809,188,062	$ 928,229,000	$ 894,316,000	$ 1,019,470,000	$ 916,629,000	$ 22,313,000
LESS INTRAFD TRANSFER	26,608,578	40,355,000	39,634,000	44,073,000	39,406,000	-228,000
NET TOTAL	$ 782,579,484	$ 887,874,000	$ 854,682,000	$ 975,397,000	$ 877,223,000	$ 22,541,000
REVENUE	691,895,698	799,390,000	766,198,000	806,095,000	787,524,000	21,326,000
NET COUNTY COST	$ 90,683,786	$ 88,484,000	$ 88,484,000	$ 169,302,000	$ 89,699,000	$ 1,215,000
BUDGETED POSITIONS	2,920.3	3,059.3	3,059.3	3,703.8	3,012.3	-47.0
REVENUE DETAIL						
INTEREST	$ 141,666	$	$	$	$	$
STATE AID-MENTAL HLTH	67,254,450	84,560,000	72,904,000	80,352,000	80,352,000	7,448,000
OTHER STATE AID-HLTH	62,768,629	70,504,000	75,621,000	98,509,000	90,173,000	14,552,000
STATE-OTHER	10,658,925	45,086,000	38,032,000	42,441,000	38,941,000	909,000
STATE-REALIGNMENT REV	298,483,476	305,361,000	286,984,000	260,125,000	262,638,000	-24,346,000
FEDERAL-OTHER	11,321,832	14,740,000	15,144,000	15,903,000	15,903,000	759,000
FED AID-MENTAL HLTH	228,782,134	268,934,000	267,886,000	297,111,000	287,863,000	19,977,000
OTHER GOVT AGENCIES	611,528	1,621,000	1,803,000	1,803,000	1,803,000	
ESTATE FEES	1,249,102	2,031,000	2,031,000	2,031,000	2,031,000	
HEALTH FEES	11,156					
MENTAL HEALTH SVCS	465,105	478,000	478,000	478,000	478,000	
CHRGS FOR SVCS-OTHER	8,097,922	1,013,000	1,196,000	752,000	752,000	-444,000
MISCELLANEOUS	2,046,326	5,062,000	4,119,000	6,590,000	6,590,000	2,471,000
SALE OF FIXED ASSETS	3,447					
TOTAL	$ 691,895,698	$ 799,390,000	$ 766,198,000	$ 806,095,000	$ 787,524,000	$ 21,326,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

Mission Statement

"We make our community better by providing world class mental health care." This vision for the Department of Mental Health (DMH) is carried out through the provision of services to enable persons experiencing severe and disabling mental illnesses, and children with serious emotional disturbance, to access treatment and support services. These services are tailored to help individuals to: better control their illnesses; achieve their personal goals; increase their ability to achieve independence; and develop skills to support their living the most constructive and satisfying lives possible in the least restrictive environment.

The Department develops and coordinates services to address the mental health needs of the County's residents through a community-based process. Primary services include case management, inpatient care, outpatient services (including crisis intervention/emergency response), and day treatment programs provided through a network of contracted and County-operated mental health clinics and hospitals. Using standards established by law and regulation, DMH reviews and monitors the clinical and fiscal performance of all service providers.

Mission Statement (cont'd)

The Director of Mental Health serves as Public Guardian, acting as conservator for persons gravely disabled by mental illness and as appointed by the court, for the frail elderly. The Director is also the County's Conservatorship Investigation Officer and has responsibility to assure that patients' rights are protected in all public and private programs that provide involuntary assessment, care and treatment, as well as in all other programs.

2002-03 Budget Message

The 2002-03 Proposed Budget for DMH reflects $32.9 million in unspecified service reductions. This funding gap is primarily due to the elimination of $29.6 million in prior year one-time revenue. To address this shortfall, DMH will develop a curtailment plan that will include a reduction of community outreach programs for which there are no revenue offsets and reduced services to indigent clients. By April 2002, DMH will identify specific curtailments that will be included in the final changes to the Proposed Budget. It is not anticipated that the curtailments will result in work force reductions. In order to minimize additional service reductions, the Proposed Budget also includes a number of very aggressive revenue generation and cost reduction proposals developed by DMH. The aggressive proposals include the generation of additional Federal Financial Participation (FFP) Medi-Cal revenues through an increased focus on benefit establishment for indigent clients, and an increased emphasis on billing third party payors. Also, included are cost savings to be achieved through reducing pharmaceutical purchases, and reduced utilization of State Hospital beds. If these plans are not achieved, further curtailments may be required during 2002-03.

The Proposed Budget funds the Department at the minimum State maintenance of effort requirement. The Budget reflects a $1.2 million net County cost (NCC) increase due to a $12.2 million increase in Vehicle License Fee-Realignment revenue, partially offset by a reduction of $11.0 million in Tobacco Settlement funds.

The 2002-03 Proposed Budget reflects a net increase of $22.3 million in additional funding, including:

-- Additional State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) and FFP Medi-Cal revenues, increased Senate Bill (SB) 90 funds, Federal Block Grant and Demonstration Grant funding, and Title IV-E funds for new or expanded programs totaling $37.2 million, including:
  - Expansion of mental health services for children who qualify under the State mandated Special Education Pupil Program;
  - Expansion of Substance Abuse Mental Health Service Administration (SAMHSA) Federal Block Grant to provide services to clients diagnosed to have both substance abuse and mental illness;
  - Increased mental health services through private contract providers fully funded by State EPSDT and FFP Medi-Cal revenues;
  - Continuation of the Mentally Ill Offender Crime Reduction (MIOCR) II Program for mentally ill women who are incarcerated. This program is in collaboration with the Sheriff's Department; and
  - Implementation of the Wraparound Program infrastructure to provide linkage services to high-risk children in, or at risk of placement into, MacLaren Children's Center, juvenile halls or Metropolitan State Hospital.

-- A reduction of $10.8 million in funding for the Department of Health Services, including a decrease of $9.8 million due to the planned phase out of Medicaid Section 1115 Waiver revenue, and a decrease of $1.0 million due to a reduction in emergency psychiatric services.

-- A $32.9 million decrease in appropriation due to unspecified service curtailments, as discussed above.

-- A $14.2 million appropriation decrease due to: projected savings of $2.8 million from reduced utilization of State Hospital beds; a $2.8 million reduction in funding for the California Work Opportunity and Responsibility to Kids (CalWORKs), General Relief Opportunities for Work (GROW), and GENESIS programs; a $4.6 million savings due to the elimination of the supplemental rate program; and a $4.0 million reduction in Assembly Bill 2034 Demonstration Project spending.

-- A net $18.2 million increase in appropriation for unavoidable cost increases, such as salaries and employee benefits, higher rents and leases, and increases from other County departments.

2002-03 Budget Message (cont'd)

-- A net $24.8 million increase in appropriation due to other changes, including increased rates for the provision of mental health services through the consolidated Fee-For-Service providers and increased contract services. Some of these increases are partially offset by an increase in the State Managed Care allocation with a corresponding increase in FFP Medi-Cal revenue.

Strategic Planning

The Department continues to implement strategic approaches designed to provide quality and cost-effective services to all persons with serious mental illnesses/disorders. This includes implementation of the recommendations of the Comprehensive Community Care system design process and the State Department of Mental Health's plan for Managed Mental Health Care. DMH will continue to seek a wide range of community involvement as it leads the change while responding to the community and the requirements of the County's Strategic Plan.

Critical Needs

The Department's critical unmet needs include recommendations from the community-based meetings conducted by the Department's Strategic Planning Committee to address services for indigents and uninsured consumers including homeless and dually-diagnosed substance-abusing mentally ill persons.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -32,877,000	$ --	$ -32,877,000	--
	Unspecified Service Reductions: Reflects $32.9 million shortfall between projected revenues and planned expenditures. The Department is in the process of developing a curtailment plan with stakeholders and partners to reduce community outreach and services to indigent clients. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ --	$ -29,631,000	$ 29,631,000	--
	Realignment Sales Tax: Reflects the reduction of one-time Realignment Sales Tax revenue. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ -11,432,000	$ -432,000	$ -11,000,000	-34.0
	Tobacco Settlement Programs: Reflects $11.0 million reduction in Tobacco Settlement funds and $0.4 million in FFP Medi-Cal revenue for outpatient indigent mental health care through community-based programs, mental health/law enforcement and crisis response services, and school-based/school-linked mental health services. Also, reflects a reduction of 34.0 clinical and administrative support positions. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ -2,800,000	$ --	$ -2,800,000	--
	State Hospital Bed Reduction: Reflects the reduction of 25 State Hospital beds consistent with the continuance of intensive case management services, as well as increased placement of clients in appropriate lower cost inpatient services. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
5.	$ -2,809,000	$ -3,271,000	$ 462,000	--

CalWORKs, GROW and GENESIS Programs: Reflects $2.0 million reduction in intrafund transfer from the Department of Public Social Services for mental health services provided to clients enrolled in the CalWORKs and GROW programs. Also, reflects $1.3 million reduction in intrafund transfer from the Department of Community and Senior Services for services provided to mentally ill seniors through the GENESIS program. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

6.	$ -10,750,000	$ -9,750,000	$ -1,000,000	--

Medicaid Section 1115 Waiver: Reflects $9.8 million reduction due to the phase out of the federal Medicaid Section 1115 Waiver revenue fully offset by a corresponding reduction in payments to the Department of Health Services. In addition, funding for emergency psychiatric services has been reduced by $1.0 million based on current usage. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

7.	$ -4,000,000	$ -4,000,000	$ --	--

Assembly Bill (AB) 2034 Program Revenues: Reflects a reduction of one-time AB 2034 funding for the development of the Bell Shelter Project. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

8.	$ 591,000	$ 26,225,000	$ -25,634,000	3.0

Revenue Changes: Reflects the Department's efforts to mitigate the loss of one-time revenues through enhanced efforts to enroll indigent clients in the Medi-Cal program through a Benefits Establishment Program, provide staffing for timely resolution of contract audit settlements, and increase emphasis on the completion of service billings. Also, reflects implementation of enhanced recovery of costs dedicated to quality assurance activities and the continuation of claiming for Medicaid Administrative Activities. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

9.	$ 50,308,000	$ 25,623,000	$ 24,685,000	--

Contract Providers: Reflects increased mental health contract services to Medi-Cal eligible children, partially funded by State and federal revenues. Also, includes funding for State approved contractor's rate increases. *Supports Countywide Strategic Plan Goal 1, Strategies 1, 2, and 3.*

10.	$ 6,237,000	$ 5,420,000	$ 817,000	--

Children's System of Care Programs: Reflects the expansion of mental health services to children who qualify under the State mandated Special Education Pupil Program, and implementation of the Wraparound Program infrastructure to provide linkage services to high-risk children in, or at risk of placement into, MacLaren Children's Center, juvenile halls or Metropolitan State Hospital. *Supports Countywide Strategic Plan Goal 1, Strategy 1 and 2; Goal 4, Strategy 1 and 2; and Goal 5, Strategy 1.*

11.	$ 300,000	$ 300,000	$ --	-22.0

Juvenile Justice Program: Reflects a reduction of 22.0 vacant positions to redirect funding for the provision of mental health services to be rendered by private contract providers and a $0.3 million increase for Multi-Systemic Therapy funded by intrafund transfer from the Probation Department. *Supports Countywide Strategic Plan Goal 1, Strategies 1 and 2; Goal 4, Strategies 1 and 2; and Goal 5, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
12.	$ 3,049,000	$ 3,030,000	$ 19,000	6.0
Adult System of Care Programs: Reflects additional SAMHSA Federal Block Grant Demonstration Project funds to augment mental health services to clients diagnosed to have both substance abuse and mental illness, and additional funding for the MIOCR II Program to provide services to mentally ill women who are incarcerated, as approved by the Board in 2001-02. *Supports Countywide Strategic Plan Goal 1, Strategy 1; and Goal 4, Strategies 1 and 2.*				
13.	$ 8,270,000	$ 7,426,000	$ 844,000	--
Fee-For-Service Program: Reflects an enhanced service level and provides for the continuation of a rate increase implemented during the prior fiscal year, partially offset by State and federal funds. *Supports Countywide Strategic Plan Goal 1, Strategy 1; and Goal 4, Strategy 1.*				
Other Changes				
1.	$ 12,081,000	$ 125,000	$ 11,956,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 529,000	$ --	$ 529,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligations Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 5,616,000	$ 33,000	$ 5,583,000	--
Unavoidable Cost Increases: Reflects increases for workers' compensation, rents and leases, higher ambulance fees, the Board approved White Memorial Hospital and Social Work Graduate Program agreements, cost for recruitment/retention consultant, and services provided by other County departments.				
Total	***$ 22,313,000***	***$ 21,098,000***	***$ 1,215,000***	***-47.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Fee-For-Service (FFS) Medi-Cal/Managed Care						
$ 97,884,000	$ 72,000	$ 97,812,000	$ 0	$ 0	$ 0	101.5

Authority: Mandated program. Pursuant to State Department of Mental Health (SDMH) regulations for Medi-Cal Psychiatric Services, Title 9, California Code or Regulations, Chapter 11, mandating a review of documentary evidence of compliance with SDMH requirements (e.g., medical necessity criteria for acute psychiatric inpatient hospital services) regarding mental health services provided by certified Medi-Cal providers to Medi-Cal beneficiaries determined to be residents of Los Angeles County, Sections 5600 and 5775 of the California Welfare & Institutions (W&I) Code.

The FFS Medi-Cal/Managed Care Program operates in full compliance with applicable SDMH rules and regulations to review documentary evidence, and to authorize reimbursement for mental health services appropriately provided to Medi-Cal beneficiaries residing in Los Angeles County. Subsequent to such review, this program is obligated to notify the SDMH's fiscal intermediary, Electronic Data Systems (EDS), of the result of its review and to comply with appeal procedures applicable for denials for reimbursements.

Program Outcome: Timely (e.g., for initial review, within 14 days of receipt by the Los Angeles County DMH) review of documentary evidence in compliance with State DMH requirements for treatment provided by inpatient Medi-Cal providers and rendered to Medi-Cal beneficiaries determined to be residents of Los Angeles County.

Service Delivery Standard: Completion of the review of documentary evidence in compliance with SDMH regulations and notification of the results of that review for the purpose of authorizing reimbursement, within all regulatory prescribed timelines (e.g., within 14 days of receipt by the Los Angeles County DMH for initial review psychiatric inpatient Treatment Authorization Requests [TARs]).

Performance Measures (1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Federal/State/County funds	$2,826,119	$3,533,714	$3,800,000	$4,843,000
Workload/Output				
Inpatient episodes/TARs	24,400	29,361	29,516	29,516
Efficiency				
Average cost per TAR	$116	$120	$129	$164
Effectiveness/Outcome				
Percent of reviews competed in mandated timely manner	100%	100%	100%	100%

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Emergency Outreach Bureau						
$ 12,117,000	$ 0	$ 8,286,000	$ 3,831,000	$ 3,831,000	$ 0	150.3

Authority: Mandated program - Section 5600.4 of the California W&I Code, Chapter 3, Article 13 Title 9 California Government Code.

2. **Emergency Outreach Bureau** (cont'd)

Provide emergency evaluation, assessment, and crisis intervention services throughout Los Angeles County through field assessments and services delivered in psychiatric emergency rooms.

Program Outcome: Provides 5150/5585 Assessment, Crisis Intervention, Critical Stress Debriefing, Case Management Services, and other forms of case consultation.

Service Delivery Standard: Deliver services 24 hours per day, 7 days per week, and respond to all calls within one hour throughout Los Angeles County.

Performance Measures (1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of requests for field visit	7,900	7,931	10,500	11,000
Workload/Output				
Number of field visit responses	2,447	3,354	5,060	5,500
Efficiency				
Percentage of field visits made within one hour	n/a (2)	n/a (2)	n/a (3)	n/a(3)
Effectiveness/Outcome				
Percentage of field visits resulting in appropriate case assessment/disposition	n/a (2)	n/a (2)	87% (3)	90%(3)

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Not available.
(3) Baseline data collection began March 1, 2002. Figures are estimated for FY 2001-02 and projected for FY 2002-03.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Patient Advocacy						
$ 3,188,000	$ 0	$ 2,149,000	$ 1,039,000	$ 1,039,000	$ 0	46.0

Authority: Mandated program - Sections 5530 (a) 5600.2 (a)(6), California Code of Regulations Title 9, Section 863.1 (a).

Provides State mandated patient advocacy services for approximately 15,000 client complaints and inquiries annually. Responds to approximately 3,000 inquiries per year from mental health providers and the public. Also, provides representation for clients at over 17,800 administrative hearings each year. Monitors 68 inpatient psychiatric facilities for compliance with patients' rights statutes. Trains staff and clients about patient and mental health law and acts as consultant in this area. Assists in the formulation of policies, procedures, and legislation to protect patients' rights. Compiles statistics on involuntary holds and patients' rights denials.

Program Outcome: To ensure that patient rights are not violated; to ensure that patients are protected as mandated.

Service Delivery Standard: Every patient will be represented by a Patients Rights Advocate at every administrative hearing as mandated above.

Explanatory Notes: Performance measures are under development.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Public Guardian						
$ 10,707,000	$ 49,000	$ 8,581,000	$ 2,077,000	$ 2,077,000	$ 0	138.0

Authority: Mandated program - Sections 5350, 5350.1, 5352.5, and 5354.5 of the California W&I Code. Sections 37430 and 37432 of the California Government Code.

The Public Guardian investigates the need for conservatorship and acts as the public conservator on behalf of the County for individuals found by the courts to be: gravely disabled due to a mental disorder; unable to provide properly for their food, clothing, shelter, or health needs; and/or unable to manage their finances or resist undue influence or fraud. The Public Guardian also provides mobile health and mental health services to older adults age 50 and over who need either in-home or community-based services to live safely in the community with maximum independence and dignity. Additional services provided include Homeless Conservatorship Outreach and the recruitment, training and supervision of Master Social Work candidates completing their fieldwork requirements.

Program Outcome: The well-being of persons who cannot care for themselves due to mental illness or disorder.

Service Delivery Standard: 1) Complete investigations within 30 days of case opening and 2) establish and maintain appropriate living arrangements and treatment for conservatees.

Performance Measures (1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Federal/State/County funds	$5,700,000	$7,449,000	$9,162,000	$10,489,000
Workload/Output				
LPS cases investigated annually (3)	n/a (2)	2,338	2,154	2,300
LPS cases administered annually (3)	n/a	3,226	3,299	3,400
Efficiency				
LPS cases investigated per Deputy Public Guardian annually	n/a	234	180	192
Active LPS cases administered per Deputy Public Guardian annually	n/a	215	206	170
Effectiveness/Outcome				
Percentage of investigations completed within 30 days	n/a	99%	99%	99%
Percentage of clients living in appropriate living arrangements and receiving treatment	n/a	99.9%	99.9%	99.9%

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Not available.
(3) Lanterman-Petris-Short (LPS) Act, State legislation which includes authority for conservatorship/guardianship of people with mental illnesses, among other provisions for services to this population.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

5. Children's System of Care (CSOC)

$ 301,702,000	$ 20,891,000	$ 270,584,000	$ 10,227,000	$ 10,227,000	$ 0	665.8

Authority: Mandated program - Sections 4380, 5600.1, 5672, 5695, 5600.4, 5670, 5671, and 6002.1 of the California W&I Code, California Government Code, Chapter 26.5 Sections, 7570, 7576 and 7572.5.

Sample program goals are avoidance of out-of-home placement (and/or placement to a higher level of care); increased functioning in home, school, and community; and strengthening of the family unit for severely emotionally disturbed children and their families through provision of intensive in-home services. Services result in cost avoidance averaging $10,000/month per child for out-of-home care.

Program Outcome: Increase functioning and mental health of children in Los Angeles County.

Service Delivery Standard: Reduce out-of-home placement of children due to mental health related issues by 10 percent countywide.

Performance Measures (1)	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Federal/State/County funds (2)	$3,132,169	$3,789,270	$4,970,000	$5,200,000
Workload/Output				
Number of clients/families receiving services to prevent out-of-home placement	353	355	600	800
Efficiency				
Average annual cost per client/family of services specific to preventing out-of-home placement	$8,873	$10,674	$8,283	$6,500
Effectiveness/Outcome				
Percentage of children receiving CSOC services who are stabilized and remain in the home (avoiding out-of-home placement)	35%	40%	45%	50%

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Program funding is not separate from overall CSOC funds.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions

6. Adult System of Care (ASOC)

$ 399,894,000	$ 15,500,000	$ 310,831,000	$ 73,563,000	$ 73,563,000	$ 0	1,172.0

Authority: Mandate program - Sections 5001, 5600.4, 5670, 5671, 6003.2 and 6004 of the California W&I Code, California Code of Regulations, Title 9 Section 522.

Provides a full spectrum of mental health services within a capitated rate to adults with serious and persistent mental illnesses. Services include hospitalization residential treatment, day treatment, day rehabilitation, individual, group, medication support, crisis intervention, and case management/brokerage.

6. **Adult System of Care (ASOC)** (cont'd)

Provides a variety of community-based mental health treatment services to adults including individual, group, day care, medication, case management services, vocational rehabilitation, and support services. Programs are County and contractor-operated and may serve special populations such as Asian, American Indian, HIV patients, and the homeless.

Provides 24-hour care in community-based contractor-operated programs. A variety of residential care is provided (i.e., sub-acute, crisis, transitional, long-term, semi-independent, and board and care).

Provides 24-hour psychiatric inpatient evaluation and treatment services. Services include supportive intervention and functional stability programs to maximize individual potential. Brief intensive hospitalization for voluntary patients is provided. Upon discharge, referral, and linkage to appropriate community resources is also provided.

Program Outcome: Reduce or eliminate mental health related barriers to employment by 1) increasing access to mental health services; 2) increasing level of functioning; and 3) attaining positive employment status.

Service Delivery Standard: 1) Client data on direct service utilization, 2) global assessment of functioning (GAF) at discharge, and 3) employment status upon discharge.

Performance Measures [1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Federal/State/County funds identified for CalWORKs supportive services	$6,727,000	$18,175,000	$20,000,000	$15,000,000
Workload/Output				
Note: Client counts do not include persons contacted via outreach activities	3,273	5,326	9,000	7,515
Efficiency				
Cost per client (annual)	$2,055	$3,413	$2,222	$1,996
Effectiveness/Outcome				
Percent cases with increased GAF scores at discharge	n/a [2]	n/a	n/a	n/a
Percent of cases with positive employment status upon discharge	n/a	n/a	n/a	n/a

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Not available. Data is being gathered and analyzed. Estimated availability date July 1, 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Justice Programs						
$ 51,302,000	$ 2,818,000	$ 40,034,000	$ 8,450,000	$ 8,450,000	$ 0	306.4

Authority: Mandated program - Section 5695 of the California W&I Code, California Code of Regulations, Title 9, Chapter 7, Sections 1101 and 1103.

Provides services to mentally ill offenders, including early identification of acute psychiatric problems, provision of short-term crisis intervention, mental health housing/placement, treatment, and medications to incarcerated mentally ill. Provides assessment, placement, and supervision of adult mentally ill offenders in the Court system. Also, identifies and assists mentally ill defendants and diverts them out of the legal system and links them with mental health treatment in the community.

7. **Justice Programs** (cont'd)

Program Outcome: Inmates receive mental health assessments and appropriate services when indicated.

Service Delivery Standard: Assess each new inmate who is identified with a mental health problem within 12 hours of arrival at Inmate Reception Center (IRC).

Performance Measures [1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of inmates identified as needing mental health services as a portion of total number of inmates processed in IRC (approximately 25% of 180,000 per year)	n/a [2]	n/a	45,000	45,000
Workload/Output				
Number of inmates identified for mental health assessment and treatment	n/a	n/a	40,000	42,000
Efficiency				
Number of inmates assessed and treated within 12 hours of intake/identification	n/a	n/a	36,000	39,000
Effectiveness/Outcome				
Percentage of inmates assessed within 12 hours of intake/identification	n/a	n/a	90%	93%

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. Support Services						
$ 51,493,000	$ 57,000	$ 34,841,000	$ 16,595,000	$ 16,595,000	$ 0	149.2

Authority: Mandated program - Sections 17001 and 5600.2 of the California W&I Code.

Provides support services that cannot be directly identified to programs. Includes contracts for training and computer programming, utilities, rent, and miscellaneous services and supplies. Bureaus such as Training and Cultural Competency Bureau and Chief Information Office provide support services.

Program Outcome: Staff and stakeholders receive appropriate and timely training and education.

Service Delivery Standard: Respond to 100% of requests from managers for training by implementing training within the required time frame as specified by the manager.

Performance Measures [1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Training costs	$2,368,000	$2,716,000	$2,654,000	$3,826,000
Workload/Output				
Number of staff, clients, and family members trained	8,282	12,232	12,500	12,500
Efficiency				
Cost per trainee per training	$286	222	$212	$306
Effectiveness/Outcome				
Percent of staff that report knowledge transfer from training to work with clients and families	n/a [2]	n/a	71%	75%

Explanatory Notes:
(1) Reflects reconfigured program data consistent with new program performance measures.
(2) Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Administration						
$ 21,219,000	$ 19,000	$ 14,406,000	$ 6,794,000	$ 6,794,000	$ 0	283.1

Authority: Mandated program - Sections 17001 and 5600.2 of the California W&I Code.

Provides support services in the provision of mental health services.

Explanatory Notes: Performance measures are under development.

10. Unspecified Service Reduction						
$ -32,877,000	$ 0	$ 0	$ -32,877,000	$ -32,877,000	$ 0	0.0

The Department is in the process of developing a curtailment plan to address the shortfall. To address this shortfall the Department intends to cease community outreach programs for which there are no revenue offsets, and plans to reduce services to indigent clients.

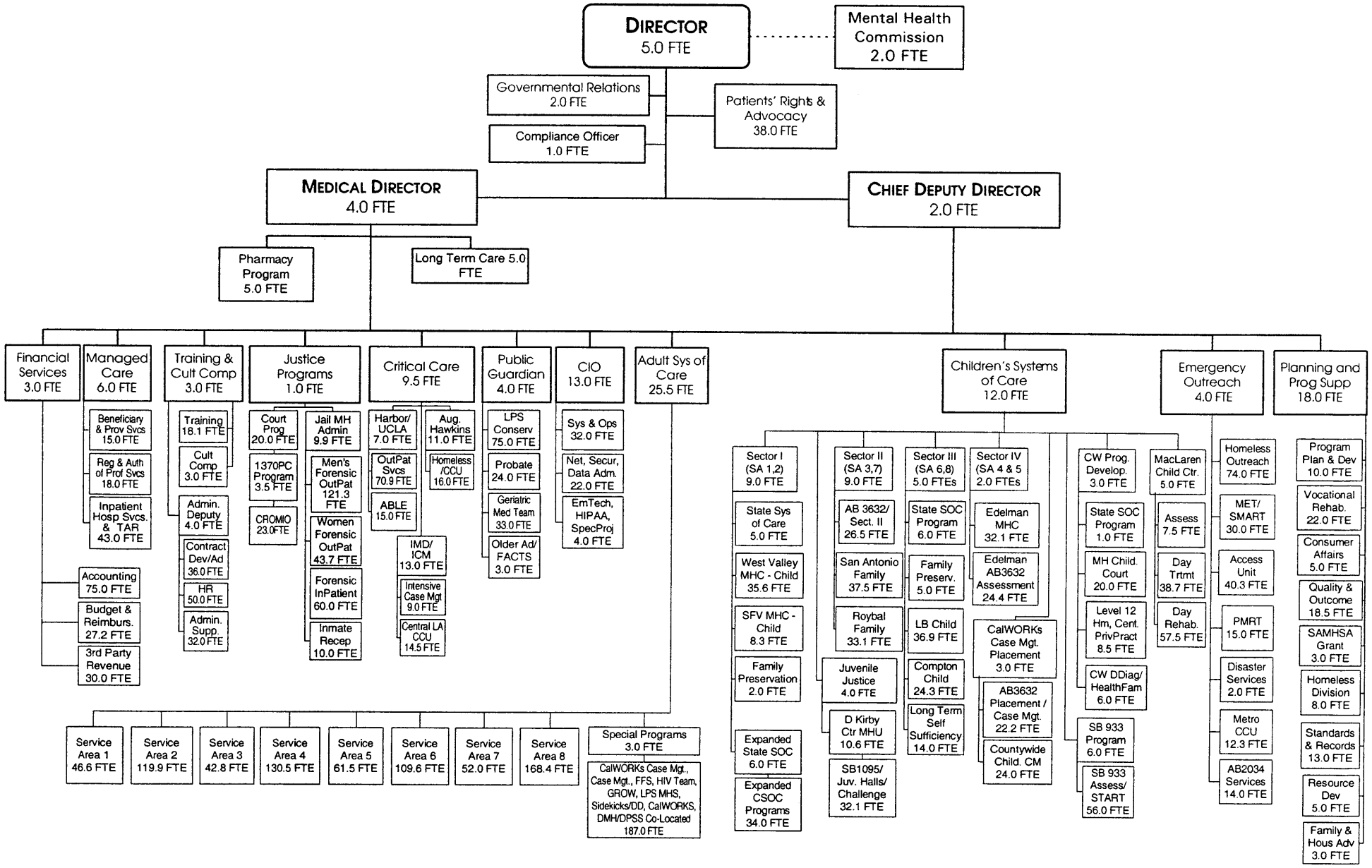
Total Programs						
$ 916,629,000	**$ 39,406,000**	**$ 787,524,000**	**$ 89,699,000**	**$ 89,699,000**	**$ 0**	**3,012.3**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	167,665,000	142,317,000	173,872,000	6,207,000
Employee Benefits	46,718,000	38,299,000	52,431,000	5,713,000
Total Salaries and Employee Benefits	214,383,000	180,616,000	226,303,000	11,920,000
Services and Supplies				
Communications	3,334,000	3,411,000	3,350,000	16,000
Computer Equipment - Non-capital	7,825,000	5,762,000	5,581,000	-2,244,000
Computer Software	998,000	998,000	855,000	-143,000
Food	113,000	113,000	113,000	0
Household Expense	28,000	28,000	28,000	0
Information Technology Services	7,927,000	10,312,000	10,827,000	2,900,000
Insurance	15,000	15,000	15,000	0
Maintenance-Bldg and Improvements	6,366,000	6,919,000	2,366,000	-4,000,000
Maintenance-Equipment	81,000	81,000	81,000	0
Medical, Dental, Lab Supplies	24,029,000	56,075,000	41,195,000	17,166,000
Memberships	58,000	66,000	66,000	8,000
Office Expense-Other	2,073,000	2,117,000	2,066,000	-7,000
Office Expense-Postage	175,000	175,000	175,000	0
Office Expense-Stat and Forms	1,513,000	1,343,000	1,513,000	0
Professional and Specialized Svcs	558,276,000	585,181,000	587,762,000	29,486,000
Publications and Legal Notice	420,000	420,000	420,000	0
Rents and Leases-Bldg and Improvements	8,703,000	10,603,000	11,027,000	2,324,000
Rents and Leases-Equipment	956,000	956,000	956,000	0
Special Departmental Expense	64,000	64,000	72,000	8,000
Telecommunications	1,616,000	1,206,000	1,374,000	-242,000
Training	1,418,000	2,441,000	2,469,000	1,051,000
Trans and Travel-Auto Mileage	600,000	585,000	588,000	-12,000
Trans and Travel-Auto Service	15,000	20,000	15,000	0
Trans and Travel-Other	575,000	525,000	575,000	0
Trans and Travel-Traveling	275,000	273,000	311,000	36,000
Utilities	1,291,000	1,384,000	1,384,000	93,000
Exp Applic to Prior Years	100,000	100,000	905,000	805,000
Unspecified Service Reduction	0	0	-32,877,000	-32,877,000
Total Services and Supplies	628,844,000	691,173,000	643,212,000	14,368,000
Other Charges				
Judgments and Damages	300,000	288,000	300,000	0
Other Charges	1,855,000	1,518,000	1,031,000	-824,000
Support and Care of Persons	47,618,000	53,318,000	44,818,000	-2,800,000
Total Other Charges	49,773,000	55,124,000	46,149,000	-3,624,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				0
Computer Info and Data Processing Sys.	833,000	833,000	482,000	-351,000
Vehicle - Automobile	444,000	444,000	444,000	0
Vehicle - Heavy Use	39,000	39,000	39,000	0
Total Equipment	1,316,000	1,316,000	965,000	-351,000
Total Fixed Assets	1,316,000	1,316,000	965,000	-351,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**894,316,000**	**928,229,000**	**916,629,000**	**22,313,000**
Less: Intrafund Transfers	39,634,000	40,355,000	39,406,000	-228,000
TOTAL NET REQUIREMENTS	854,682,000	887,874,000	877,223,000	22,541,000
REVENUES:				
Intergovernmental Revenues:				
Federal	283,030,000	283,674,000	303,766,000	20,736,000
State	473,541,000	505,511,000	472,104,000	-1,437,000
Other	3,834,000	3,652,000	3,834,000	0
Charges for Services	1,674,000	1,491,000	1,230,000	-444,000
Miscellaneous	4,119,000	5,062,000	6,590,000	2,471,000
TOTAL REVENUES	766,198,000	799,390,000	787,524,000	21,326,000
NET COUNTY COST	**88,484,000**	**88,484,000**	**89,699,000**	**1,215,000**

County of Los Angeles - Department of Mental Health
Marvin J. Southard, D.S.W., Director
FY 2002-03 Proposed Budget Organization Chart
Proposed Positions = 3,012.3



MILITARY AND VETERANS AFFAIRS
JOSEPH N. SMITH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 1,117,462	$ 1,301,000	$ 1,301,000	$ 1,440,000	$ 1,406,000	$ 105,000
SERVICES & SUPPLIES	406,983	409,000	398,000	2,000,000	419,000	21,000
OTHER CHARGES	37,299	34,000	50,000	50,000	50,000	
OTHER FINANCING USES	31,541	32,000	32,000	31,000	31,000	-1,000
GROSS TOTAL	$ 1,593,285	$ 1,776,000	$ 1,781,000	$ 3,521,000	$ 1,906,000	$ 125,000
LESS INTRAFD TRANSFER		1,000	1,000	1,000	1,000	
NET TOTAL	$ 1,593,285	$ 1,775,000	$ 1,780,000	$ 3,520,000	$ 1,905,000	$ 125,000
REVENUE	814,570	775,000	780,000	824,000	811,000	31,000
NET COUNTY COST	$ 778,715	$ 1,000,000	$ 1,000,000	$ 2,696,000	$ 1,094,000	$ 94,000
BUDGETED POSITIONS	23.8	25.0	25.0	25.5	25.5	0.5
REVENUE DETAIL						
BUSINESS LICENSES	$ 14,800	$ 7,000	$ 8,000	$ 8,000	$ 8,000	$
RENTS AND CONCESSIONS	342,733	320,000	320,000	356,000	351,000	31,000
STATE AID-VET AFFAIRS	181,176	180,000	180,000	180,000	180,000	
STATE-OTHER	188,389	163,000	163,000	170,000	167,000	4,000
CHRGS FOR SVCS-OTHER	86,068	104,000	104,000	109,000	104,000	
MISCELLANEOUS	1,404	1,000	5,000	1,000	1,000	-4,000
TOTAL	$ 814,570	$ 775,000	$ 780,000	$ 824,000	$ 811,000	$ 31,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	VETERANS' SERVICES

Mission Statement

To assist veterans, their dependents and survivors in pursuing legal claims and benefits to which they are eligible under federal and State legislation, and to operate and maintain Patriotic Hall for use by veterans' organizations and the public.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost (NCC) increase of $94,000 to fund negotiated increases in salaries and employee benefits. In addition, the budget reflects additional hours for the Special Events Manager, Patriotic Hall, fully offset by an anticipated increase in rental revenues.

Strategic Planning

As part of the County's Strategic Plan, the Department will focus on maintaining adequate service levels with increasing emphasis on quality and efficiency, and continue to explore and utilize technology to improve communications where appropriate. Among the Department's initiatives:

Strategic Planning (cont'd)

Service Excellence
--- Expand web page data to advertise and promote Department services, facilities, and public information items.
--- Expand outreach services to elderly veterans and widows confined to nursing homes and convalescent hospitals.
--- Improve access to and responsiveness of the United States Veterans Administration Benefits Delivery Network (BDN) system.

Workforce Excellence
--- Establish a "One-Stop" Service Center at Patriotic Hall to provide a seamless service delivery system to assess needs for benefits assistance, employment and referral to proper provider agencies.
--- Collaborate with Southern California County Veterans Service Offices (CVSO) to conduct quarterly regional training sessions pertaining to legal decisions, new veterans benefits, and changes in United States Department of Veterans Affairs (USDVA) policies and procedures.
--- Integrate the in-house Veterans Program (VETPRO) computer system with the U.S. Veterans Administration's BDN.
--- Enhance all employees' computer skills to include Microsoft Office and Access applications.

Organizational Effectiveness
--- Upgrade the in-house VETPRO computer system to incorporate Microsoft Office Suite for faster interchange between veterans' files.

Fiscal Responsibility
--- Increase subvention funding from the CAL-VET College Tuition Fee Waiver Program for dependents of veterans disabled or deceased while in service by expanding distribution of flyers to local churches and synagogues.
--- Increase revenue from Veterans License Plate sales through increased advertising.
--- Seek grants and in-kind donations from veterans organizations, public and private corporations to assist in upgrading the displays, décor, and facilities at Patriotic Hall.

Critical Needs

The Department has a critical need for a multi-level parking structure to meet client demands. The Department also has a need to upgrade the information technology and VETPRO systems to improve communications.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 24,000	$ 24,000	$ --	0.5

Patriotic Hall: Reflects an increase in hours for the Special Events Manager, Patriotic Hall to improve management of events, fully offset by an anticipated increase in rental revenues. *Supports Countywide Strategic Plan Goal 1, Strategies 1 and 2.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 75,000	$ 3,000	$ 72,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 6,000	$ --	$ 6,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 1,000	$ --	$ 1,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	$ 19,000	$ 4,000	$ 15,000	--
	Office Equipment and Maintenance: Replacement of one copy machine to meet increased volume of public awareness effort and funding for unavoidable maintenance costs. *Supports Countywide Strategic Plan Goal 1, Strategies 1 and 2, and Goal 3, Strategy 2.*			
Total	***$ 125,000***	***$ 31,000***	***$ 94,000***	***0.5***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Veterans Welfare Referral and Claims Benefits						
$ 872,000	$ 0	$ 348,000	$ 524,000	$ 0	$ 524,000	14.0

Authority: Mandated program with discretionary service level – California Military and Veterans Code Title 12, Sections 450 through 455, Sections 890 through 899, Sections 940 through 946, and Education Code Section 32320.

This program includes the following services: veterans claims, senior Medi-Cal, veteran burials and college fee waivers. Veterans claims requires the referral of veterans, their dependents, and survivors who apply for welfare benefits for determination of their eligibility for federal benefits. Senior Medi-Cal provides services to elderly veterans and their dependents who are confined in nursing home facilities. The Department assists those seniors in pursuing claims for Veterans Administration pensions, compensation, aid, and attendant care. The college fee waiver is administered for the dependents of disabled veterans. The Department also provides decent burials to indigent veterans and their widows.

Program Outcome: Award of federal funding to veterans, their dependents and survivors.

Service Delivery Standard: Respond within one business day to telephone inquiries regarding veteran benefits and within two business days to written inquiries and applications.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of counselors	7	12 (1)	12	12
Workload/Output				
Veterans Services:				
Claims filed	4,678	3,325	3,392	3,460
Number of clients assisted	17,219	17,402	17,750	18,105
Efficiency				
Average number of claims filed per counselor	668	416 (2)	283	288
Clients assisted per month	1,435	1,450	1,479	1,509
Effectiveness/Outcome				
Claims approved/awarded	43%	41%	40%	42%

Explanatory Notes:
(1) Reflects number of counselors budgeted. Of this amount, two counselors were on long-term disability leave and two positions were vacant during FY 2000-01.
(2) Based on actual number of counselors hired (8).

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Patriotic Hall Operation						
$ 653,000	$ 1,000	$ 463,000	$ 189,000	$ 0	$ 189,000	6.5

Authority: Non-mandated, discretionary program.

Patriotic Hall is used to provide valuable services to veterans organizations, employee groups, and the community at large. The services provided include space rental to religious organizations, social functions held by community members, and filming activities.

2. Patriotic Hall Operation (cont'd)

Program Outcome: Provision of a suitable venue for the exhibition of military memorabilia, meetings and gatherings of veterans organizations, and social functions for members of the community.

Service Delivery Standard: Establish and maintain accurate reservation records timely and efficiently. Provide a safe, well-maintained site in accordance with clients' requests.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total building staff hours	9,007	10,351	10,626	11,193
Total cost of Patriotic Hall Operation	$474,120	$486,050	$602,948	$653,000
Workload/Output				
Monthly veteran participants attending Patriotic Hall events	19,387	18,113	17,492	17,000
Monthly non-veteran participants attending Patriotic Hall events	104,614	154,050	198,260	219,000
Efficiency				
Total revenue	$346,657	$443,601	$431,000	$463,000
Veterans monthly leases	$45,149	$33,000	$43,100	$46,300
Non-veterans monthly leases	$301,508	$410,601	$387,900	$416,700
Effectiveness/Outcome				
Percentage of revenue to cost				
Veterans monthly leases	10%	7%	7%	7%
Non-veterans monthly leases	64%	86%	64%	64%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration						
$ 381,000	$ 0	$ 0	$ 381,000	$ 0	$ 381,000	5.0

Authority: Non-mandated, discretionary program.

The Administrative Division provides support in areas such as executive office and departmental budgeting, accounting, personnel, payroll, contracts, and procurement operations.

Program Outcome: Provide quality internal support services to all divisions in the Department, timely dissemination of public information, and Departmental representation at veterans, military, and civic events.

Service Delivery Standard: Provide accurate and timely responses to inquiries received within two business days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of staff[1]	5	5	5	5
Number of inquiries received per month	2,800	2,900	3,300	3,700
Workload/Output				
Number of responses to inquiries per month	2,600	2,700	3,000	3,500

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Average number of responses per staff	520	540	600	700
Effectiveness/Outcome				
Percent of responses within two-business days	96%	96%	95%	98%

Explanatory Notes:
(1) Reflects number of staff budgeted. Does not account for attrition or hiring delays.

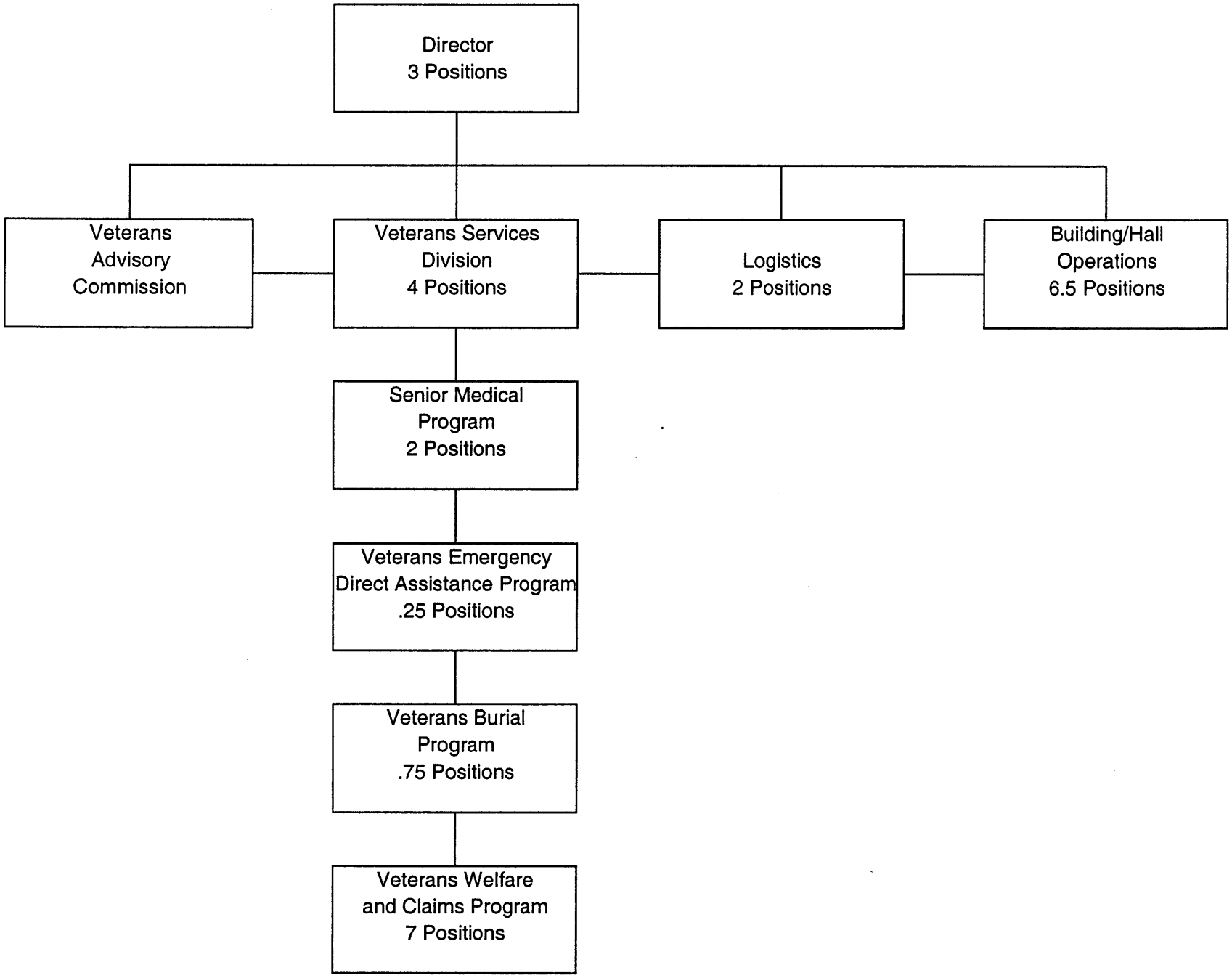
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 1,906,000	**$ 1,000**	**$ 811,000**	**$ 1,094,000**	**$ 0**	**$ 1,094,000**	**25.5**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	907,000	878,000	968,000	61,000
Employee Benefits	394,000	423,000	438,000	44,000
Total Salaries and Employee Benefits	1,301,000	1,301,000	1,406,000	105,000
Services and Supplies				
Communications	28,900	31,000	28,900	0
Household Expenses	12,000	9,000	12,000	0
Information Technology Services	0	300	15,000	15,000
Insurance	600	400	600	0
Jury and Witness Expense	1,700	0	1,700	0
Maintenance-Buildings and Improvements	34,000	21,000	34,000	0
Maintenance-Equipment	2,000	6,000	2,000	0
Memberships	500	900	500	0
Miscellaneous Expense	300	0	300	0
Office Expense-Other	26,000	3,000	15,000	-11,000
Office Expense-Postage	0	4,000	4,000	4,000
Office Expense-Stat and Forms	0	23,000	18,000	18,000
Professional and Specialized Services	215,000	221,000	215,000	0
Rents and Leases-Bldg and Improvemts	3,000	2,000	4,000	1,000
Rents and Leases-Equipment	2,000	0	6,000	4,000
Special Departmental Expense	6,000	40,000	7,000	1,000
Transportation and Travel-Auto Mileage	2,000	1,000	2,000	0
Transportation and Travel-Auto Service	0	400	0	0
Transportation and Travel-Traveling	3,000	4,000	3,000	0
Utilities	61,000	42,000	50,000	-11,000
Total Services and Supplies	398,000	409,000	419,000	21,000
Other Charges				
Capital Lease Payments	25,000	24,000	25,000	0
Judgments and Damages	4,300	0	4,300	0
Other-Veterans Burial	18,000	9,000	18,000	0
Support and Care of Persons	2,700	1,000	2,700	0
Total Other Charges	50,000	34,000	50,000	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Operating Transfers Out	32,000	32,000	31,000	-1,000
Total Other Financing Uses	32,000	32,000	31,000	-1,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**1,781,000**	**1,776,000**	**1,906,000**	**125,000**
Less: Intrafund Transfers	1,000	1,000	1,000	0
TOTAL NET REQUIREMENTS	1,780,000	1,775,000	1,905,000	125,000
REVENUES:				
Licenses, Permits and Franchises	8,000	7,000	8,000	0
Revenue from Use of Money and Property	320,000	320,000	351,000	31,000
Intergovernmental Revenues:				
State	180,000	180,000	180,000	0
Other	163,000	163,000	167,000	4,000
Charges for Services	104,000	104,000	104,000	0
Miscellaneous	5,000	1,000	1,000	-4,000
TOTAL REVENUES	780,000	775,000	811,000	31,000
NET COUNTY COST	**1,000,000**	**1,000,000**	**1,094,000**	**94,000**

MILITARY AND VETERANS AFFAIRS
Joseph N. Smith, Director
Total 2002-03 Proposed Budget Positions = 25.5



MUSEUM OF ART
DR. ANDREA L. RICH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 4,280,742	$ 4,393,000	$ 4,407,000	$ 4,571,000	$ 4,571,000	$ 164,000
SERVICES & SUPPLIES	11,782,557	11,900,000	11,900,000	12,075,000	12,075,000	175,000
OTHER CHARGES	822,046	810,000	796,000	432,000	432,000	-364,000
GROSS TOTAL	$ 16,885,345	$ 17,103,000	$ 17,103,000	$ 17,078,000	$ 17,078,000	$ -25,000
REVENUE	145,055	116,000	116,000	125,000	125,000	9,000
NET COUNTY COST	$ 16,740,290	$ 16,987,000	$ 16,987,000	$ 16,953,000	$ 16,953,000	$ -34,000
BUDGETED POSITIONS	58.0	58.0	58.0	58.0	58.0	
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 27	$	$	$	$	$
MISCELLANEOUS	142,819	116,000	116,000	125,000	125,000	9,000
SALE OF FIXED ASSETS	2,209					
TOTAL	$ 145,055	$ 116,000	$ 116,000	$ 125,000	$ 125,000	$ 9,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

The Los Angeles County Museum of Art (LACMA), established by County ordinance, administers the Museum of Art complex in Hancock Park. The facilities, opened in 1965, were financed by Museum Associates, a private non-profit corporation, and made a gift to the County by this group. Museum Associates acts as the governing body of LACMA, subject to the directions of the Board of Supervisors. LACMA's mission is to serve the public through the collection, conservation, exhibition and interpretation of significant works of art from a broad range of cultures and historical periods; and to translate art collections into meaningful, educational, aesthetic, intellectual, and cultural experiences for the widest array of audiences.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost reduction of $34,000 primarily attributable to a 2.1 percent cost-of-living adjustment offset by a reduction in rent charges.

Strategic Planning

The Museum of Art will continue implementation of its long-range strategic objectives; raising the Museum's pre-eminence in the local, national and international arts community through development of quality scholarship, educational programs, collections, and exhibitions; reorganizing its internal structure around new artistic centers; planning changes to its physical structure to correlate with these new centers; continuing a capital and endowment campaign to make this possible; and reallocating existing resources to direct public service needs.

Critical Needs

The Department continues to face unfunded deferred maintenance needs; specifically in the areas of roofing, heating, ventilation and air conditioning system upgrades, elevators, electrical, and other building infrastructure needs.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 437,000	$ --	$ 437,000	--
Cost-of-Living Adjustment: Reflects the Museum Associates' pro-rata share of the 2.1 percent increase, consistent with the 1994 Funding Agreement, which will finance the provision of public programs. *Supports Countywide Strategic Plan Goal 4, Strategy 3.*				
Other Changes				
1.	$ 116,000	$ --	$ 116,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 16,000	$ --	$ 16,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement program.				
3.	$ -378,000	$ --	$ -378,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -257,000	$ --	$ -257,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
5.	$ 32,000	$ --	$ 32,000	--
Other Salaries and Employee Benefits: Reflects various adjustments to salaries and employee benefits based on current hiring plan and expenditure trends.				
6.	$ 9,000	$ 9,000	$ --	--
Miscellaneous: Reflects minor adjustments to services provided by other County departments; including communications, insurance, building improvements, and professional and specialized services. Also, reflects projected increase in parking revenue.				
Total	***$ -25,000***	***$ 9,000***	***$ -34,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Public Programs						
$ 10,210,000	$ 0	$ 125,000	$ 10,085,000	$ 10,085,000	$ 0	42.0

Authority: 1994 Funding Agreement; however, cost-of-living adjustment (COLA) can be negotiated if the County experiences a 2 percent reduction of permanent budgeted positions.

Public programs include support of the permanent collection, exhibition and collections management functions of the museum. The primary aim is to serve the public through the presentation of installations and exhibitions representing the highest levels of artistic achievement from all historical periods and cultures, and translation of the collections into meaningful experiences for the widest array of audiences. The permanent collection consists of over 110,000 objects, and 15 to 25 major exhibitions are presented annually. Between 600,000 and one million people visit the museum each year. This program includes revenue from parking services.

Program Outcome: Maximize visitor convenience and ensure a meaningful and pleasant experience at the Museum.

Service Delivery Standards: Use technology to capture large off-site audiences and as a vehicle to generate an interest in on-site attendance. Respond to all visitor complaints within 48 hours.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Exhibitions/Installations	21	12 (1)	25	25
Art acquisitions	893	1,260	1,500	1,200
Workload/Output				
Visitors served	597,000	673,000	721,000	725,000
Membership(2)	104,000	89,000	80,000	95,000
Efficiency				
Number of members enrolled/renewed on-line	n/a	660	1,700	2,000
Number of visitor complaints	n/a	278	172	150
Number of visitors using ticketless admission	n/a	205,009	229,000	253,750
Effectiveness/Outcome				
Percent of members renewed/enrolled on-line	n/a	0.7%	2.1%	2.1%
Percent of visitors using ticketless admission	n/a	30%	31% (3)	35%
Percent of complaints responded to within 48 hours	n/a	100%	100%	100%

Explanatory Notes:
(1) Reflects *Made in California*, which occupied 100 percent of all exhibition galleries for over six months; equivalent of eight to ten separate exhibitions.
(2) Reflects normal fluctuation of membership levels following major exhibitions such as Van Gogh; projected increase in 02/03 reflects anticipated fluctuation associated with scheduled Ansel Adams and Pushkin Museum exhibitions.
(3) Scanning system was inoperative for 1.5 months.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Facilities Maintenance						
$ 2,665,000	$ 0	$ 0	$ 2,665,000	$ 2,665,000	$ 0	6.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if the County experiences a 2 percent reduction of permanent budgeted positions.

The museum facilities consist of over 750,000 square feet and 10 acres; including galleries, offices, parking facilities and gardens.

Program Outcome: Maintain the complex in an efficient, cost-effective manner.

Service Delivery Standards:
-- Conditions necessary for preservation of the art collections will be maintained at all times.
-- Public areas of the facility will be available during all public hours.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Energy retrofit funding	n/a	$62,000	$44,000	$10,000
Workload/Output				
Number of energy related projects	n/a	1	1	1
Efficiency				
Daily average electric consumption (kilowatt-hours)	n/a	27,749	26,349	25,000
Effectiveness/Outcome				
Percent reduction in electric consumption(1)	n/a	n/a	5.05%	5.12%
Number of facility closures	0	0	1 (2)	0

Explanatory Notes:
(1) Began monitoring consumption in November 2000. FY 2000-01 reduction reflects eight months of data; FY 2001-02 is estimated based on five months of data.
(2) Public restrooms were closed when Department of Water and Power's water main ruptured.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Education Programs						
$ 1,990,000	$ 0	$ 0	$ 1,990,000	$ 1,990,000	$ 0	3.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if the County experiences a 2 percent reduction of permanent budgeted positions.

Over 650,000 individuals are served annually through programs of art workshops, lectures, tours, outreach programs and in-service teacher training in conjunction with both the permanent collection and exhibition programs. A multi-level, comprehensive art education experience program has been implemented to explore the fundamental role the arts play in our lives.

Program Outcome: Extend the museum experience in the fullest possible way to the widest possible audience.

Service Delivery Standard:
-- All educational programs will be designed to foster a broader understanding and enjoyment of art, some employing traditional means and others using new technology.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Combined County/Private fundings	$3,895,102	$4,229,576	$3,963,058	$3,500,000
Workload/Output				
Number of catalogues published	5	8	7	5
Number of classes/workshops	1,896	1,503	1,400	1,400
Number of objects available on website	n/a	10,000	20,000	30,000
Number of audio tours	4	4	2	2
Number of visitors attending special exhibitions	590,074	296,299 (1)	217,384	225,000
Efficiency				
Visitors on website	n/a	n/a	1,300,000	1,500,000
Visitors who used audio tours	139,346	20,585	26,852	33,750
Effectiveness/Outcome				
Percent of visitors who used audio tour	24%	7%	12%	15%
Percent of tour users indicating experience was enriched	100%	100%	100%	100%

Explanatory Note:
n/a = Not available.
(1) Decline represents attendance fluctuation following highly popular *Diego Rivera* and *Pharaohs of the Sun* exhibitions in fiscal year 1999-2000 and only 1.5 months activity in fiscal year 2000-01 for *Road to Azlan* and *Winslow Home* Exhibitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 2,213,000	$ 0	$ 0	$ 2,213,000	$ 2,213,000	$ 0	7.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if County experiences a 2 percent reduction of permanent budgeted positions.

Provides administrative support to the department; including executive office, accounting and legal services, and insurance.

Program Outcome: Ensure the museum's future as a relevant and distinguished cultural institution and maintain its national and international preeminence as an art museum.

Service Delivery Standard: Manage the museum's human resources, finances, and physical assets at the highest levels allowed by available funding.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
County support (1)	$15,281,000	$15,632,000	$16,210,000	$16,550,000
Private contributions	$68,541,000	$41,863,000 (2)	$35,000,000	$37,000,000
Fixed security posts funding	$3,634,687	$3,436,148	$3,258,000	$3,160,000
Number of full-time-equivalent (FTE) fixed security post positions	120	113	107	104
Workload/Output				
Square footage	750,000	750,000	750,000	750,000

Efficiency				
Private resources contributed for each County dollar spent	$4.49	$2.68	$2.16	$2.24
Security costs per square foot	$4.85	$4.58	$4.34	$4.21
Effectiveness/Outcome				
Percent of total budget funded through private resources	82%	73%	68%	69%
Percent reduction in security costs	n/a	5.5%	5.2%	3.0%

Explanatory Notes:
n/a = Not available.
(1) Reflects base funding increased annually by the Consumer Price Index pursuant to the 1994 Funding Agreement; does not include additional funding provided for other operational expenditures, such as rent.
(2) Reflects a decrease in art purchases.

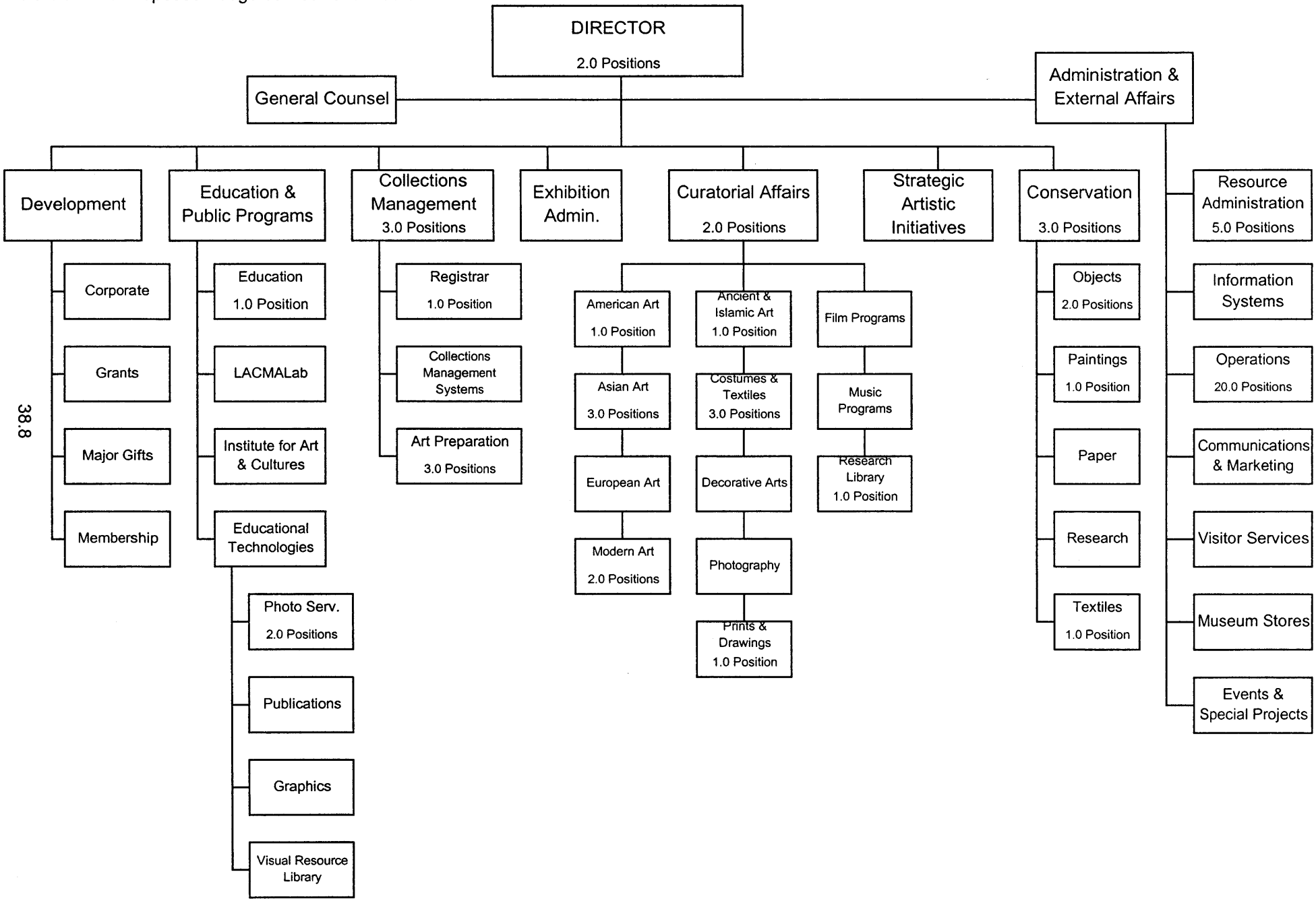
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 17,078,000	**$ 0**	**$ 125,000**	**$ 16,953,000**	**$ 16,953,000**	**$ 0**	**58.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	3,124,000	3,137,000	3,135,000	11,000
Employee Benefits	1,283,000	1,256,000	1,436,000	153,000
Total Salaries and Employee Benefits	4,407,000	4,393,000	4,571,000	164,000
Services and Supplies				
Communications	11,000	9,000	10,000	-1,000
Insurance	234,000	203,000	227,000	-7,000
Maintenance-Buildings and Improvements	76,000	76,000	76,000	0
Professional and Specialized Services	115,000	94,000	114,000	-1,000
Rents and Leases-Bldg and Improvemts	47,000	50,000	50,000	3,000
Special Departmental Expense	10,964,000	11,211,000	11,401,000	437,000
Transportation and Travel-Auto Service	16,000	19,000	17,000	1,000
Utilities	437,000	238,000	180,000	-257,000
Total Services and Supplies	11,900,000	11,900,000	12,075,000	175,000
Other Charges				
Judgments and Damages	15,000	15,000	15,000	0
Retirement of Other Long-Term Debt	781,000	780,000	403,000	-378,000
Taxes and Assessments	0	15,000	14,000	14,000
Total Other Charges	796,000	810,000	432,000	-364,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**17,103,000**	**17,103,000**	**17,078,000**	**-25,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	17,103,000	17,103,000	17,078,000	-25,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Miscellaneous	116,000	116,000	125,000	9,000
TOTAL REVENUES	116,000	116,000	125,000	9,000
NET COUNTY COST	**16,987,000**	**16,987,000**	**16,953,000**	**-34,000**

MUSEUM OF ART
Andrea L. Rich, Director
Total 2002-03 Proposed Budgeted Positions = 58.0



MUSEUM OF NATURAL HISTORY
DR. JANE G. PISANO, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 3,367,621	$ 3,692,000	$ 3,692,000	$ 3,738,000	$ 3,738,000	$ 46,000
SERVICES & SUPPLIES	6,456,239	7,458,000	7,458,000	6,946,000	6,946,000	-512,000
OTHER CHARGES	386,716	412,000	412,000	347,000	347,000	-65,000
FIXED ASSETS-EQUIP				67,000	67,000	67,000
GROSS TOTAL	$ 10,210,576	$ 11,562,000	$ 11,562,000	$ 11,098,000	$ 11,098,000	$ -464,000
LESS INTRAFD TRANSFER	13,398					
NET TOTAL	$ 10,197,178	$ 11,562,000	$ 11,562,000	$ 11,098,000	$ 11,098,000	$ -464,000
REVENUE	199,757	70,000	70,000	70,000	70,000	
NET COUNTY COST	$ 9,997,421	$ 11,492,000	$ 11,492,000	$ 11,028,000	$ 11,028,000	$ -464,000
BUDGETED POSITIONS	53.0	48.0	48.0	49.0	49.0	1.0
REVENUE DETAIL						
LIBRARY SERVICES	$ 24,800	$ 19,000	$ 25,000	$ 25,000	$ 25,000	$
CHRGS FOR SVCS-OTHER	60,283	45,000	45,000	45,000	45,000	
MISCELLANEOUS	114,250	6,000				
SALE OF FIXED ASSETS	424					
TOTAL	$ 199,757	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

The mission of the Natural History Museum of Los Angeles County is to inspire wonder, discovery and responsibility for our natural and cultural worlds.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects the Board of Supervisors (Board) approved operating agreement of July 12, 1994, between the County and the Museum of Natural History Foundation, which established each entity's operational and financial responsibilities. This public-private partnership agreement has enabled the Museum to maintain basic programs and operations at the Museum of Natural History, the George C. Page Museum and the William S. Hart Museum.

The 2002-03 Proposed Budget reflects a net County cost reduction of $464,000 primarily attributable to a 2.1 percent cost-of-living adjustment offset by the deletion of one-time carryover funding, pursuant to the Board-approved operating agreement, and a reduction in rent charges.

Strategic Planning

In 2001, the Foundation's Board of Trustees approved a new mission and vision statement and the framework for the Museum's strategic plan. The strategic plan will be developed and implemented in 2002-03. The Museum's plan will parallel the philosophy, values and goals of the County's strategic plan.

Critical Needs

The Department's critical unmet needs include the installation of a museum-wide public address system and the reconfiguration/resurface of the west parking lot at the Museum's Exposition Park site.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -643,000	$ --	$ -643,000	--
One-Time Carryover: Reflects a reduction in one-time carryover funding, consistent with the 1994 Funding Agreement, which was used for various one-time projects. *Supports Countywide Strategic Plan Goal 4, Strategy 1*				
2.	$ 462,000	$ --	$ 462,000	--
Cost-of-Living Adjustment: Reflects the Museum Foundation's pro-rata share of the 2.1 percent increase, consistent with the 1994 Funding Agreement, which will finance the provision of programmatic and operational services provided by the Museum Foundation. *Supports Countywide Strategic Plan Goal 4, Strategy 3.*				
3.	$ 66,000	$ --	$ 66,000	1.0
Research and Collections: Reflects the addition of 1.0 Collections Manager position to maintain and protect historical documents and objects. *Supports Countywide Strategic Plan Goal 2, Strategy 1.*				
4.	$ 67,000	$ --	$ 67,000	--
Administration and Operations: Reflects funding for the replacement of three vehicles that have exceeded their mileage limits and are used to transport valuable museum collections. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*				
Other Changes				
1.	$ 120,000	$ --	$ 120,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 12,000	$ --	$ 12,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ -65,000	$ --	$ -65,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -242,000	$ --	$ -242,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
5.	$ -152,000	$ --	$ -152,000	--
	Other Salaries and Employee Benefits: Reflects various adjustments to salaries and employee benefits based on current hiring plan and expenditure trends.			
6.	$ -89,000	$ --	$ -89,000	--
	Miscellaneous: Reflects ministerial adjustments to services provided by other County departments; including communications, professional and specialized services, rent and leases, and auto services.			
Total	***$ -464,000***	***$ --***	***$ -464,000***	***1.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Research and Collections						
$ 2,253,000	$ 0	$ 0	$ 2,253,000	$ 2,253,000	$ 0	14.0

Authority: 1994 Funding Agreement; however, cost-of-living adjustment (COLA) can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

Provides collection management, preservation and restoration services, and conducts research to advance knowledge, and to enhance the education and exhibit components of the Museum. Curatorial staff is actively engaged in collections-based research in the natural sciences, anthropology, and history. Their research interests form the basis for exhibitions, educational programs, and publications. This division includes the Library and Registrar departments.

Program Outcome: Provide professional care and research of collections.

Service Delivery Standard: Catalogue, conserve, research, and properly store or exhibit every item in collections.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Research and Collections staff	54	51	60	61
Workload/Output				
Number of collection specimens	33,244,000	33,000,000	33,000,000	33,000,000
Efficiency				
Average number of specimens maintained per staff	615,630	647,059	550,000	540,984
Effectiveness/Outcome				
Percent of specimens maintained/exhibited in collections	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Public Programs						
$ 1,054,000	$ 0	$ 25,000	$ 1,029,000	$ 1,029,000	$ 0	9.0

Authority: 1994 Funding Agreement; however, COLA can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

The Museum's public programs division includes the Exhibit and Education Departments. The Exhibits Department creates exhibitions which premier at the Museum of Natural History and are borrowed by museums across the United States and in Canada. The Education Department offers many services and programs that specifically complement the curricula of local schools and provides extensive outreach throughout the County.

Program Outcome: Develop exhibits and educational programs that will inspire wonder, discovery and responsibility for our natural and cultural worlds.

Service Delivery Standard: Promote a variety of visitor experiences and outreach programs that fulfill many learning styles and visitor agendas in every exhibit and education program.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Education Staff	59	68	68	71
Workload/Output				
Number of student audience	437,000	551,000	534,000	534,000
Number of total audience(1)	972,000	812,000	788,000	788,000
Efficiency				
Average number of student audience served per staff	7,407	8,103	7,853	7,521
Average number of total audience served per staff	16,475	11,941	11,588	11,099
Effectiveness/Outcome				
Percent of change to total audience served	n/a	-16%	-3%	0%
Museum membership	15,650	15,343	18,500	20,000

Explanatory Notes:
n/a = Not available
(1) The number of audience served decreased in 2000-01 due to the de-acquisition of the Petersen Museum from the Natural History Museum Family. The separation of the Petersen Museum is also responsible for the decrease in total audience served per staff during the same fiscal period.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Administration and Operations						
$ 7,427,000	$ 0	$ 45,000	$ 7,382,000	$ 7,382,000	$ 0	22.0

Authority: 1994 Funding Agreement; however, COLA can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

The Administrative and Operations division provides support to the Exhibit, Education and Research and Collections Divisions of the Museum. Staff provides facilities, security, maintenance and general administrative support in a variety of areas.

Program Outcome: Provide quality internal support services to all Museum divisions.

Service Delivery Standard: Ensure Museum facilities are operating in a safe and effective manner 365 days per year.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Net County cost spent on Administration and Operations	$8,199,310	$6,914,966	$7,720,000	$7,382,403
Workload/Output				
Square footage maintained/supported	526,800	526,800	526,800	526,800
Efficiency				
Net County cost per square foot maintained/supported	$15.56	$13.13	$14.65	$14.01
Number of facility closures	0	0	0	0
Effectiveness/Outcome				
Percent reduction in facility closures	0%	0%	0%	0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Executive Office						
$ 364,000	$ 0	$ 0	$ 364,000	$ 364,000	$ 0	4.0

Authority: 1994 Funding Agreement; however, COLA can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

The Executive Office is responsible for providing vision and leadership to the Museum. The Director and Chief Deputy Director, under the leadership of the Board of Trustees and the Board of Governors, are responsible for the overall operation of the Museum.

Program Outcome: Ensure the appropriate match of County funds.

Service Delivery Standard: Match County funds by at least 80% pursuant to the 1994 Funding Agreement between the County and the Foundation

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Base net County cost(1)	$9,793,000	$10,018,000	$10,389,000	$10,607,000
Workload/Output				
Private resources	$12,588,135	$14,182,669	$16,920,387	$17,000,000
Efficiency				
Private resources raised per County dollar spent	$1.29	$1.42	$1.63	$1.60
Effectiveness/Outcome				
Percent of matching funds provided by the Foundation	129%	142%	163%	160%

Explanatory Note:
(1) Pursuant to the 1994 Funding Agreement, base funding is increased annually by the Consumer Price Index. Base funding does not include some other operational expenditures, such as rent.

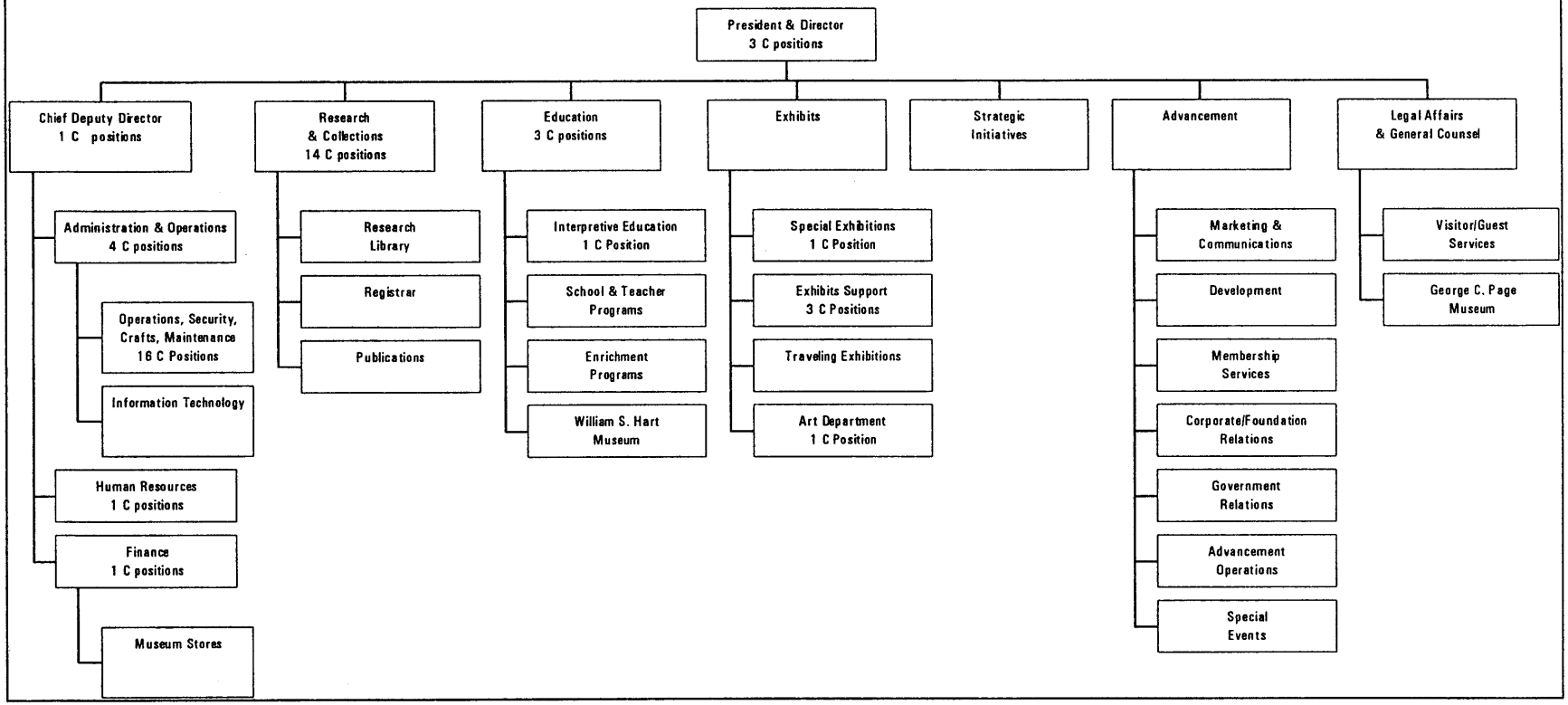
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 11,098,000	**$ 0**	**$ 70,000**	**$ 11,028,000**	**$ 11,028,000**	**$**	**49.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	2,658,000	2,658,000	2,622,000	-36,000
Employee Benefits	1,034,000	1,034,000	1,116,000	82,000
Total Salaries and Employee Benefits	3,692,000	3,692,000	3,738,000	46,000
Services and Supplies				
Communications	436,000	356,000	369,000	-67,000
Insurance	102,000	102,000	102,000	0
Maintenance-Buildings and Improvements	66,000	66,000	66,000	0
Professional and Specialized Services	708,000	742,000	700,000	-8,000
Rents and Leases-Bldg and Improvemts	198,000	202,000	202,000	4,000
Special Departmental Expense	4,769,000	4,829,000	4,588,000	-181,000
Telecommunications	13,000	13,000	13,000	0
Transportation and Travel-Auto Mileage	1,000	2,000	2,000	1,000
Transportation and Travel-Auto Service	55,000	36,000	36,000	-19,000
Utilities	1,110,000	1,110,000	868,000	-242,000
Total Services and Supplies	7,458,000	7,458,000	6,946,000	-512,000
Other Charges				
Judgments and Damages	26,000	26,000	26,000	0
Retirement of Other Long-Term Debt	386,000	386,000	321,000	-65,000
Total Other Charges	412,000	412,000	347,000	-65,000
Fixed Assets				
Equipment:				
Vehicle-Automobile	0	0	67,000	67,000
Total Equipment	0	0	67,000	67,000
Total Fixed Assets	0	0	67,000	67,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**11,562,000**	**11,562,000**	**11,098,000**	**-464,000**

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	11,562,000	11,562,000	11,098,000	-464,000
REVENUES:				
Charges for Services	70,000	64,000	70,000	0
Miscellaneous	0	6,000	0	0
TOTAL REVENUES	70,000	70,000	70,000	0
NET COUNTY COST	**11,492,000**	**11,492,000**	**11,028,000**	**-464,000**

MUSEUM OF NATURAL HISTORY
Dr. Jane G. Pisano, Director
Total 2002-03 Proposed Budget Positions = 49.0



THE MUSIC CENTER
JOANNE C. KOZBERG, PRESIDENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 10,033,895	$ 10,816,000	$ 10,839,000	$ 15,858,000	$ 10,614,000	$ -225,000
OTHER CHARGES	1,071,998	1,169,000	1,169,000	1,169,000	1,155,000	-14,000
GROSS TOTAL	$ 11,105,893	$ 11,985,000	$ 12,008,000	$ 17,027,000	$ 11,769,000	$ -239,000
REVENUE	3,623,566	3,762,000	3,785,000	3,785,000	3,785,000	
NET COUNTY COST	$ 7,482,327	$ 8,223,000	$ 8,223,000	$ 13,242,000	$ 7,984,000	$ -239,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 2,664,433	$ 2,654,000	$ 2,677,000	$ 2,677,000	$ 2,677,000	$
MISCELLANEOUS	959,133	1,108,000	1,108,000	1,108,000	1,108,000	
TOTAL	$ 3,623,566	$ 3,762,000	$ 3,785,000	$ 3,785,000	$ 3,785,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

The County of Los Angeles, in partnership with The Music Center (Center), a private nonprofit corporation, provides high quality music, opera, theatre, dance, arts education programs, and community special events to the Southern California community and visitors. Each year, the Center welcomes more than 1.3 million people to performances by its four internationally renowned performing arts companies and in addition, provides the finest in arts education to more than 1.0 million students and teachers in schools and community centers throughout the region.

Los Angeles County supports the Center through a budget that provides for the building and grounds maintenance; custodial, security and usher services; utilities; insurance; long-term lease; and miscellaneous administrative support services at the Center.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost reduction of $239,000 primarily attributable to: 1) a reduction in utility costs; 2) partial year funding for the operating expenses of the new Walt Disney Concert Hall; 3) cost-of-living adjustments for insurance, building and grounds maintenance, custodial, security, and usher services; and 4) minor adjustments in rent charges and other County departmental services. Consistent with established contractual obligations, the Proposed Budget provides County funds to maintain and operate the facility.

Strategic Planning

Consistent with the County's vision to improve the quality of life in Los Angeles County, the Center has created a design concept to re-develop the existing structures into a vibrant urban arts park and public gathering place. The new design will enlarge existing public space, improve accessibility to the Center, create a more welcoming pedestrian environment, and integrate the existing structures with the new Walt Disney Concert Hall complex. The long-anticipated 2,290-seat Walt Disney Concert Hall, scheduled to be completed in April 2003, will expand the campus to 11 acres.

Consistent with the County Strategic Plan Goal 4, Strategies 2 and 3, the County has provided a $5.0 million dollar-for-dollar matching grant toward the initial development of the redevelopment project and will continue to explore other opportunities and ideas to improve the quality of life in Los Angeles County.

Critical Needs

The Center continues to identify a critical need to fund compensation for staff involved in the administration and management of County operations such as custodial, building and grounds maintenance, security and usher services. In addition, the Center has identified unmet needs for numerous deferred maintenance projects, restoration of facility fee funds, and the implementation of various best practice approaches.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 1,229,000	$ --	$ 1,229,000	--
Walt Disney Concert Hall: Reflects three months of operating expenses associated with the completion of this new venue in April 2003. Includes costs for building and grounds maintenance; custodial and security services; insurance; and utilities. *Supports Countywide Strategic Plan Goal 4, Strategies 2 and 3.*				
Other Changes				
1.	$ 386,000	$ --	$ 386,000	--
Cost-of-Living Adjustments: Reflects cost-of-living adjustments for insurance premium; building and grounds maintenance, custodial, security, and usher services.				
2.	$ -1,845,000	$ --	$ -1,845,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
3.	$ -19,000	$ --	$ -19,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ 10,000	$ --	$ 10,000	--
Miscellaneous: Reflects an increase in risk management costs, partially offset by a reduction in rent administration costs.				
Total	***$ -239,000***	***$ 0***	***$ -239,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Contractual Services							
	$ 7,242,000	$ 0	$ 0	$ 7,242,000	$ 7,242,000	$ 0	0.0

Authority: Non-mandated, discretionary program.

The 1996 Operating Services Agreement established provisions for the Center, a private nonprofit corporation, to provide insurance, building and grounds keeping maintenance, custodial, security, and ushering services; and for the County to pay the Center for services performed at the amount allocated within the County budget.

2. Support Services							
	$ 4,520,000	$ 0	$ 3,785,000	$ 735,000	$ 735,000	$ 0	0.0

Authority: Non-mandated, discretionary program.

Provides central support services that cannot be directly identified to programs. Includes communications, capital lease/long-term debt, utilities, mail delivery, security and risk management, and revenues from parking and co-generation plant.

3. Administration							
	$ 7,000	$ 0	$ 0	$ 7,000	$ 7,000	$ 0	0.0

Authority: Non-mandated, discretionary program.

Provides administrative services to the Music Center budget. Includes budgeting, accounting, and legal services.

Total Programs							
	$ 11,769,000	**$ 0**	**$ 3,785,000**	**$ 7,984,000**	**$ 7,984,000**	**$ 0**	**0.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Communications	4,000	3,000	4,000	0
Insurance	259,000	237,000	447,000	188,000
Maintenance-Buildings and Improvements	2,960,000	2,960,000	3,563,000	603,000
Professional and Specialized Services	1,506,000	1,506,000	2,165,000	659,000
Rents and Leases-Bldg and Improvemts	87,000	87,000	78,000	-9,000
Special Departmental Expense	1,035,000	1,035,000	1,089,000	54,000
Utilities	4,988,000	4,988,000	3,268,000	-1,720,000
Total Services and Supplies	10,839,000	10,816,000	10,614,000	-225,000
Other Charges				
Retirement of Other Long-Term Debt	1,169,000	1,169,000	1,150,000	-19,000
Judgments and Damages	0	0	5,000	5,000
Total Other Charges	1,169,000	1,169,000	1,155,000	-14,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**12,008,000**	**11,985,000**	**11,769,000**	**-239,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	12,008,000	11,985,000	11,769,000	-239,000
REVENUES:				
Revenue From Use of Money and Property	2,677,000	2,654,000	2,677,000	0
Miscellaneous	1,108,000	1,108,000	1,108,000	0
TOTAL REVENUES	3,785,000	3,762,000	3,785,000	0
NET COUNTY COST	**8,223,000**	**8,223,000**	**7,984,000**	**-239,000**

NONDEPARTMENTAL REVENUE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALES AND USE TAX	$ 42,903,481	$ 41,500,000	$ 41,500,000	$ 43,000,000	$ 43,000,000	$ 1,500,000
DEED TRANSFER TAX	42,311,641	38,000,000	36,200,000	38,000,000	38,000,000	1,800,000
TRANSIENT OCCUPANCY TX	10,202,899	8,700,000	8,700,000	9,000,000	8,700,000	
UTILITY USERS' TAX	47,102,474	45,000,000	45,000,000	46,800,000	45,000,000	
BUSINESS LICENSE TAX	10,298,523	12,000,000	12,000,000	10,000,000	12,000,000	
LICENSE, PERMITS, AND FRANCHISES	6,989,004	6,200,000	6,100,000	6,200,000	6,500,000	400,000
RENTS, CONCESSIONS, AND ROYALTIES	3,145,580	2,820,000	1,450,000	1,650,000	1,750,000	300,000
VEHICLE LICENSE FEES IN-LIEU	645,168,492	664,000,000	654,000,000	680,200,000	680,200,000	26,200,000
VEHICLE LICENSE FEES REALIGNMENT	399,973,927	398,984,000	387,606,000	409,852,000	409,852,000	22,246,000
PENALTIES ON DELINQUENT TAXES	33,230,917	34,110,000	34,110,000	35,743,000	35,743,000	1,633,000
HOMEOWNERS' PROPERTY TAX RELIEF (HOX)	20,747,377	20,500,000	20,500,000	20,500,000	20,500,000	
OTHER GOVERNMENTAL AGY	49,640,501	45,000,000	45,000,000	45,000,000	45,000,000	
OTHER REVENUE	180,136,597	137,084,000	27,084,000	26,110,000	26,110,000	-974,000
TOTAL REVENUE	$ 1,491,851,413	$ 1,453,898,000	$ 1,319,250,000	$ 1,372,055,000	$ 1,372,355,000	$ 53,105,000

2002-03 Budget Message

Nondepartmental revenues are derived largely from shared programs administered by the State, and are not related to the revenue-generating activities of any specific County department.

The 2002-03 Proposed Budget reflects:

-- An increase of $1.5 million in Local 1 percent Sales Tax based on the current year's activity level.

-- An increase of $1.8 million in Deed Transfer Tax based on continued strength in the County of Los Angeles housing market.

-- Growth of $26.2 million for Motor Vehicle License Fees In-Lieu, and $22.2 million from Vehicle License Fees- Realignment reflecting continued consumer demand for automobiles and light trucks.

-- An increase of $1.6 million in Penalties On Delinquent Taxes due to increases in the secured and supplemental tax rolls.

-- Increases in Licenses, Permits, and Franchises and Rents, Concessions, and Royalties, offset by a net decrease in other miscellaneous revenues.

NONDEPARTMENTAL SPECIAL ACCOUNTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$	$ 9,003,000	$ 9,003,000	$ 31,942,000	$ 31,942,000	$ 22,939,000
SERVICES & SUPPLIES	8,335,977	58,111,000	59,105,000	57,630,000	57,630,000	-1,475,000
OTHER CHARGES	25,141,403	16,542,000	28,950,000	19,359,000	19,359,000	-9,591,000
OTHER FINANCING USES	38,091,333	22,552,000	22,555,000	16,496,000	16,496,000	-6,059,000
GROSS TOTAL	$ 71,568,713	$ 106,208,000	$ 119,613,000	$ 125,427,000	$ 125,427,000	$ 5,814,000
LESS INTRAFD TRANSFER		850,000		1,100,000	1,100,000	1,100,000
NET TOTAL	$ 71,568,713	$ 105,358,000	$ 119,613,000	$ 124,327,000	$ 124,327,000	$ 4,714,000
REVENUE	128,616,531	79,468,000	102,982,000	72,982,000	72,982,000	-30,000,000
NET COUNTY COST	$ -57,047,818	$ 25,890,000	$ 16,631,000	$ 51,345,000	$ 51,345,000	$ 34,714,000
REVENUE DETAIL						
INTEREST	$ 128,523,420	$ 79,468,000	$ 102,982,000	$ 72,982,000	$ 72,982,000	$ -30,000,000
ST-AID FOR AVIATION	39,914					
CHRGS FOR SVCS-OTHER	53,197					
TOTAL	$ 128,616,531	$ 79,468,000	$ 102,982,000	$ 72,982,000	$ 72,982,000	$ -30,000,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

The Nondepartmental Special Accounts (NDSA) budget provides for special General Fund expenditures and revenues, which are not directly related to any single County department and, if included in any department's budget, would distort the true operating costs of that budget. The appropriation reflects charges for services of countywide benefit and for special contracts that are not related to a single department's main mission. Also, included are interest expense and earnings associated with the Treasury Management Program.

The 2002-03 Proposed Budget reflects:

-- A projected increase in salaries and employee benefits due to anticipated labor negotiations scheduled to begin in FY 2002-03 and various projected employee benefit settlements, which when concluded will be allocated to other budgets.

-- A decrease in services and supplies primarily from the deletion of funds for the Employee Home Computer Purchase Program, which is reflected in its own budget.

-- A decrease in other charges from the projected reduction in the Tax and Revenue Anticipation Notes (TRANs) interest expense.

-- A decrease in other financing uses primarily due to the deletion of one-time transfers to the Information Technology Infrastructure Fund and the Motor Vehicle ACO Fund.

-- An anticipated reduction in interest earnings revenue from the Treasury Management Program as a result of lower interest rates.

OMBUDSMAN
ROBERT B. TAYLOR, OMBUDSMAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 353,875	$ 571,000	$ 571,000	$ 886,000	$ 655,000	$ 84,000
SERVICES & SUPPLIES	194,444	114,000	120,000	130,000	120,000	
OTHER CHARGES	3,212	9,000	3,000	3,000	3,000	
FIXED ASSETS-EQUIP	9,122					
GROSS TOTAL	$ 560,653	$ 694,000	$ 694,000	$ 1,019,000	$ 778,000	$ 84,000
NET COUNTY COST	$ 560,653	$ 694,000	$ 694,000	$ 1,019,000	$ 778,000	$ 84,000
BUDGETED POSITIONS	9.0	9.0	9.0	12.0	9.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

The Ombudsman serves residents with issues and concerns involving the Los Angeles County Sheriff's Department, Office of Public Safety, and other County departments and agencies.

The Ombudsman provides a professional and impartial forum for residents to seek solutions to pertinent issues. With integrity and objectivity as the guiding principles, the Ombudsman staff monitors the timely and thorough investigation of complaints and obtains resolutions to issues.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects net County cost funding adjustment for the newly appointed Department Head and for negotiated increases in salaries and employee benefits.

Strategic Planning

The Ombudsman is committed to the implementation of their Strategic Plan. The Department's 2002-03 Proposed Budget supports their Strategic Plan goals; addressing organizational effectiveness, service excellence, and community outreach. Their Strategic Plan will direct departmental operations over the next three years. The plan, based on input from the staff and stakeholders, identifies opportunities for organizational growth and is consistent with the Countywide Strategic Plan. A sixth goal, Community Outreach, was added to the Department's Strategic Plan to focus on enhancing their visibility while educating the public on Ombudsman services.

Critical Needs

The Department's critical needs include funding for additional administrative and program staff, information technology support, and staff training to promote workforce excellence and organizational effectiveness. These needs are consistent with the Countywide Strategic Plan goals and objectives.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 83,000	$ --	$ 83,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 1,000	$ --	$ 1,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
Total	***$ 84,000***	***$ 0***	***$ 84,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Ombudsman Services						
$ 598,000	$ 0	$ 0	$ 598,000	$ 0	$ 598,000	9.0

Authority: Non-mandated, discretionary program - established by Los Angeles County Ordinance 2.37.10.

The Ombudsman serves residents by monitoring the timely and thorough investigation of complaints and objectively reviewing complaint investigations concerning the Los Angeles County Sheriff's Department, Office of Public Safety, and other County departments and agencies at the direction of the Board of Supervisors. The Judges Review Panel reviews cases involving excessive force. The Ombudsman staff responds to over 6,000 inquiries and 900 issues annually.

Program Outcome: Ensure a thorough and objective review of public complaints and provide a detailed and complete explanation to the client.

Service Delivery Standard: Contact every client within five (5) working days upon receipt of initial complaint. Ombudsman staff will update or provide the client with the Department's findings. As circumstances dictate, refer cases directly to the Los Angeles County Sheriff's Department Internal Affairs Bureau.

Ensure Ombudsman staff conducts telephone follow-ups with all clients to determine the level of satisfaction with each facet of the complaint process and if the final decision was explained with candor and honesty.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Community Liaison Officer	3.0	2.5	2.5	3.0
Workload/Output				
Complaint assistance	110	80	115	140
Investigation progress reports	80	75	90	100
Complaints	170	160	200	225
General assistance to clients (i.e., informal reviews, medical requests, etc.)	725	511	800	825
Direct public services	5,775	5,800	6,500	7,000
Efficiency				
Referrals per officer	37	32	46	47
Determination of case status per officer	27	30	36	33
Complaint investigation reviews per officer	57	64	80	75
General assistance to clients per officer	242	204	320	275
Response to inquiries per officer	1,925	2,320	2,600	2,333
Effectiveness/Outcome				
Successful progress reports	100%	100%	100%	100%
Successful subpoena of records of staff	0	0	0	0
Number of Ombudsman clients who file compensatory claims against the Sheriff's Department within one year	0	0	0	0

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Support Services							
	$ 115,000	$ 0	$ 0	$ 115,000	$ 115,000	$ 0	0.0

Authority: Non-mandated, discretionary program.

Provides support services including rent, legal counsel, and miscellaneous services.

Program Outcome: Ensure the County minimizes potential costs.

Service Delivery Standard: Obtain legal counsel on all cases where issues may occur.

Explanatory Note: Performance measures are under development.

3. Administration							
	$ 65,000	$ 0	$ 0	$ 65,000	$ 65,000	$ 0	0.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes Executive Office, departmental accounting, budgeting, personnel/payroll, and procurement.

Program Outcome: Ensure 100 percent of bills are paid in a timely manner.

Service Delivery Standard: Within 30 days of receipt, determine validity and ensure invoices are paid.

Explanatory Note: Performance measures are under development.

Total Programs							
	$ 778,000	**$ 0**	**$ 0**	**$ 778,000**	**$ 180,000**	**$ 598,000**	**9.0**

OMBUDSMAN

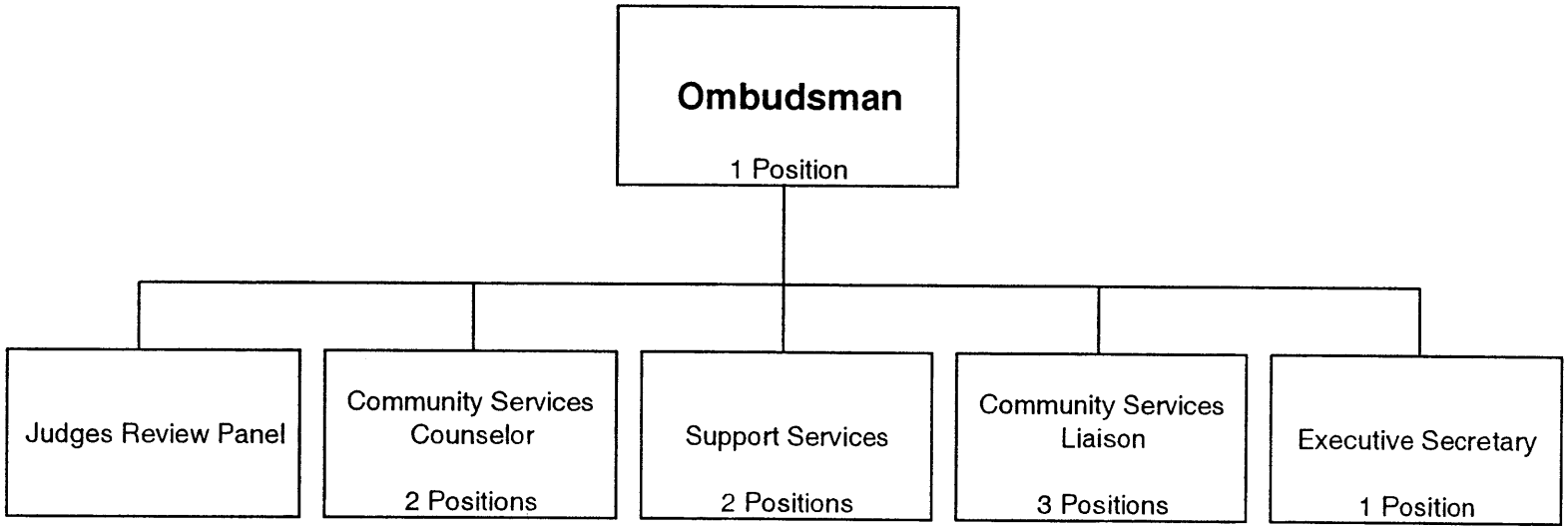
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	446,195	446,195	466,095	19,900
Employee Benefits	124,805	124,805	188,905	64,100
Total Salaries and Employee Benefits	571,000	571,000	655,000	84,000
Services and Supplies				
Communications	14,000	14,000	15,000	1,000
Information Technology Services	8,000	8,000	8,000	0
Insurance	5,000	0	6,000	1,000
Office Expense-Other	21,000	25,000	3,000	-18,000
Professional and Specialized Services	17,000	10,000	19,000	2,000
Rents and Leases-Bldg and Improvements	32,000	37,000	38,000	6,000
Telecommunications	15,000	16,000	12,000	-3,000
Training	5,000	2,000	15,000	10,000
Transportation and Travel-Auto Mileage	3,000	2,000	4,000	1,000
Total Services and Supplies	120,000	114,000	120,000	0
Other Charges				
Capital Lease Payments	3,000	9,000	3,000	0
Total Other Charges	3,000	9,000	3,000	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**694,000**	**694,000**	**778,000**	**84,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	694,000	694,000	778,000	84,000
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	**694,000**	**694,000**	**778,000**	**84,000**

OMBUDSMAN

Robert B. Taylor, Ombudsman

2001-2002 Proposed Budgeted Positions = 9



PARKS AND RECREATION
TIM GALLAGHER, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 51,783,129	$ 56,625,000	$ 61,531,000	$ 72,932,000	$ 63,601,000	$ 2,070,000
SERVICES & SUPPLIES	24,880,652	29,527,000	29,074,000	37,083,000	27,649,000	-1,425,000
OTHER CHARGES	6,254,377	6,472,000	6,472,000	6,708,000	6,708,000	236,000
FIXED ASSETS-EQUIP	708,433	949,000	682,000	2,731,000	489,000	-193,000
OTHER FINANCING USES			500,000	500,000	500,000	
GROSS TOTAL	$ 83,626,591	$ 93,573,000	$ 98,259,000	$ 119,954,000	$ 98,947,000	$ 688,000
LESS INTRAFD TRANSFER	1,259,536	2,885,000	3,844,000	2,849,000	2,844,000	-1,000,000
NET TOTAL	$ 82,367,055	$ 90,688,000	$ 94,415,000	$ 117,105,000	$ 96,103,000	$ 1,688,000
REVENUE	31,635,113	30,638,000	34,301,000	33,386,000	33,386,000	-915,000
NET COUNTY COST	$ 50,731,942	$ 60,050,000	$ 60,114,000	$ 83,719,000	$ 62,717,000	$ 2,603,000
BUDGETED POSITIONS	1,197.0	1,284.0	1,284.0	1,588.4	1,279.0	-5.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 172,174	$ 185,000	$ 380,000	$ 275,000	$ 275,000	$ -105,000
VEHICLE CODE FINES	2,841	4,000	8,000	4,000	4,000	-4,000
OTHER COURT FINES	2,832	3,000	2,000	3,000	3,000	1,000
FORFEIT & PENALTIES	20,715	2,000				
RENTS AND CONCESSIONS	578,993	464,000	454,000	496,000	496,000	42,000
STATE-OTHER	53,894					
FEDERAL-OTHER	1,173,650	1,750,000	1,679,000	1,893,000	1,893,000	214,000
LEGAL SERVICES	2,625,113	3,000,000	3,748,000	3,865,000	3,865,000	117,000
PLANNING & ENG SVCS	3,984,633	3,000,000	3,000,000	3,000,000	3,000,000	
PARK & RECREATION SVS	16,394,672	16,200,000	17,301,000	16,764,000	16,764,000	-537,000
CHRGS FOR SVCS-OTHER	3,973,160	3,887,000	4,306,000	5,664,000	5,664,000	1,358,000
OTHER SALES	2,761	1,000				
MISCELLANEOUS	2,644,254	2,142,000	3,423,000	1,422,000	1,422,000	-2,001,000
SALE OF FIXED ASSETS	5,421					
TOTAL	$ 31,635,113	$ 30,638,000	$ 34,301,000	$ 33,386,000	$ 33,386,000	$ -915,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	RECREATION FACILITIES

Mission Statement

To provide approximately 10 million residents of Los Angeles County with diverse, quality, recreational opportunities through the acquisition, development, maintenance, and programming of the County's parks, arboreta, golf courses, trails, and open space areas.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $2.6 million primarily for: 1) negotiated increases in salaries and employee benefits; and 2) new facilities and amenities resulting from Proposition A. The Proposed Budget also reflects a realignment of budgeted revenue and intrafund transfers to more accurately reflect anticipated funding sources based on experience.

Strategic Planning

The Department continues its efforts toward enhancing the level of service it provides by following key service delivery standards to: 1) maintain and nurture clean, green parks, and recreation facilities through the removal of graffiti within 24 hours, as well as mowing of park grounds on a weekly basis during spring and summer months and bi-weekly during fall and winter months; 2) evaluate the effectiveness of current program delivery and staff professionalism through customer satisfaction surveys at pilot parks; and 3) develop a Strategic Asset Management Plan to provide an inventory of facility infrastructure needs and maintenance scheduling requirements.

Critical Needs

The Department has identified critical needs for additional funding for: 1) new facilities/amenities anticipated to be completed during 2002-03; 2) repair of various roofs and pools; 3) hiring at-risk-youth as required by Proposition A; 4) implementation of action plans and positions recommended in the management audit, primarily for recreation, marketing, training and computer programming; 5) fixed assets to replace an aging vehicle fleet and expensive equipment items; 6) establishment of a tree trimming program to perform routine tree maintenance and emergency tree trimming services; 7) grant writing staff to apply for funds offered through Proposition 12 and other State and federal programs; and 8) modification and upgrade of the Department's web page and various information technology related projects.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ --	$ -1,000,000	$ 1,000,000	--
	Revenue Realignment: Reflects a decrease in budgeted revenue to more accurately reflect realistic and attainable funding levels based on experience. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ 204,000	$ 204,000	$ --	--
	Special Districts Administration: Reflects an increase in reimbursable services and supplies requirements provided to the Department's Special Funds and Districts. *Supports Countywide Strategic Plan Goal 3, Strategy 1 and 2; and Goal 4, Strategy 1.*			
3.	$ 39,000	$ 39,000	$ --	1.0
	Regional Park and Open Space District (RPOSD): Reflects an additional 1.0 Senior Typist Clerk position to provide administrative and clerical support to the RPOSD, fully offset by revenue from Proposition A. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ 51,000	$ 51,000	$ --	--
	Federal Family Support: Reflects an increase in services and supplies requirements associated with the Federal Family Support Program, fully offset by funding from the Department of Children and Family Services. *Supports Countywide Strategic Plan Goal 5, Strategy 1.*			
5.	$ -600,000	$ -600,000	$ --	--
	Extraordinary Maintenance: Reflects the elimination of one-time only funding for various extraordinary maintenance projects, offset by a corresponding decrease in intrafund transfers from the Extraordinary Maintenance Budget. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ -344,000	$ --	$ -344,000	--
Family Safety Zones: Reflects a reduction in one-time only funding for security improvements, which included installation of emergency call boxes at six County parks, as a component of the Family Safety Zones Project. *Supports Countywide Strategic Plan Goal 4, Strategy 1 and 2.*				
7.	$ -283,000	$ -283,000	$ --	-12.0
Adventure Nature Camps: Reflects the elimination of 12.0 temporary Recreation Service Leader positions associated with the Adventure Nature Camps program due to the discontinuation of grant funding from the Wildlands Conservancy. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
8.	$ 300,000	$ --	$ 300,000	6.0
New Facilities: Reflects full-year funding for staff and operations associated with new and refurbished park facilities. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*				
9.	$ -326,000	$ -326,000	$ --	--
Appropriation Realignment: Reflects a net decrease in services and supplies appropriation primarily due to an anticipated decrease in reimbursement revenue and intrafund transfers based on actual experience. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
Other Changes				
1.	$ 1,897,000	$ --	$ 1,897,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 121,000	$ --	$ 121,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	$ 236,000	$ --	$ 236,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	$ -607,000	$ --	$ -607,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
Total	***$ 688,000***	***$ -1,915,000***	***$ 2,603,000***	***-5.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Recreational Services							
Incorporated Area	$ 15,723,000	$ 10,000	$ 6,226,000	$ 9,487,000	$ 1,268,000	$ 8,219,000	217.6
Unincorporated Area	$ 42,720,000	$ 1,131,000	$ 7,533,000	$ 34,056,000	$ 4,165,000	$ 29,891,000	690.4

Authority: Non-mandated, discretionary program.

Provide recreational and maintenance services at local, community, and regional parks.

Program Outcome: Promote community health and well-being through diverse and quality recreation programs.

Service Delivery Standard: Increase recreation program attendance while increasing self-sufficiency.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Regional park expenditures	$15,345,000	$16,395,000	$16,395,000	$16,521,000
Recreation program NCC	$9,073,000	$9,435,000	$9,718,000	$9,963,000
Workload/Output				
Regional park IFT/revenue	$7,414,000	$6,697,000	$7,782,000	$7,782,000
Recreation program attendance	3,097,000	3,473,000	3,966,000	4,363,000
Efficiency				
Percent IFT/revenue offset	48.32%	40.84%	47.47%	47.10%
NCC per recreation program attendee	$2.93	$2.72	$2.45	$2.28
Effectiveness/Outcome				
Percent increase/decrease from prior year	0.00%	-7.48%	6.63%	-0.37%
Percent increase/decrease in recreation attendance from previous year	20.37%	12.14%	14.20%	10.01%

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Capital Projects Agency							
	$ 5,816,000	$ 1,703,000	$ 882,000	$ 3,231,000	$ 543,000	$ 2,688,000	43.0

Authority: Non-mandated, discretionary program.

Coordinate the planning and project management for the Department's Proposition A, Quimby, and various capital projects.

Program Outcome: Ensure proper completion and management of capital projects.

Service Delivery Standard: Achieve a 53 percent reimbursement rate for all capital project management activities.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Capital projects expenditures	$4,446,000	$3,960,000	$3,588,000	$4,856,000
Workload/Output				
Capital projects revenue	$2,002,000	$1,299,000	$1,397,000	$2,585,000
Efficiency				
Percent self sufficient	45.03%	32.80%	38.94%	53.23%
Effectiveness/Outcome				
Percent increase/decrease from prior year	-4.00%	-12.23%	6.14%	14.29%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Auxiliary Services						
$ 15,286,000	$ 0	$ 15,200,000	$ 86,000	$ 1,902,000	$ -1,816,000	228.0

Authority: Non-mandated, discretionary program.

Provide departmental support including contract services, management services, data systems, special operations (i.e., golf courses), construction, and voter-approved Proposition A management (Regional Park and Open Space District).

Program Outcome: Provide departmental support services, operate and coordinate golf programs, and administer Proposition A funds in an efficient and cost effective manner.

Service Delivery Standard: Achieve net revenue of $8.38 per round played.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Golf net revenue	$13,880,047	$13,734,285	$13,871,000	$14,096,000
Workload/Output				
Golf rounds of play	1,678,634	1,630,159	1,655,000	1,682,000
Efficiency				
Net revenue per rounds of play	$8.27	$8.43	$8.38	$8.38
Effectiveness/Outcome				
Percent increase/decrease in golf revenue from prior year	0.51%	-1.05%	1.00%	1.62%

Explanatory Notes:

-- Golf net revenue represents the Department's share of gross receipts generated at each of the County's 19 golf courses. Revenue includes: merchandise sales (pro shop), golf cart rentals, driving range usage, green fees (per round of play), food and beverage sales, equipment rental, and banquets. County golf courses are managed and operated through lease agreements approved by the Board of Supervisors.

-- In 2000-01, Victoria Golf Course was closed for renovation resulting in an anticipated decrease in golf net revenue and rounds of play.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 19,402,000	$ 0	$ 3,545,000	$ 15,857,000	$ 7,321,000	$ 8,536,000	100.0

Authority: Non-mandated, discretionary program.

Administration provides executive management, budget, payroll, personnel, accounting, and procurement services.

Program Outcome: Ensure cost reimbursements (accounts receivable) and payments are processed in a timely manner.

Service Delivery Standard: Within 30 days, ensure all collections and payments have been properly processed.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of accounts payable staff	4	4	4	4
Workload/Output				
Number of payments processed	9,937	9,933	10,000	10,500
Number of payment processed per staff	2,484	2,483	2,500	2,625
Efficiency				
Number of payments processed within 30 days	6,297	7,628	8,000	8,500
Effectiveness/Outcome				
Percent of payments processed within 30 days	63.37%	76.79%	80.00%	80.95%

Gross Appropriation	IFT	Revenue	Net County Cost	Fixed Costs (NCC)	County Cost Savings	Budgeted Positions
Total Programs						
$ 98,947,000	**$ 2,844,000**	**$ 33,386,000**	**$ 62,717,000**	**$ 15,199,000**	**$ 47,518,000**	**1,279.0**

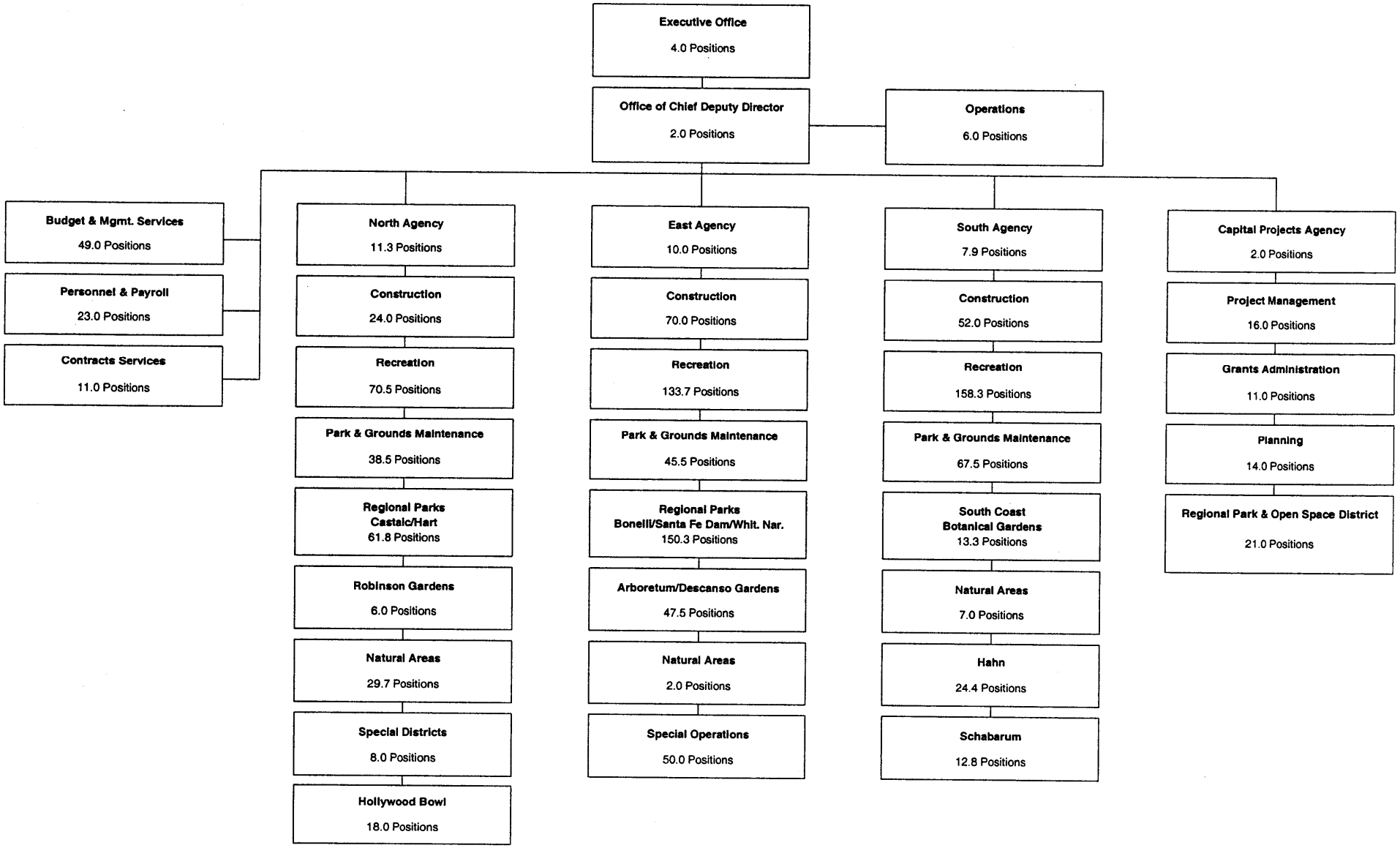
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	46,126,000	41,960,000	47,637,000	1,511,000
Employee Benefits	15,405,000	14,665,000	15,964,000	559,000
Total Salaries and Employee Benefits	61,531,000	56,625,000	63,601,000	2,070,000
Services and Supplies				
Admin and General	46,000	0	0	-46,000
Clothing and Personal Supplies	79,000	79,000	79,000	0
Communications	682,000	794,000	997,000	315,000
Computer Equipment - Non-capital	199,000	199,000	174,000	-25,000
Computer Software	2,000	2,000	2,000	0
Food	26,000	26,000	26,000	0
Household Expenses	504,500	505,000	455,000	-49,500
Information Technology Services	83,000	23,000	23,000	-60,000
Insurance	432,000	300,000	435,000	3,000
Maintenance-Buildings and Improvements	3,272,500	4,167,000	3,017,000	-255,500
Maintenance-Equipment	714,900	715,000	715,000	100
Medical Dental and Laboratory Supplies	14,000	14,000	14,000	0
Memberships	2,000	2,000	2,000	0
Miscellaneous Expense	1,000	1,000	1,000	0
Office Expense-Other	276,000	276,000	247,000	-29,000
Office Expense-Postage	22,000	22,000	22,000	0
Office Expense-Stat and Forms	36,000	36,000	36,000	0
Other Operation	0	1,000	1,000	1,000
Professional and Specialized Services	7,827,000	7,293,000	7,180,000	-647,000
Publication and Legal Notices	2,000	2,000	40,000	38,000
Rents and Leases-Bldg and Improvements	160,000	160,000	217,000	57,000
Rents and Leases-Equipment	118,000	118,000	118,000	0
Small Tools and Instruments	397,000	397,000	347,000	-50,000
Special Departmental Expense	1,552,600	1,612,000	1,612,000	59,400
Telecommunications	21,000	10,000	10,000	-11,000
Training	1,000	80,000	80,000	79,000
Transportation and Travel-Auto Mileage	100,000	156,000	156,000	56,000
Transportation and Travel-Auto Service	1,070,000	1,000,000	850,000	-220,000
Transportation and Travel-Other	65,000	80,000	80,000	15,000
Transportation and Travel-Traveling	10,000	7,000	7,000	-3,000
Utilities	11,299,500	11,300,000	10,556,000	-743,500
Water Treatment	59,000	150,000	150,000	91,000
Total Services and Supplies	29,074,000	29,527,000	27,649,000	-1,425,000
Other Charges				
Interest on Other Long-Term Debt	6,038,000	5,908,000	6,144,000	106,000
Judgments and Damages	404,000	534,000	534,000	130,000
Taxes and Assessments	30,000	30,000	30,000	0
Total Other Charges	6,472,000	6,472,000	6,708,000	236,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Agricultural and Landscaping Equipment	28,000	241,000	147,000	119,000
Computer Information and Data Processing System	15,000	15,000	0	-15,000
Contruction and Heavy Maintenance	0	216,000	20,000	20,000
Major Office Equipment	15,000	15,000	7,000	-8,000
Vehicle-Automobile	444,000	282,000	216,000	-228,000
Watercraft	180,000	180,000	99,000	-81,000
Total Equipment	682,000	949,000	489,000	-193,000
Total Fixed Assets	682,000	949,000	489,000	-193,000
Other Financing Uses				
Operating Transfers Out	500,000	0	500,000	0
Total Other Financing Uses	500,000	0	500,000	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**98,259,000**	**93,573,000**	**98,947,000**	**688,000**
Less: Intrafund Transfers	3,844,000	2,885,000	2,844,000	-1,000,000
TOTAL NET REQUIREMENTS	94,415,000	90,688,000	96,103,000	1,688,000
REVENUES:				
Licenses, Permits and Franchises	380,000	185,000	275,000	-105,000
Fines, Forfeitures and Penalties	10,000	9,000	7,000	-3,000
Revenue from Use of Money and Property	454,000	464,000	496,000	42,000
Intergovernmental Revenues:				
Federal	1,679,000	1,750,000	1,893,000	214,000
Charges for Services	28,355,000	26,087,000	29,293,000	938,000
Miscellaneous	3,423,000	2,140,000	1,422,000	-2,001,000
Other Financing Sources	0	3,000	0	0
TOTAL REVENUES	34,301,000	30,638,000	33,386,000	-915,000
NET COUNTY COST	**60,114,000**	**60,050,000**	**62,717,000**	**2,603,000**

DEPARTMENT OF PARKS AND RECREATION
TIM GALLAGHER, DIRECTOR

Total 2002-03 Base Budget Request Positions = 1,279.0



PROBATION DEPARTMENT
RICHARD SHUMSKY, CHIEF PROBATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 297,604,815	$ 325,796,000	$ 333,038,000	$ 375,961,000	$ 343,283,000	$ 10,245,000
SERVICES & SUPPLIES	84,866,135	130,671,000	131,189,000	145,944,000	131,158,000	-31,000
OTHER CHARGES	16,018,281	32,191,000	28,545,000	31,594,000	31,594,000	3,049,000
FIXED ASSETS-EQUIP	50,679	318,000	682,000	523,000	523,000	-159,000
GROSS TOTAL	$ 398,539,910	$ 488,976,000	$ 493,454,000	$ 554,022,000	$ 506,558,000	$ 13,104,000
LESS INTRAFD TRANSFER	8,381,533	13,860,000	13,364,000	19,646,000	20,011,000	6,647,000
NET TOTAL	$ 390,158,377	$ 475,116,000	$ 480,090,000	$ 534,376,000	$ 486,547,000	$ 6,457,000
REVENUE	148,416,376	185,869,000	195,062,000	189,052,000	187,501,000	-7,561,000
NET COUNTY COST	$ 241,742,001	$ 289,247,000	$ 285,028,000	$ 345,324,000	$ 299,046,000	$ 14,018,000
BUDGETED POSITIONS	4,933.0	5,170.0	5,170.0	5,696.0	5,089.0	-81.0
REVENUE DETAIL						
OTHER COURT FINES	$ 648,429	$	$	$	$	$
FORFEIT & PENALTIES		742,000	792,000	822,000	822,000	30,000
RENTS AND CONCESSIONS	216,413	188,000	253,000	188,000	188,000	-65,000
ROYALTIES	137,087	82,000	82,000	82,000	82,000	
STATE-OTHER	15,979,584	50,073,000	54,056,000	52,212,000	52,073,000	-1,983,000
STATE-REALIGNMENT REV	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	
STATE-COPS	682,857					
FEDERAL-PUB ASST-ADM	82,413,226	82,580,000	82,225,000	82,580,000	81,943,000	-282,000
FEDERAL-OTHER	24,735,133	28,423,000	32,352,000	27,551,000	27,551,000	-4,801,000
COURT FEES & COSTS	888,444	1,735,000	745,000	2,233,000	2,233,000	1,488,000
INSTIT CARE & SVS	12,350,879	14,135,000	14,772,000	15,352,000	14,577,000	-195,000
CHRGS FOR SVCS-OTHER	4,626,205	3,516,000	4,164,000	3,622,000	3,622,000	-542,000
MISCELLANEOUS	1,443,181	360,000	1,586,000	375,000	375,000	-1,211,000
SALE OF FIXED ASSETS	9,938					
OPERATING TRANSFER IN	250,000					
TOTAL	$ 148,416,376	$ 185,869,000	$ 195,062,000	$ 189,052,000	$ 187,501,000	$ -7,561,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND CORRECTION

Mission Statement

To promote and enhance public safety, ensure victim's rights, and facilitate a positive change in adult and juvenile probationers.

The Department recommends and enforces court-ordered sanctions for probationers, including the detention of juvenile offenders and the arrest of adult offenders; provides supervision and monitoring of probationers; and prevents and reduces criminal activity by developing and implementing strategies from early intervention through suppression. The Department proactively seeks out and maximizes all opportunities to positively impact the behavior of probationers by providing them with educational and vocational services, as well as access to health and mental health services that will build upon the strengths and capabilities of probationers, their families, and their communities.

Departmental services are administered and financed through four separate budget units. The Probation-Main budget includes juvenile and adult investigation and supervision services as well as administrative and support services. The Detention budget funds intake and detention control, transportation services, and the three juvenile halls. The Residential Treatment budget funds 17 probation camps and the Dorothy Kirby Center. The Care of Court Wards budget provides funding for the placement of juvenile court wards in residential facilities, foster homes, day treatment programs, and the California Youth Authority.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $14.0 million primarily to fund increases in: 1) negotiated salaries and employee benefits; 2) Deputy Probation Officer (DPO) and clerical positions to enhance ward placement services related to Assembly Bill (AB) 575 requirements; 3) medical services costs in the juvenile halls and camps; 4) the replacement of deteriorated security locks and doors, as well as heating, ventilation, and air conditioning system repairs necessary to continue addressing the Department of Justice's concerns of the three juvenile halls; 5) costs to operate the renovations of Central Juvenile Hall and Camp Scott; and 6) State group home rate increases. Also, included is a $4.7 million increase to backfill the elimination of State Criminal Alien Assistance Program revenue.

Despite these increases, the Proposed Budget includes several programmatic curtailments due to unavoidable cost increases primarily attributed to an anticipated 40 percent increase in workers' compensation costs, and disability benefits extended to probation peace officers under AB 1387, Public Employee Disability Benefits, which became effective in January 2000. These unavoidable cost increases will result in: 1) closure of a probation camp; 2) decreased juvenile supervision service levels; 3) elimination of the Work Furlough Program; 4) reduced Pretrial Supervised Release Program services; 5) elimination of the Expedited Probation Intervention and Collection Program; 6) elimination of the Community Outreach unit; 7) reduced adult supervision services; and 8) reduced community-based prevention contract services.

Strategic Planning

Consistent with the Countywide Strategic Plan, the Department's multi-plan strategies and objectives are designed to ensure the achievement of organizational goals related to service excellence, workforce excellence, organizational effectiveness and fiscal responsibility. The Department revised its plan this year which serves as a roadmap in their effort to fulfill the updated mission and achieve its vision. The plan is a practical, task-specific, action-oriented guide that embodies a participatory process of employees at all levels, customers, policy makers, and other stakeholders. The Department's strategies include:

-- Service Excellence: The Probation Department will provide a full range of programs and services to prevent and reduce delinquency, in partnership with families, schools, communities, law enforcement, and other agencies. The Department will ensure that probationers are held accountable for meeting their conditions of probation, including consequences of non-compliance with financial obligations and victim restitution, and are held accountable for their criminal behavior. This approach will increase public safety, provide Department and offender accountability, and afford opportunities for juvenile offenders to develop into responsible citizens.

-- Workforce Excellence: The Department will build and develop workforce excellence through recruitment, career development skills, training, and monitoring of performance. This strategy will be accomplished through clear and comprehensive policies and procedures that promote standards of excellence, training linked directly to improving staff performance, more effective human resources recruitment and examination efforts, timely and objective administrative investigations and discipline processes, and an aggressive early return-to-work program

-- Organizational Effectiveness: The Probation Department is implementing performance-based effectiveness and efficiency measures designed to gauge success of its programs and services, the use of resources, the development of culturally-competent, results-based, gender-and-racially-equitable programs, and the adherence to exemplary administrative practices. In addition, the Department is expanding its capacity to utilize technology innovations and develop automated solutions to facilitate its reporting, case management, monitoring, tracking, and record-keeping functions to make its operations more efficient and effective.

-- Fiscal Responsibility: The Department will maintain operational oversight, management control, and executive decision-making in its utilization of resources necessary to accomplish its strategies. The Department will manage resources within budget; improve forecasting, fiscal controls, planning, and resource allocation; enhance its ability to secure, manage, and utilize new resources for programs, capital projects, and deferred maintenance; provide services to ensure compliance with mandated fiscal and administrative standards; and support countywide energy conservation.

Critical Needs

The Department's primary critical need is the restoration of identified curtailments, as well as continued funding to address the Department of Justice's concerns related to their investigation of the three juvenile halls. In addition, an enhancement for clerical support services would facilitate the Department's data entry ability in their implementation of the Juvenile Case Management System.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -3,340,000	$ -776,000	$ -2,564,000	-42.0

Camp Closure: Reflects the elimination of 42.0 positions and a corresponding reduction in services and supplies and related State and federal revenues based on budget constraints, which will result in the closure of one camp. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

2.	$ -1,871,000	$ --	$ -1,871,000	-26.0

Juvenile Supervision Level Decrease: Reflects the elimination of Deputy Probation Officer positions and a corresponding reduction in services and supplies based on budget constraints. This reduction will result in a regular juvenile supervision caseload increase from 1:83 to 1:112. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ -3,672,000	$ -775,000	$ -2,897,000	-18.0

Work Furlough Program Elimination: Reflects the elimination of positions and $2.5 million for a contracted work furlough facility based on budget constraints. This program provides an alternative to jail custody and allows inmates to continue their employment to meet family financial obligations. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

4.	$ -773,000	$ --	$ -773,000	-14.0

Pretrial Supervised Release Program Reduction: Reflects a reduction in positions and corresponding services and supplies due to budget constraints. This program provides defendants with an alternative to custody. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

5.	$ -473,000	$ --	$ -473,000	-8.0

Expedited Probation Intervention and Collection (EPIC) Program Elimination: Reflects the elimination of the EPIC program based on budget constraints. This program provides direct service to eight courts at the Clara Shortridge Foltz Criminal Justice Center by providing initial instruction to probationers and referrals to services, including drug treatment and mental health counseling. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

6.	$ -519,000	$ --	$ -519,000	-8.0

Community Outreach Program Elimination: Reflects the deletion of positions and services and supplies due to budget constraints. This program provides services to at-risk youth and their families. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
7.	$ -424,000	$ --	$ -424,000	-6.0

Adult Supervision Services Reduction: Reflects a reduction in adult supervision services due to budget constraints. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

8.	$ -500,000	$ --	$ -500,000	--

Contract Community-Based Prevention Services Reduction: Reflects a reduction in funding to contract community-based prevention service providers, resulting in the loss of 10,000 hours of counseling services to minors and their families in the following areas: crisis intervention, anger management, drug education, and life skills. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

9.	$ 995,000	$ 995,000	$ --	-4.0

State Grant Revenue: Reflects an increase in the State Juvenile Crime Enforcement and Accountability Challenge Grant to provide contract community-based prevention services, partially offset by the elimination of 4.0 positions due to the completion of the Repeat Offender Prevention Program. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

10.	$ 2,460,000	$ 2,460,000	$ --	16.0

Substance Abuse and Crime Prevention Act (Proposition 36): Reflects the remaining funds and 16.0 positions for a full-year allocation of $5.2 million in intrafund transfers to complete the phasing-in of the Proposition 36 Program. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

11.	$ 408,000	$ 408,000	$ --	6.0

Wraparound Services Program: Reflects the addition of positions to enhance the Board-approved Wraparound Services Program, fully reimbursable by the Department of Children and Family Services. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

12.	$ 75,000	$ 75,000	$ --	1.0

Independent Living Program: Reflects 1.0 Probation Director I position based on the actual staffing level to manage the Probation component of this Board-approved Independent Living Program. This position is fully reimbursable by the Department of Children and Family Services. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

13.	$ 1,189,000	$ --	$ 1,189,000	21.0

Placement Services: Reflects the addition of Deputy Probation Officer and clerical positions to enhance ward placement services to comply with AB 575 requirements based on actual staffing levels. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

14.	$ --	$ --	$ --	1.0

Special Needs Court Enhancement: Reflects 1.0 DPO II position, offset by a reduction in services and supplies, per the Court's request to incorporate ward supervision as an integral component of the Schiff-Cardenas Crime Prevention Act of 2000 Program. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
15.	$ 3,239,000	$ --	$ 3,239,000	--

Medical Services Funding Increase: Reflects increased funding to maintain the current level of physician, nursing, dental, and medical records staffing at the juvenile halls and camps. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

16.	$ 417,000	$ --	$ 417,000	--

Camp Scott 35-Bed Project: Reflects the remaining six months of operational funding associated with the Camp Scott remodeling project that will result in 35 additional beds. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

17.	$ 750,000	$ --	$ 750,000	--

Central Juvenile Hall (Furnishings, Fixtures, and Equipment): Reflects one-time funding to provide furnishings, fixtures, and equipment related to the renovation of Central Juvenile Hall, as approved by the Board on June 15, 1999. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

18.	$ 4,100,000	$ --	$ 4,100,000	--

Security Locks/Heat Ventilation and Air Conditioning (HVAC) System: Reflects an increase in one-time funding to replace deteriorated security locks and doors at Central Juvenile Hall and a portion of Barry J. Nidorf Juvenile Hall, as well as to repair the HVAC system at Barry J. Nidorf Juvenile Hall. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*

19.	$ -9,218,000	$ --	$ -9,218,000	--

Deletion of One-Time Funding: Reflects the elimination of $8.7 million used to primarily address one-time facility maintenance needs related to the Department of Justice's concerns of the three juvenile halls. Also, reflects the elimination of $0.5 million related to the one-time purchase and installation of generators at 11 camps. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Other Changes

1.	$ 8,884,000	$ 555,000	$ 8,329,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits, partially offset by increased investigation and supervision reimbursement from adult probationers.

2.	$ 949,000	$ --	$ 949,000	--

Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

3.	$ 549,000	$ --	$ 549,000	--

Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
4.	$ -917,000	$ --	$ -917,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
5.	$ 3,752,000	$ --	$ 3,752,000	--
	Other Salaries and Employee Benefits: Reflects additional employee benefits costs absorbed by the Department attributed primarily to an anticipated 40 percent, or $4.2 million, increase in workers' compensation costs. Also, includes additional overtime to address increased workload related to claimed industrial accidents. These increases are primarily offset by reductions in cafeteria benefit plans based on actual experience.			
6.	$ 4,544,000	$ --	$ 4,544,000	--
	Services and Supplies: Reflects increased Internal Services Department-related information technology and telecommunications services to maintain existing systems, and provide for the continued implementation of the Juvenile Case Management System. Also, includes increased funding for building maintenance, food, clothing, contract clerical services, household expenses, insurance costs related to rent expenses, required staff training, security, and information technology services provided by the Information Systems Advisory Body. This increase is partially offset by services and supplies reductions included in the curtailments. *Supports Countywide Strategic Plan Goal 1, Strategy 1; Goal 3 , Strategy 2 and Goal 5, Strategy 2.*			
7.	$ 2,500,000	$ --	$ 2,500,000	--
	Other Charges: Reflects primarily additional group home placement costs, as well as increased insurance claims costs. *Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.*			
8.	$ --	$ 991,000	$ -991,000	--
	Reimbursable Services: Reflects a net increase in reimbursable probation services provided to various departments.			
9.	$ --	$ -4,847,000	$ 4,847,000	--
	Revenue: Reflects the elimination of $4.7 million in State Criminal Alien Assistance Program funds discontinued in 2000-01, as well as a reduction of $0.1 million in miscellaneous revenue based on actual experience.			
Total	***$ 13,104,000***	***$ -914,000***	***$ 14,018,000***	***-81.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Detention Services						
$ 127,127,000	$ 138,000	$ 36,662,000	$ 90,327,000	$ 11,517,000	$ 78,810,000	1,312.0

Authority: Mandated program, mandated service level - California Welfare and Institutions (California W&I) Code Section 850.

Provides food, shelter, and medical services to wards detained in the three juvenile halls by court order. Additional services include electronic monitored home supervision for low-risk wards and transportation services.

Program Outcome: Provide safe and secure detention facilities.

Service Delivery Standard: No escapes from detention facilities.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted staff	1,222	1,225	1,312	1,312
Workload/Output				
Average daily population	1,783	1,840	1,750	1,800
Number of detained minors	31,748	30,702	30,050	30,050
Efficiency				
Average length of stay (days)	20	21	23	23
Effectiveness/Outcome				
Number of minor escapes	4	0	1	0
Number of injured minors	468 (1)	498 (1)	90	90

Explanatory Notes:
(1) 1999-00 and 2000-01 figures reflect all injuries, ranging from a scratch to a broken arm. Only significant injuries are reported beginning 2001-02.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Juvenile Services						
$ 101,529,000	$ 5,827,000	$ 72,606,000	$ 23,096,000	$ 3,613,000	$ 19,483,000	794.0

Authority: Mandated program, discretionary service level - California W&I Code Sections 206, 280, 602, 652, 653, and 654.

Probation prepares an investigation report on the minor's offense that assists the court in selecting a case disposition appropriate for the offense. A minor subsequently placed on probation by the court is assigned to a supervision caseload, such as School-Based Supervision, that meets the needs of the minor and the community.

Program Outcome: Minors complete probation without subsequent sustained arrests.

Service Delivery Standard: Minors comply with court orders and maintain high percentage of probation completion without a subsequent sustained arrest.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Deputy Probation Officers (DPOs)	457	500	585	560
Workload/Output				
Number of cases supervised	20,497	19,076	19,138	20,095
Efficiency				
Annual net County cost (NCC) per supervision case	$932	$1,193	$1,381	$1,192
Effectiveness/Outcome				
Percentage of minors completing probation without a subsequent sustained arrest	n/a (1)	86%	94%	94%

Explanatory Notes:
(1) Data not available for 1999-00.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Adult Services						
$ 76,970,000	$ 2,197,000	$ 13,929,000	$ 60,844,000	$ 4,213,000	$ 56,631,000	1,004.0

Authority: Mandated program, discretionary service level - Penal Code Sections 1202.7, 1202.8, and 1203.

Probation prepares investigation reports that provide the court with recommendations on the most appropriate sentencing option. A defendant subsequently placed on probation by the court is assigned to a supervision caseload, such as child threat, domestic violence, or narcotic testing, based on the needs of the defendant and the community.

Program Outcome: Provide high quality adult investigation and supervision services that address the issues of public safety, victims' rights, and the rehabilitation of the offender.

Service Delivery Standard: Court reports will be submitted to the court two days prior to the court hearing. Cases with a new arrest or violation of probation will be reported to the court within 30 days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of DPOs	562	559	589	585
Workload/Output				
Number of investigations	66,909	68,517	64,642	67,900
Number of supervised probationers	74,639	65,446	63,624	65,500
Efficiency				
Annual NCC per supervision case	$934	$1,116	$1,333	$1,134
Effectiveness/Outcome				
Percent of investigation reports submitted to the court two days prior to the court hearing.	94%	97%	97%	97%
Percent of active cases with new arrests or violations of probation that were reported to the court within 30 days.	80%	95%	95%	95%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Residential Treatment						
$ 85,185,000	$ 2,809,000	$ 48,033,000	$ 34,343,000	$ 6,302,000	$ 28,041,000	943.0

Authority: Discretionary program, mandated service level - California W&I Code Section 881.

Operates 17 camps for juvenile wards and the Dorothy Kirby Center for disturbed wards.

Program Outcome: Provide safe and secure camp facilities.

Service Delivery Standard: At least 96 percent of wards successfully complete the camp program.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted staff	1,009	974	985	985
Workload/Output				
Average daily population	2,011	2,127	2,079	2,200
Number of camp orders	4,060	4,606	3,800	3,800
Efficiency				
Average length of minor stay (days)	152	158	158	158
Effectiveness/Outcome				
Percent of wards completing the program	n/a (1)	n/a (1)	94%	96%

Explanatory Notes:
(1) Data not compiled for 1999-00 and 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Pretrial Services						
$ 18,453,000	$ 0	$ 380,000	$ 18,073,000	$ 983,000	$ 17,090,000	246.0

Authority: Non-mandated, discretionary program.

Investigates and makes recommendations on applications for own recognizance and bail deviation requests in felony cases. Specialized programs include Electronic Monitoring and Drug Court.

Program Outcome: Provide an alternative to incarceration, while protecting the community.

Service Delivery Standard: Mitigate County jail costs by $24.5 million without negatively impacting the community.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of electronic monitoring staff	30	30	30	30
Workload/Output				
Number of electronic monitoring participants	6,817	7,104	7,403	7,558
Number of jail bed days saved	535,816	434,254	452,536	462,039
Efficiency				
Average number of days on electronic monitoring	79	61	61	61
Effectiveness/Outcome				
Total jail cost avoidance	$28,500,000	$23,100,000	$24,000,000	$24,500,000

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Juvenile Placement						
$ 38,221,000	$ 3,022,000	$ 6,661,000	$ 28,538,000	$ 532,000	$ 28,006,000	155.0

Authority: Mandated program, discretionary service level - California W&I Code Section 16516.

Places minors in appropriate placement facilities when so ordered by the court. Supervises minors with placement orders, evaluates the effectiveness of placement facilities, and monitors the health and safety of children in the facilities. Specialized programs include Family Preservation, Independent Living, and Children's System of Care.

Program Outcome: Minor is placed in a healthy and safe environment with a plan to reunify with the family or a plan for permanency.

Service Delivery Standard: Minors are visited monthly, and probation is completed without subsequent sustained arrests.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of supervision DPOs	59	57	57	66
Workload/Output				
Number of placement cases	2,465	2,565	2,666	2,770
Efficiency				
Average caseload per DPO	42	45	47	42
Effectiveness/Outcome				
Percent of all minors visited in placement one time per month	n/a (1)	n/a (1)	61%	90%
Percent of minors who completed probation without subsequent sustained arrests	n/a	n/a	83%	85%

Explanatory Notes:
(1) Data not available for 1999-00 and 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Information Systems						
$ 19,424,000	$ 0	$ 0	$ 19,424,000	$ 217,000	$ 19,207,000	55.0

Authority: Non-mandated, discretionary program.

Provides support and maintenance for all systems in production, while developing new systems and updating current systems as technology advances.

Program Outcome: Provide and support effective, automated systems to support the Department's day-to-day operations.

Service Delivery Standard: Complete service requests received by Information Services Office within requestor's time frame.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted staff	40	40	56	56
Workload/Output				
Number of service requests	1,765	2,551	2,760	2,890
Efficiency				
Number of completed service requests	1,765	2,318	2,760	2,890
Effectiveness/Outcome				
Number of cases meeting service request deadline	1,447	2,092	2,263	2,370

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. Support Program						
$ 20,296,000	$ 5,887,000	$ 9,230,000	$ 5,179,000	$ 885,000	$ 4,294,000	316.0

Authority: Non-mandated, discretionary program.

Provides support services not directly identified to programs. Includes planning, development, and maintenance of facilities, contracting, staff training, and other miscellaneous services.

Program Outcome: Monitor and maintain the Department's maintenance, refurbishment, and capital construction needs.

Service Delivery Standard: Process routine and emergency work order requests within established time standards.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted supporting staff	177	164	164	164
Workload/Output				
Total service requests	n/a (1)	n/a (1)	6,516	7,168
Efficiency				
Routine work orders processed within three days	n/a (1)	n/a (1)	5,786	6,365
Emergency work orders processed within one day	n/a (1)	n/a (1)	600	660
Effectiveness/Outcome				
Percentage or work orders processed on time	n/a (1)	n/a (1)	98%	98%

Explanatory Notes:
(1) Data not available for 1999-00 and 2000-01.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Administration						
$ 19,353,000	$ 131,000	$ 0	$ 19,222,000	$ 893,000	$ 18,329,000	264.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office, budget, fiscal, personnel, payroll, and procurement.

Program Outcome: Provide adequate staffing to carry out the Department's mission.

Service Delivery Standard: Maintain vacancy factor of 5 percent or less of budgeted items.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of budgeted personnel staff	40	43	48	48
Workload/Output				
Average monthly number of employees hired	45	44	50	40
Efficiency				
Average new employee recruitment time (weeks)	4	4	3	3
Effectiveness/Outcome				
Percentage of vacant items	3%	3%	3%	3%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 506,558,000	**$ 20,011,000**	**$ 187,501,000**	**$ 299,046,000**	**$ 29,155,000**	**$ 269,891,000**	**5,089.0**

PROBATION - MAIN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 160,637,501	$ 173,372,000	$ 182,842,000	$ 205,715,000	$ 186,468,000	$ 3,626,000
SERVICES & SUPPLIES	44,124,277	78,125,000	78,508,000	94,783,000	77,286,000	-1,222,000
OTHER CHARGES	3,357,766	3,188,000	3,194,000	4,289,000	4,289,000	1,095,000
FIXED ASSETS-EQUIP	50,679	208,000	572,000	523,000	523,000	-49,000
GROSS TOTAL	$ 208,170,223	$ 254,893,000	$ 265,116,000	$ 305,310,000	$ 268,566,000	$ 3,450,000
LESS INTRAFD TRANSFER	5,913,527	11,336,000	10,858,000	16,699,000	17,064,000	6,206,000
NET TOTAL	$ 202,256,696	$ 243,557,000	$ 254,258,000	$ 288,611,000	$ 251,502,000	$ -2,756,000
REVENUE	59,710,144	100,246,000	105,051,000	103,199,000	102,424,000	-2,627,000
NET COUNTY COST	$ 142,546,552	$ 143,311,000	$ 149,207,000	$ 185,412,000	$ 149,078,000	$ -129,000
BUDGETED POSITIONS	2,734.0	2,873.0	2,873.0	3,201.0	2,834.0	-39.0
REVENUE DETAIL						
OTHER COURT FINES	$ 648,429	$	$	$	$	$
FORFEIT & PENALTIES		742,000	792,000	822,000	822,000	30,000
STATE-OTHER	9,995,330	44,156,000	48,106,000	46,075,000	46,075,000	-2,031,000
STATE-REALIGNMENT REV	1,342,000	1,342,000	1,342,000	1,342,000	1,342,000	
STATE-COPS	682,857					
FEDERAL-PUB ASST-ADM	6,523,052	10,842,000	10,842,000	10,842,000	10,842,000	
FEDERAL-OTHER	21,168,482	23,475,000	22,745,000	22,595,000	22,595,000	-150,000
COURT FEES & COSTS	888,444	1,735,000	745,000	2,233,000	2,233,000	1,488,000
INSTIT CARE & SVS	12,167,900	14,108,000	14,760,000	15,325,000	14,550,000	-210,000
CHRGS FOR SVCS-OTHER	4,611,085	3,501,000	4,149,000	3,606,000	3,606,000	-543,000
MISCELLANEOUS	1,430,681	345,000	1,570,000	359,000	359,000	-1,211,000
SALE OF FIXED ASSETS	1,884					
OPERATING TRANSFER IN	250,000					
TOTAL	$ 59,710,144	$ 100,246,000	$ 105,051,000	$ 103,199,000	$ 102,424,000	$ -2,627,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND CORRECTION

PROBATION - DETENTION BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 75,525,595	$ 87,369,000	$ 84,623,000	$ 100,167,000	$ 90,275,000	$ 5,652,000
SERVICES & SUPPLIES	24,677,296	34,346,000	34,406,000	32,391,000	36,279,000	1,873,000
OTHER CHARGES	606,620	588,000	589,000	573,000	573,000	-16,000
GROSS TOTAL	$ 100,809,511	$ 122,303,000	$ 119,618,000	$ 133,131,000	$ 127,127,000	$ 7,509,000
LESS INTRAFD TRANSFER	137,151	128,000	111,000	138,000	138,000	27,000
NET TOTAL	$ 100,672,360	$ 122,175,000	$ 119,507,000	$ 132,993,000	$ 126,989,000	$ 7,482,000
REVENUE	43,002,432	36,566,000	41,293,000	36,662,000	36,662,000	-4,631,000
NET COUNTY COST	$ 57,669,928	$ 85,609,000	$ 78,214,000	$ 96,331,000	$ 90,327,000	$ 12,113,000
BUDGETED POSITIONS	1,225.0	1,312.0	1,312.0	1,487.0	1,312.0	
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 184,212	$ 160,000	$ 220,000	$ 160,000	$ 160,000	$ -60,000
ROYALTIES		82,000	82,000	82,000	82,000	
STATE-OTHER	2,742,572	2,598,000	2,621,000	2,685,000	2,685,000	64,000
FEDERAL-PUB ASST-ADM	36,466,605	28,727,000	28,727,000	28,727,000	28,727,000	
FEDERAL-OTHER	3,566,651	4,948,000	9,607,000	4,956,000	4,956,000	-4,651,000
INSTIT CARE & SVS	12,835	21,000	6,000	21,000	21,000	15,000
CHRGS FOR SVCS-OTHER	15,120	15,000	15,000	16,000	16,000	1,000
MISCELLANEOUS	12,500	15,000	15,000	15,000	15,000	
SALE OF FIXED ASSETS	1,937					
TOTAL	$ 43,002,432	$ 36,566,000	$ 41,293,000	$ 36,662,000	$ 36,662,000	$ -4,631,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND CORRECTION

PROBATION - RESIDENTIAL TREATMENT BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 61,441,719	$ 65,055,000	$ 65,573,000	$ 70,079,000	$ 66,540,000	$ 967,000
SERVICES & SUPPLIES	16,064,562	18,200,000	18,275,000	18,770,000	17,593,000	-682,000
OTHER CHARGES	1,202,095	1,163,000	1,168,000	1,052,000	1,052,000	-116,000
FIXED ASSETS-EQUIP		110,000	110,000			-110,000
GROSS TOTAL	$ 78,708,376	$ 84,528,000	$ 85,126,000	$ 89,901,000	$ 85,185,000	$ 59,000
LESS INTRAFD TRANSFER	2,330,855	2,396,000	2,395,000	2,809,000	2,809,000	414,000
NET TOTAL	$ 76,377,521	$ 82,132,000	$ 82,731,000	$ 87,092,000	$ 82,376,000	$ -355,000
REVENUE	45,466,689	48,725,000	48,336,000	48,809,000	48,033,000	-303,000
NET COUNTY COST	$ 30,910,832	$ 33,407,000	$ 34,395,000	$ 38,283,000	$ 34,343,000	$ -52,000
BUDGETED POSITIONS	974.0	985.0	985.0	1,008.0	943.0	-42.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 32,201	$ 28,000	$ 33,000	$ 28,000	$ 28,000	$ -5,000
ROYALTIES	137,087					
STATE-OTHER	3,086,571	3,069,000	3,029,000	3,152,000	3,013,000	-16,000
STATE-REALIGNMENT REV	2,611,000	2,611,000	2,611,000	2,611,000	2,611,000	
FEDERAL-PUB ASST-ADM	39,423,569	43,011,000	42,656,000	43,011,000	42,374,000	-282,000
INSTIT CARE & SVS	170,144	6,000	6,000	6,000	6,000	
MISCELLANEOUS			1,000	1,000	1,000	
SALE OF FIXED ASSETS	6,117					
TOTAL	$ 45,466,689	$ 48,725,000	$ 48,336,000	$ 48,809,000	$ 48,033,000	$ -303,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND

PROBATION - CARE OF JUVENILE COURT WARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 10,851,800	$ 27,252,000	$ 23,594,000	$ 25,680,000	$ 25,680,000	$ 2,086,000
REVENUE	237,111	332,000	382,000	382,000	382,000	
NET COUNTY COST	$ 10,614,689	$ 26,920,000	$ 23,212,000	$ 25,298,000	$ 25,298,000	$ 2,086,000
REVENUE DETAIL						
STATE-OTHER	$ 155,111	$ 250,000	$ 300,000	$ 300,000	$ 300,000	$
STATE-REALIGNMENT REV	82,000	82,000	82,000	82,000	82,000	
TOTAL	$ 237,111	$ 332,000	$ 382,000	$ 382,000	$ 382,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

COMMUNITY-BASED CONTRACTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 2,631,661	$ 3,940,000	$ 3,940,000	$ 2,802,000	$ 2,802,000	$ -1,138,000
REVENUE	812,000	812,000	812,000	812,000	812,000	
NET COUNTY COST	$ 1,819,661	$ 3,128,000	$ 3,128,000	$ 1,990,000	$ 1,990,000	$ -1,138,000
REVENUE DETAIL						
STATE-REALIGNMENT REV	$ 812,000	$ 812,000	$ 812,000	$ 812,000	$ 812,000	$
TOTAL	$ 812,000	$ 812,000	$ 812,000	$ 812,000	$ 812,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND CORRECTION

2002-03 Budget Message

The Community-Based Contracts budget funds private contracts, administered by the Probation Department, to reduce juvenile crime and provide juvenile delinquent prevention services.

The 2002-03 Proposed Budget removes one-time carryover funding while continuing to fund various community delinquency prevention programs and the Anti-Gang and Strategies Program.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,138,000	$ --	$ -1,138,000	--
Reflects the elimination of one-time carryover funds.				
Total	***$ -1,138,000***	***$ 0***	***$ -1,138,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Community-Based Contracts							
	$ 2,802,000	$ 0	$ 812,000	$ 1,990,000	$ 0	$ 1,990,000	0.0

Authority: Non-mandated, discretionary program.

Provides violence prevention and juvenile delinquent services.

Program Outcome: Provides funding for various community delinquency prevention programs, as well as the Anti-Gang and Strategies Program, which support juvenile prevention, intervention, and suppression services in the community.

Service Delivery Standard: Issue juvenile delinquent prevention and anti-gang service contracts in a timely manner.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Dollar amount awarded in contracts	$2,665,871	$2,631,662	$3,940,000	$2,802,000
Workload/Output				
County discretionary contractors	84	78	84	81
Efficiency	n/a	n/a	n/a	n/a
Effectiveness/Outcome	n/a	n/a	n/a	n/a

Explanatory Notes: No contract data available.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs							
	$ 2,802,000	**$ 0**	**$ 812,000**	**$ 1,990,000**	**$ 0**	**$ 1,990,000**	**0.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	249,465,000	241,650,000	253,918,000	4,453,000
Employee Benefits	83,573,000	84,146,000	89,365,000	5,792,000
Total Salaries and Employee Benefits	333,038,000	325,796,000	343,283,000	10,245,000
Services and Supplies				
Clothing and Personal Supplies	756,000	907,000	778,000	22,000
Communications	5,075,000	4,941,000	5,083,000	8,000
Computer Equipment - Non-capital	2,313,000	2,652,000	2,952,000	639,000
Computer Software	181,000	181,000	370,000	189,000
Food	9,836,000	9,743,000	10,103,000	267,000
Household Expenses	2,016,000	1,806,000	2,654,000	638,000
Information Technology Services	6,842,000	6,946,000	7,858,000	1,016,000
Insurance	520,000	600,000	516,000	-4,000
Maintenance-Buildings and Improvements	15,162,000	15,029,000	13,140,000	-2,022,000
Maintenance-Equipment	136,000	75,000	128,000	-8,000
Memberships	100,000	101,000	100,000	0
Miscellaneous Expense	6,000	6,000	6,000	0
Office Expense-Other	1,643,000	1,270,000	1,622,000	-21,000
Office Expense-Postage	50,000	42,000	50,000	0
Office Expense-Stat and Forms	687,000	655,000	711,000	24,000
Professional and Specialized Services	40,192,000	38,768,000	40,054,000	-138,000
Publication and Legal Notices	12,000	25,000	12,000	0
Rents and Leases-Bldg and Improvemts	1,268,000	1,495,000	1,661,000	393,000
Rents and Leases-Equipment	1,111,000	1,114,000	720,000	-391,000
Small Tools and Instruments	110,000	148,000	155,000	45,000
Special Departmental Expense	29,649,000	29,743,000	29,312,000	-337,000
Telecommunications	1,231,000	1,361,000	1,295,000	64,000
Training	565,000	881,000	901,000	336,000
Transportation and Travel-Auto Mileage	999,000	1,151,000	1,012,000	13,000
Transportation and Travel-Auto Service	1,033,000	1,301,000	1,113,000	80,000
Transportation and Travel-Other	186,000	186,000	343,000	157,000
Transportation and Travel-Traveling	177,000	177,000	177,000	0
Utilities	9,333,000	9,367,000	8,332,000	-1,001,000
Total Services and Supplies	131,189,000	130,671,000	131,158,000	-31,000
Other Charges				
Judgments and Damages	650,000	632,000	1,105,000	455,000
Retirement of Other Long-Term Debt	4,301,000	4,300,000	4,800,000	499,000
Support and Care of Persons	23,594,000	27,252,000	25,680,000	2,086,000
Taxes and Assessments	0	7,000	9,000	9,000
Total Other Charges	28,545,000	32,191,000	31,594,000	3,049,000

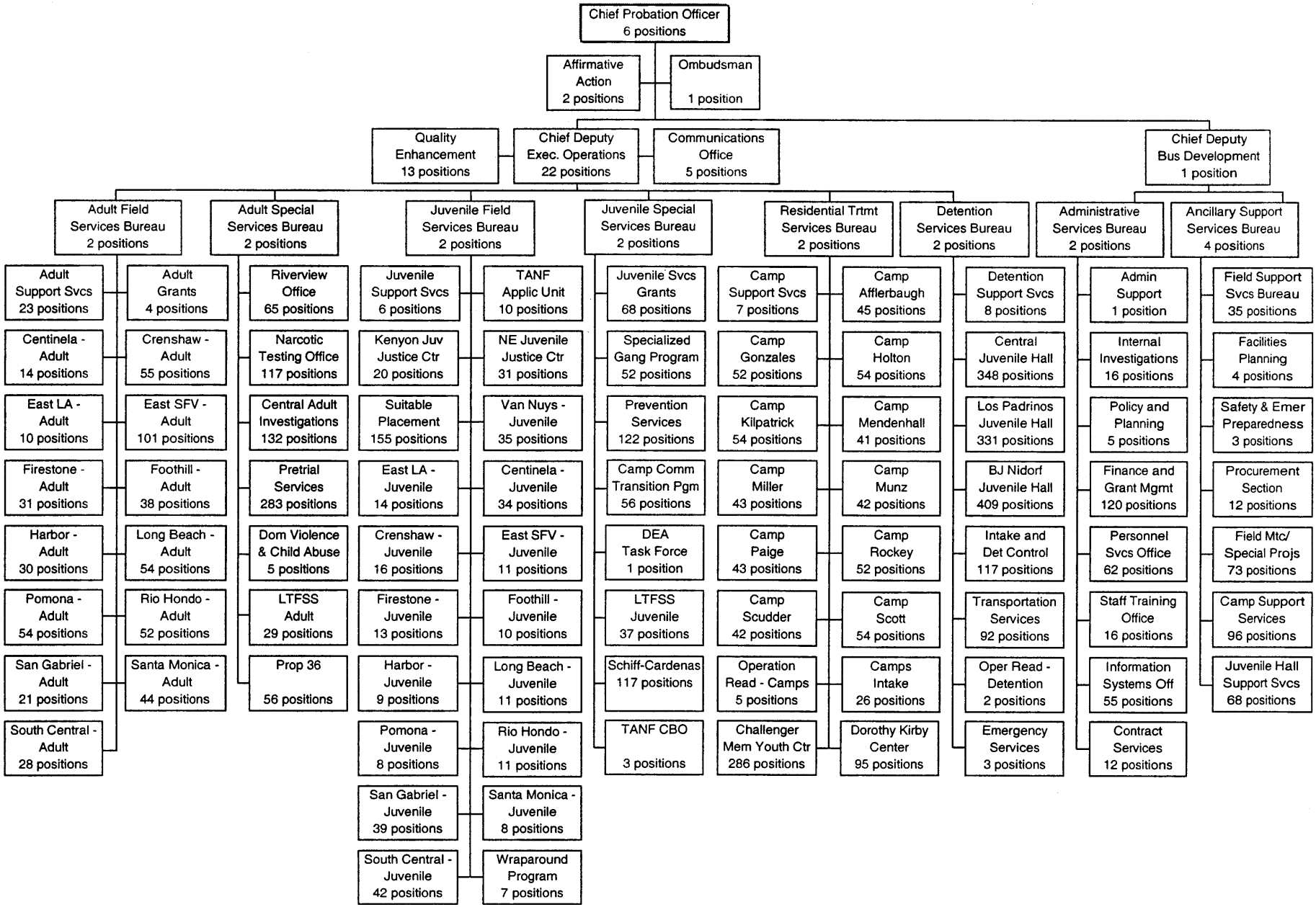
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Machinery Equipment	110,000	110,000	0	-110,000
Vehicle-Automobile	572,000	208,000	523,000	-49,000
Total Equipment	682,000	318,000	523,000	-159,000
Total Fixed Assets	682,000	318,000	523,000	-159,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**493,454,000**	**488,976,000**	**506,558,000**	**13,104,000**
Less: Intrafund Transfers	13,364,000	13,860,000	20,011,000	6,647,000
TOTAL NET REQUIREMENTS	480,090,000	475,116,000	486,547,000	6,457,000
REVENUES:				
Fines, Forfeitures and Penalties	792,000	742,000	822,000	30,000
Revenue from Use of Money and Property	335,000	270,000	270,000	-65,000
Intergovernmental Revenues:				
Federal	114,577,000	111,003,000	109,494,000	-5,083,000
State	58,091,000	54,108,000	56,108,000	-1,983,000
Charges for Services	19,681,000	19,386,000	20,432,000	751,000
Miscellaneous	1,586,000	360,000	375,000	-1,211,000
TOTAL REVENUES	195,062,000	185,869,000	187,501,000	-7,561,000
NET COUNTY COST	**285,028,000**	**289,247,000**	**299,046,000**	**14,018,000**

PROBATION DEPARTMENT - COMMUNITY-BASED CONTRACTS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Professional and Specialized Services	3,940,000	3,940,000	2,802,000	-1,138,000
Total Services and Supplies	3,940,000	3,940,000	2,802,000	-1,138,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**3,940,000**	**3,940,000**	**2,802,000**	**-1,138,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	3,940,000	3,940,000	2,802,000	-1,138,000
REVENUES:				
Intergovernmental Revenues:				
State	812,000	812,000	812,000	0
TOTAL REVENUES	812,000	812,000	812,000	0
NET COUNTY COST	**3,128,000**	**3,128,000**	**1,990,000**	**-1,138,000**

PROBATION DEPARTMENT
RICHARD SHUMSKY, CHIEF PROBATION OFFICER
Total 2002-03 Budgeted Positions = 5,089



PROJECT AND FACILITY DEVELOPMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 3,287,738	$ 3,522,000	$ 7,102,000	$ 8,298,000	$ 8,298,000	$ 1,196,000
OTHER CHARGES	12,607,859	415,000	5,060,000	7,170,000	7,170,000	2,110,000
GROSS TOTAL	$ 15,895,597	$ 3,937,000	$ 12,162,000	$ 15,468,000	$ 15,468,000	$ 3,306,000
REVENUE		800,000	1,550,000	750,000	750,000	-800,000
NET COUNTY COST	$ 15,895,597	$ 3,137,000	$ 10,612,000	$ 14,718,000	$ 14,718,000	$ 4,106,000
REVENUE DETAIL						
OPERATING TRANSFER IN	$	$ 800,000	$ 1,550,000	$ 750,000	$ 750,000	$ -800,000
TOTAL	$	$ 800,000	$ 1,550,000	$ 750,000	$ 750,000	$ -800,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

The Project and Facility Development budget was established in 2000-01 to reflect and account for appropriation necessary to fund specialized County services and consultant activities related to projects that are under development as well as improvements to County facilities being implemented by other governmental agencies or jurisdictions pursuant to funding agreements approved by the Board of Supervisors.

2002-03 Budget Message

The Proposed 2002-03 Project and Facility Development Budget incorporates $8.3 million in Services and Supplies to fund consultant studies that quantify departmental space needs, provide preliminary technical, structural, and environmental impact assessments, and assist in the development of facility programs and capital planning efforts. The Proposed 2002-03 Budget also reflects $7.2 million in Other Charges to fund County contributions for improvements to County facilities provided by other agencies or jurisdictions.

Strategic Planning

The Project and Facility Development Budget provides a funding mechanism for departmental and Countywide capital development and planning activities. The activities funded from this budget unit contribute to the multi-year planning efforts of departments and the County as a whole by ensuring that capital programs appropriately reflect operational and programmatic requirements and departmental strategic plans.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 1,196,000	$ --	$ 1,196,000	--
	Services and Supplies: The net increase in appropriation reflects the prior year encumbrance of funds for the completion of facility assessments at County park sites; development studies for the Hall of Justice; and soil remediation assessments at various County facilities. Prior year funds have also been reappropriated in 2002-03 for development of a Parks and Recreation Maintenance Management System.			
2.	$ 2,110,000	$ --	$ 2,110,000	--
	Other Charges: The net increase in appropriation reflects the transfer of $2.5 million in funding from the Capital Projects/Refurbishments Budget for the implementation of accessibility improvements at the Los Angeles County Fairgrounds and the carryover of prior year net County cost for funding agreements with other entities for improvements to the Lakewood Sheriff Station, Parnell Park in the City of Whittier, parking at the Norwalk Court, and the El Pueblo Renovation and Development Project.			
3.	$ --	$ -800,000	$ 800,000	--
	Revenue: The decrease in revenue reflects the deletion of one-time funds used to provide for project management contracts related to Phase II improvements to the Hollywood Bowl.			
Total	***$ 3,306,000***	***$ -800,000***	***$ 4,106,000***	***0.0***

PROVISIONAL FINANCING USES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$	$	$ 1,946,000	$ 1,946,000	$ 1,946,000	$
SERVICES & SUPPLIES		683,000	2,654,000	11,506,000	11,506,000	8,852,000
OTHER CHARGES		10,000,000	10,000,000	12,000,000	12,000,000	2,000,000
GROSS TOTAL	$	$ 10,683,000	$ 14,600,000	$ 25,452,000	$ 25,452,000	$ 10,852,000
NET COUNTY COST	$	$ 10,683,000	$ 14,600,000	$ 25,452,000	$ 25,452,000	$ 10,852,000

2002-03 Budget Message

The Provisional Financing Uses (PFU) budget provides for specific departmental expenditures which are provisional in nature. Pending resolution of the propriety of these expenditures, elements in this budget unit may or may not be utilized.

The 2002-03 Proposed Budget for PFU reflects a total of $25.5 million, of which $2.0 million has been set aside for Rampart-related expenditures for the District Attorney, $0.9 million for Parks and Recreation costs associated with newly constructed or refurbished park facilities, $10.0 million for potential lawsuit settlement costs, $0.1 million for countywide Live Scan costs, $11.5 million for the Los Angeles County Administrative System (LACAS), and $1.0 million for the Data Warehouse.

District Attorney - Rampart

Reflects continued funding for the District Attorney for costs associated with increases in workload due to the City of Los Angeles Rampart investigation.

Parks and Recreation - Operational Requirements

Reflects funding for operation costs associated with newly constructed or refurbished park facilities. The Chief Administrative Office will work with the Department of Parks and Recreation to determine the appropriate funding and staffing levels for these park facilities and anticipates making recommendations to the Board during Final Changes.

Budgetary Uncertainties

Reflects funding to finance potential lawsuit settlement costs.

Countywide Live Scan

Reflects countywide funding for fingerprinting departmental employees directly interfacing with children.

Los Angeles County Administrative System (LACAS)

LACAS, formerly known as the Enterprise Resource Planning, will upon Board approval commence in earnest in 2002-03. Funding is included to pay first-year costs for repayment of financed acquisition/development, increased staffing costs, and related expenses.

Data Warehouse

Funding is provided in services and supplies for training, maintenance, and operations costs. Appropriation may ultimately be transferred to user departments where a portion of costs could be recovered through subventions.

PUBLIC DEFENDER

MICHAEL P. JUDGE, PUBLIC DEFENDER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 98,657,361	$ 107,342,000	$ 109,061,000	$ 112,334,000	$ 112,334,000	$ 3,273,000
SERVICES & SUPPLIES	11,377,610	11,755,000	11,755,000	11,752,000	11,328,000	-427,000
OTHER CHARGES	789,962	1,110,000	1,110,000	1,142,000	1,142,000	32,000
FIXED ASSETS-EQUIP	22,000	22,000	22,000	22,000	22,000	
GROSS TOTAL	$ 110,846,933	$ 120,229,000	$ 121,948,000	$ 125,250,000	$ 124,826,000	$ 2,878,000
LESS INTRAFD TRANSFER	295,906	603,000	603,000	603,000	603,000	
NET TOTAL	$ 110,551,027	$ 119,626,000	$ 121,345,000	$ 124,647,000	$ 124,223,000	$ 2,878,000
REVENUE	4,193,295	3,976,000	3,976,000	3,988,000	3,988,000	12,000
NET COUNTY COST	$ 106,357,732	$ 115,650,000	$ 117,369,000	$ 120,659,000	$ 120,235,000	$ 2,866,000
BUDGETED POSITIONS	979.0	1,007.0	1,007.0	1,009.0	1,008.0	1.0
REVENUE DETAIL						
STATE-OTHER	$ 2,564,926	$ 2,244,000	$ 2,244,000	$ 2,404,000	$ 2,404,000	$ 160,000
STATE-REALIGNMENT REV	14,000	14,000	14,000	14,000	14,000	
FEDERAL-OTHER	603,000	612,000	612,000	487,000	487,000	-125,000
COURT FEES & COSTS	367,795	600,000	600,000	600,000	600,000	
CHRGS FOR SVCS-OTHER	1,236					
MISCELLANEOUS	450,938	506,000	506,000	483,000	483,000	-23,000
OPERATING TRANSFER IN	191,400					
TOTAL	$ 4,193,295	$ 3,976,000	$ 3,976,000	$ 3,988,000	$ 3,988,000	$ 12,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

The Los Angeles County Public Defender provides constitutionally-mandated legal representation to indigent criminal defendants and juveniles in the Superior Court of Los Angeles County as well as in State and Federal Appellate Courts. The Department protects the life and liberty of adults and children in matters having penal consequences. The Department strives to ensure equal treatment within the justice system by safeguarding liberty interests and upholding the rights of individuals.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects funding for negotiated increases in salaries and employee benefits and the fourth year of the five-year phased elimination of the operating transfer from the Criminal Justice Facilities Temporary Construction Fund (CJFTCF) to the General Fund. It also reflects the deletion of 1.0 Supervising Paralegal due to a reduction in Local Law Enforcement Block Grant funding, the addition of 1.0 Deputy Public Defender IV to handle DNA post-conviction representation, and the addition of 1.0 Accounting Technician I to process reimbursement for legal services provided in Mental Health Conservatorship proceedings.

Strategic Planning

The Department completed its five-year strategic plan design in July 2001. The plan includes 16 goals linked to the Countywide Strategic Plan and 50 objectives to be implemented over the next five years.

Critical Needs

The Department will not be able to curtail Public Defender-declared unavailability under the 2002-03 Proposed Budget due to the adverse impact Court Unification and Proposition 36 Drug Courts have had on current operations. Workload continues to be affected by changes in law, prosecutorial policies, law enforcement funding, and bench personnel and philosophies. The Department requires additional funding for the new Chatsworth Court, augmentation of its data systems staff to provide needed data support, augmentation of its investigator staff to handle the increase in workload caused by police and prosecutorial misconduct, restoration of critically needed support staff and services and supplies funding, augmentation of its administration staff to address new personnel-related assignments, and augmentation of Juvenile Services Division staff to address the increasing criminality and complexity of juvenile delinquency cases.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -125,000	$ -125,000	$ --	-1.0
	Local Law Enforcement Block Grant: Reflects the deletion of 1.0 Supervising Paralegal position and a decrease of $53,000 in services and supplies, attributable to a reduction in Local Law Enforcement Block Grant funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ 160,000	$ 160,000	$ --	1.0
	Post-Conviction DNA Testing: Reflects the addition of 1.0 Deputy Public Defender IV position to handle post-conviction representation of convicted felons currently in prison who request a review of DNA evidence. The position is fully offset by a grant from the Office of Criminal Justice Planning. *Supports Countywide Strategic Plan Goal 1, Strategy 1.*			
3.	$ 53,000	$ 53,000	$ --	1.0
	Mental Health Conservatorship: Reflects the addition of 1.0 Accounting Technician I position to track and process mental health conservatorship accounts for reimbursement for legal services. The position is fully offset by the revenue generated from the reimbursement of conservatees' estates. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
Other Changes				
1.	$ 2,839,000	$ --	$ 2,839,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 304,000	$ --	$ 304,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 32,000	$ --	$ 32,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
4.	$ -368,000	$ --	$ -368,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
5.	$ -17,000	$ -17,000	$ --	--
	Accounting Adjustment: Reflects a realignment of appropriation and revenue based on the expenditure and revenue pattern of the Department.			
6.	$ --	$ -59,000	$ 59,000	--
	Eliminate CJFTCF Transfer to General Fund: Reflects the fourth year of the five-year phased elimination of the operating transfer from the CJFTCF to the General Fund, approved by the Board on June 29, 1998.			
Total	***$ 2,878,000***	***$ 12,000***	***$ 2,866,000***	***1.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Felonies						
$ 62,155,000	$ 104,000	$ 988,000	$ 61,063,000	$ 4,227,000	$ 56,836,000	498.0

Authority: Mandated program - Federal and State constitutions and Penal Code Section 987.2.

Felony representation is undertaken for all individuals facing felony charges who qualify for Public Defender representation, and for whom there is no conflict of interest.

Program Outcome: Fully competent representation of all persons accused of felonies as well as review of closed cases to determine whether changes in the law, criminal justice practices, or other circumstances could be beneficial to incarcerated former clients.

Service Delivery Standard: Fully competent representation and appropriate action on closed cases that may be impacted by changed legal circumstances.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
350 attorneys	$51,000,000	$55,000,000	$56,000,000	$60,000,000
Workload/Output				
Caseload	69,560	68,088	66,267	66,766
Efficiency				
Cost per case	$730 **	$820 **	n/a *	n/a *

Effectiveness/Outcome

This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Explanatory Notes: *Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures. **Cost per case as reported by the Auditor-Controller.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Misdemeanors						
$ 41,152,000	$ --	$ 600,000	$ 40,552,000	$ --	$ 40,552,000	332.0

Authority: Mandated program - Federal and State constitutions and Penal Code Section 987.2.

Misdemeanor representation is undertaken for all individuals facing misdemeanor charges who qualify for Public Defender representation, and for whom there is no conflict of interest.

Program Outcome: Fully competent representation in all misdemeanor matters.

Service Delivery Standard: Fully competent representation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
214 attorneys	$38,000,000	$36,000,000	$39,000,000	$40,000,000
Workload/Output				
Caseload	490,024	426,244	410,299	417,597
Efficiency				
Cost per case	$79 **	$94 **	n/a *	n/a *

Effectiveness/Outcome

This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Explanatory Notes: *Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures. **Cost per case as reported by the Auditor-Controller.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Juvenile						
$ 11,323,000	$ 499,000	$ 866,000	$ 9,958,000	$ 0	$ 9,958,000	102.0

Authority: Mandated program - Federal and State constitutions.

Juvenile representation is undertaken for all minors facing criminal charges who qualify for Public Defender representation, and for whom there is no conflict of interest.

Program Outcome: Fully competent representation of all juveniles accused in matters which have penal consequences.

Service Delivery Standard: Fully competent representation.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
50 attorneys	$8,000,000	$8,000,000	$9,000,000	$9,700,000
Workload/Output				
Caseload	42,500	40,791	39,757	37,709
Efficiency				
Cost per case	$198 **	$216 **	n/a *	n/a *

Effectiveness/Outcome

This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Explanatory Notes: *Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures. **Cost per case as reported by the Auditor-Controller.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Mental Health						
$ 3,892,000	$ 0	$ 1,198,000	$ 2,694,000	$ 0	$ 2,694,000	33.0

Authority: Mandated program - Federal and State constitutions and Penal Code Section 987.2.

The Mental Health program provides representation for mentally ill conservatees and persons alleged by the State Department of Corrections to be sexually violent predators.

Program Outcome: Fully competent representation of all persons eligible for representation.

Service Delivery Standard: Fully competent legal representation and protection of constitutional rights.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
19 attorneys	$3,200,000	$3,400,000	$3,600,000	$3,800,000
Workload/Output				
Caseload	9,614	8,883	8,602	8,330
Efficiency				
Cost per case	$332.84	$382.75	n/a*	n/a*

Effectiveness/Outcome

This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Explanatory Notes: *Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Information Technology						
$ 4,258,000	$ 0	$ --	$ 4,258,000	$ 0	$ 4,258,000	11.0

Authority: Non-mandated, discretionary program.

The Information Technology (IT) program provides and maintains automated tools that enhance the quality of work and productivity of attorneys and support staff in providing legal representation for indigents. It also provides collaborative justice agency tools that enhance the quality and productivity of the Los Angeles County justice process.

Program Outcome: Provide resources, training and tools that enhance the productivity and quality of service provided by trial attorneys, our core business group, as well as attorney support staff in providing legal representation to indigents.

Service Delivery Standard: Viable application resources that raise and maintain productivity levels of all Public Defender staff.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Expenditures	$3,800,000	$3,900,000	$3,900,000	$4,200,000
Workload/Output				
Network Computers	900	1,000	1,000	1,000
Efficiency				
IT employees per number of staff	1:97.3	1:97.9	1:100.7	1:100.8
Effectiveness/Outcome				
IT dollars per budgeted position	$3,905	$3,984	$3,873	$4,166

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Administration and Support						
$ 2,046,000	$ 0	$ 336,000	$ 1,710,000	$ 0	$ 1,710,000	32.0

Authority: Non-mandated, discretionary program.

The Administration and Support program provides executive and policy guidance to the department that results in effective risk management and fiscal control, and provides for quality professional services by all staff. It includes administrative and facilities support, budget and fiscal services, human resources support services, procurement and supply services, grants management, contract management, strategic planning, process improvement, and revenue generation services.

Program Outcome: A cost-effective department in which fully competent services are provided to all individuals.

Service Delivery Standard: 90 percent of all vendor payments will be processed within 30 calendar days of receipt of the vendor's invoice.

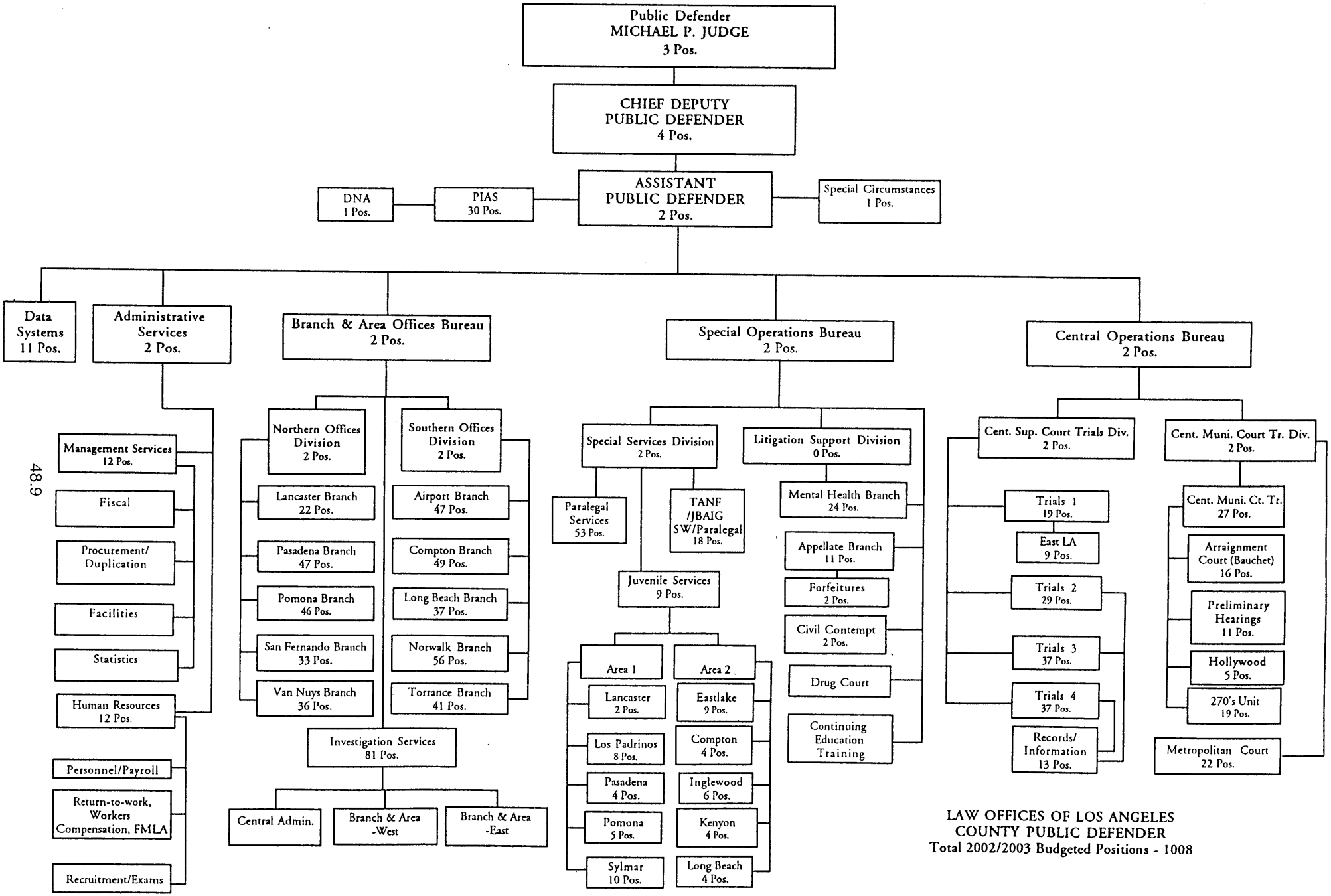
Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
32 positions	$1,300,000	$1,500,000	$1,500,000	$1,600,000
Workload/Output				
Support and direction to departmental employees	973	979	1,007	1,008
Efficiency				
Administrative cost per employee	$1,336	$1,532	$1,489	$1,585
Effectiveness/Outcome				
Vendors paid within 30 calendar days	96%	92%	92%	94%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 124,826,000	**$ 603,000**	**$ 3,988,000**	**$ 120,235,000**	**$ 4,227,000**	**$ 116,008,000**	**1,008.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	79,346,844	77,632,844	81,503,000	2,156,156
Employee Benefits	29,714,156	29,709,156	30,831,000	1,116,844
Total Salaries and Employee Benefits	109,061,000	107,342,000	112,334,000	3,273,000
Services and Supplies				
Communications	1,710,000	1,758,000	2,055,000	345,000
Information Technology Services	1,600,000	1,411,000	1,147,000	-453,000
Insurance	133,000	316,000	200,000	67,000
Maintenance-Buildings and Improvements	1,493,000	1,067,000	1,603,000	110,000
Maintenance-Equipment	4,000	19,000	4,000	0
Memberships	226,000	270,000	226,000	0
Office Expense-Other	852,000	852,000	815,000	-37,000
Office Expense-Postage	47,000	48,000	47,000	0
Office Expense-Stat and Forms	13,000	10,000	10,000	-3,000
Professional and Specialized Services	2,917,000	3,087,000	2,755,000	-162,000
Rents and Leases-Bldg and Improvemts	532,000	532,000	580,000	48,000
Rents and Leases-Equipment	127,000	127,000	127,000	0
Special Departmental Expense	31,000	31,000	26,000	-5,000
Telecommunications	153,000	241,000	183,000	30,000
Training	23,000	75,000	23,000	0
Transportation and Travel-Auto Mileage	136,000	136,000	136,000	0
Transportation and Travel-Auto Service	14,000	14,000	15,000	1,000
Transportation and Travel-Traveling	38,000	55,000	38,000	0
Utilities	1,706,000	1,706,000	1,338,000	-368,000
Total Services and Supplies	11,755,000	11,755,000	11,328,000	-427,000
Other Charges				
Judgments and Damages	319,000	319,000	289,286	-29,714
Retirement of Other Long-Term Debt	791,000	791,000	852,714	61,714
Total Other Charges	1,110,000	1,110,000	1,142,000	32,000
Fixed Assets				
Equipment:				
Major Office Equipment	22,000	22,000	22,000	0
Total Equipment	22,000	22,000	22,000	0
Total Fixed Assets	22,000	22,000	22,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**121,948,000**	**120,229,000**	**124,826,000**	**2,878,000**
Less: Intrafund Transfers	603,000	603,000	603,000	0
TOTAL NET REQUIREMENTS	121,345,000	119,626,000	124,223,000	2,878,000
REVENUES:				
Intergovernmental Revenues:				
Federal	612,000	612,000	487,000	-125,000
State	1,198,000	1,198,000	1,184,000	-14,000
Other	1,046,000	1,046,000	1,220,000	174,000
State-Realignment	14,000	14,000	14,000	0
Charges for Services	600,000	600,000	600,000	0
Miscellaneous	506,000	506,000	483,000	-23,000
TOTAL REVENUES	3,976,000	3,976,000	3,988,000	12,000
NET COUNTY COST	**117,369,000**	**115,650,000**	**120,235,000**	**2,866,000**



LAW OFFICES OF LOS ANGELES
COUNTY PUBLIC DEFENDER
Total 2002/2003 Budgeted Positions - 1008

PUBLIC LIBRARY
MARGARET DONNELLAN TODD, COUNTY LIBRARIAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	$ 44,234,278	$ 48,227,000	$ 48,366,000	$ 62,803,000	$ 52,241,000	$ 3,875,000
SERVICES & SUPPLIES	24,947,373	26,234,000	27,951,000	37,375,000	19,619,000	-8,332,000
OTHER CHARGES	1,000,608	933,000	1,014,000	843,000	843,000	-171,000
FIXED ASSETS-B & I	688,518	1,088,000	1,238,000	4,650,000	850,000	-388,000
FIXED ASSETS-EQUIP	849,358	424,000	467,000	3,786,000	486,000	19,000
TOT FIX ASSET	1,537,876	1,512,000	1,705,000	8,436,000	1,336,000	-369,000
GROSS TOTAL	$ 71,720,135	$ 76,906,000	$ 79,036,000	$ 109,457,000	$ 74,039,000	$ -4,997,000
DESIGNATIONS	837,000	879,000	879,000	942,000	942,000	63,000
TOT FIN REQMTS	$ 72,557,135	$ 77,785,000	$ 79,915,000	$ 110,399,000	$ 74,981,000	$ -4,934,000
AVAIL FINANCE						
FUND BALANCE	$ 5,941,000	$ 5,694,000	$ 5,694,000	$ 1,180,000	$ 1,189,000	$ -4,505,000
CANCEL RES/DES	1,084,109	837,000	837,000	879,000	879,000	42,000
PROPERTY TAXES	33,437,139	35,687,000	36,060,000	37,983,000	37,983,000	1,923,000
VOTER APPRVD SPCL TAX	9,961,785	10,456,000	10,364,000	10,897,000	10,897,000	533,000
SPECIAL ASSESSMENT	81,877	37,000	100,000	60,000	60,000	-40,000
REVENUE	27,744,178	26,263,000	26,860,000	59,400,000	23,973,000	-2,887,000
TOT AVAIL FIN	$ 78,250,088	$ 78,974,000	$ 79,915,000	$ 110,399,000	$ 74,981,000	$ -4,934,000
BUDGETED POSITIONS	866.1	871.1	871.1	973.1	871.1	
REVENUE DETAIL						
PROP TAXES-CURR-SEC	$ 30,159,355	$ 35,687,000	$ 36,060,000	$ 37,983,000	$ 37,983,000	$ 1,923,000
PROP TAXES-CURR-UNSEC	1,922,353					
PROP TAXES-PRIOR-SEC	422,013					
PROP TAXES-PRIOR-UNS	65,647					
SUPP PROP TAXES-CURR	561,783					
SUPP PROP TAXES-PRIOR	305,988					
VOTER APPR SPEC TAXES	9,961,785	10,456,000	10,364,000	10,897,000	10,897,000	533,000
BUSINESS LICENSES	100					
PEN/INT/COSTS-DEL TAX	378,222					
INTEREST	442,583	183,000	187,000	73,000	6,000	-181,000
RENTS AND CONCESSIONS	60,520	83,000	83,000	83,000	60,000	-23,000
OTHER STATE IN-LIEU	1,192					
HOMEOWNER PRO TAX REL	494,266	525,000	525,000	528,000	528,000	3,000
STATE-OTHER	7,008,608	5,788,000	5,787,000	4,551,000	4,551,000	-1,236,000
FEDERAL-OTHER	23,724	21,000				
OTHER GOVT AGENCIES	988,045	988,000	988,000	997,000	997,000	9,000
ELECTION SERVICES	208					
LEGAL SERVICES	554					
CALIF CHILDREN'S SVCS	28					
LIBRARY SERVICES	2,026,672	2,458,000	2,400,000	2,200,000	2,200,000	-200,000
PARK & RECREATION SVS	35					
CHRGS FOR SVCS-OTHER	1,075,953	858,000	858,000	250,000	241,000	-617,000
SPECIAL ASSESSMENTS	81,877	37,000	100,000	60,000	60,000	-40,000
OTHER SALES	4,898					
MISCELLANEOUS	432,310	353,000	437,000	591,000	591,000	154,000
SALE OF FIXED ASSETS	15,260					
OPERATING TRANSFER IN	14,791,000	15,006,000	15,595,000	50,127,000	14,799,000	-796,000
TOTAL	$ 71,224,979	$ 72,443,000	$ 73,384,000	$ 108,340,000	$ 72,913,000	$ -471,000

Mission Statement

The County of Los Angeles Public Library is a network of community-focused libraries that meets the informational, educational, and recreational needs of a highly diverse public. The Department is committed to supporting lifelong learning and knowledge through self-education and an expert staff that provides information, quality service, and programs in a welcoming environment. Through the use of technology, the Department offers a broad range of learning and informational resources.

2002-03 Budget Message

The 2002-03 Proposed Budget requires a dramatic reduction in the Public Library's services and supplies accounts to offset higher costs for salaries and employee benefits, reduced fund balance, and a reduction in State support. The proposed spending reductions will dramatically reduce the quality and quantity of services that the Library can provide. The Department will be exploring alternative budget-balancing proposals, which may include service hour reductions or library consolidations or closures for presentation to the Board of Supervisors in final changes.

Strategic Planning

The Public Library completed a strategic planning process in the early 1990's that it has continued to utilize in planning and goal setting. The Library is updating its strategic plan consistent with the Countywide Strategic Plan. This revised strategic plan will consider how to develop available financing sources, and revise the service delivery model to ensure the best possible programs and services to children, adults, and communities. The strategic plan will balance the need for providing the maximum number of service hours to communities with the need for minimal quality standards for the service hours provided. The strategic plan will also consider the needs of changing demographics and how to attract and recruit new librarians. In addition, minimal standards will be established for facilities to ensure adequate and well-maintained space to support an environment of lifelong learning.

Critical Needs

Services and Supplies:

The Department needs $7.0 million to restore current services and supplies curtailments taken to offset negotiated increases in salaries and employee benefits and decreases in State revenue.

Automated Circulation System - Web Enhancement:

In keeping with the County's strategic direction to develop programs to deliver services through the Internet, the Department requires $1.7 million to replace over 560 terminals with computers at 86 library facilities to offer a graphical user interface and web-enabled access to the Public Library's catalog of over 7 million items, online reference databases, and links to catalogs of outside library jurisdictions to improve public access to information.

Books and Library Materials:

The Department needs a $6.3 million augmentation to purchase books and materials to meet the educational and informational needs of 3.5 million residents in the service area.

Technology Upgrades:

The Department requires $3.7 million to replace outdated public access and staff computers, obsolete book detection security systems, and replace circulation and reference desks designed to accommodate new technology.

Funding for Vacant Positions:

The Department requires $2.4 million to fill 38.0 vacant positions.

Critical Needs (cont'd)

Expanded Library Service Hours:

The Department requires $4.6 million and 96.0 positions to provide adequate service hours and levels at existing facilities based on current usage patterns.

Facility Improvements:

The Department needs $3.8 million for deferred maintenance and refurbishment projects relating to roofing, air conditioning systems, painting, carpeting, resurfacing parking lots, compliance with the American Disabilities Act (ADA) at various library facilities, and relief of overcrowded office conditions at the Library Headquarters.

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	$ -6,982,000	$ --	--
	Services and Supplies: Reflects the reduction of services and supplies to maintain current staffing levels and operations to offset cost increases in salaries and employee benefits, the spending down of the Department's fund balance, reductions in the State Public Library Fund (PLF), and other revenue reductions. This reduction provides a placeholder until the Department can provide specific program reductions. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
2.	$ -648,000	$ -648,000	--
	Public Services - Long-Term Family Self-Sufficiency Project: Reflects the elimination of funding for the Teen Library Card Campaign project, as a result of reductions in the Department of Public Social Services budget. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
3.	$ -777,000	$ -777,000	--
	Miscellaneous: Reflects the elimination of one-time Capital Projects, Extraordinary Maintenance, and Productivity Investment Funds (PIF) funding used to finance one-time needs in 2001-02, partially offset by additional Accumulative Capital Outlay (A.C.O.) funds. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
4.	$ -294,000	$ --	--
	Support Services - Buildings and Improvements: Reflects a reduction in funding for air-conditioning refurbishment projects. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
5.	$ --	$ -1,118,000	--
	State PLF: Reflects a reduction in the Library share of State assistance to local libraries. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
Other Changes			
1.	$ 2,078,000	$ --	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.		

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Other Changes (cont'd)			
2.	$ 115,000	$ --	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.		
3.	$ 1,682,000	$ --	--
	Other Salaries and Employee Benefits: Reflects increases primarily in retiree health insurance, workers' compensation, various employee benefits based on current trends, and adjustments in salary savings.		
4.	$ --	$ -4,545,000	--
	Fund Balance: Reflects a reduction in fund balance caused by unavoidable cost increases in salaries and employee benefits and services and supplies.		
5.	$ --	$ 2,091,000	--
	Miscellaneous Revenue Adjustments: Reflects a reduction in miscellaneous revenues, which is more than offset by increases in Property and Special Taxes.		
6.	$ -171,000	$ --	--
	Other Charges: Reflects reductions in LAC-CAL lease payments, rent, and judgment and damages expenses offset by modest increases in capital lease payments.		
7.	$ 63,000	$ 63,000	--
	Designation for West Hollywood: Reflects an adjustment to the unspent voter-approved special tax funds reserved for a replacement library facility. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*		
Total $	***-4,934,000***	***$ -4,934,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
1. **Public Services**	$ 39,297,000	$ 39,297,000	634.3
Incorporated Areas	$ 27,901,000	$ 27,901,000	450.4
Unincorporated Areas	$ 11,396,000	$ 11,396,000	183.9

Authority: Non-mandated, discretionary program.

Provides direct public service to meet the informational, educational, cultural, and recreational needs of a highly diverse public. The Public Services program serves customers' needs through circulation of books and materials and provision of a variety of services and specialized programs.

Program Outcome: Provide public access to quality information and library services.

Service Delivery Standard: Contact every public school in each jurisdiction at least twice per year to increase awareness of the availability of quality information and services for children.

Performance Measures	Actual 1999-00	Actual[1] 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Public Library services full-time equivalent (FTE) positions[2]	n/a	n/a	1,042.6	1,042.6
Workload/Output				
Information units:				
Circulation	14,761,515	n/a	14,815,985	14,932,982
Reference questions	3,438,605	n/a	3,483,662	3,753,553
Internet customer usage	226,262	n/a	631,194	840,086
Total	18,426,382	n/a	18,930,841	19,526,621
Population served	3,506,500	n/a	3,528,448	3,572,643
Efficiency				
Information units per FTE	n/a	n/a	18,157	18,729
Effectiveness/Outcome				
Circulation per capita	4.21	n/a	4.20	4.18
Internet usage per capita	0.06	n/a	0.18	0.24
Number of times each school is contacted per year	n/a	n/a	2	2

Explanatory Notes:
(1) Data was not available for 2000-01.
(2) Includes those positions that are not counted in the Department's total budgeted positions.

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
2. **Library Materials**	$ 5,409,000	$ 5,409,000	0.0
Incorporated Areas	$ 3,840,000	$ 3,840,000	0.0
Unincorporated Areas	$ 1,569,000	$ 1,569,000	0.0

2. **Library Materials** (cont'd)

Authority: Non-mandated, discretionary program.

Provides for the purchase and processing of books, periodicals, videotapes, and other items for circulation to the public and for answering reference questions from customers.

Program Outcome: Ensure library books and materials are evaluated and selected for purchase to serve the public at the 84 libraries and 4 bookmobiles.

Service Delivery Standard: Maintain a minimum library budget of $3.81 per capita to ensure an adequate collection of current materials to meet community needs.

Performance Measures	Actual 1999-00	Actual (1) 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Library materials budget	n/a	$6,176,000	$6,621,000	$5,409,000
Workload/Output				
Population served	3,506,500	n/a	3,528,000	3,573,000
Efficiency				
Library materials budget per capita	n/a	n/a	$1.88	$1.51
Effectiveness/Outcome				
Number of items purchased	n/a	n/a	383,580	n/a (2)

Explanatory Notes:
(1) Data was not available for 2000-01.
(2) Not yet determined due to unanticipated reduction in Library materials budget.

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
3. **Facilities Support Services**	$ 14,532,000	$ 14,532,000	55.0
Incorporated Areas	$ 10,624,000	$ 10,624,000	39.0
Unincorporated Areas	$ 3,908,000	$ 3,908,000	16.0

Authority: Non-mandated, discretionary program.

Provides for the general maintenance and operation of the Department's 87 facilities including building maintenance and repair, grounds maintenance, custodial services, trash disposal, utilities, lease payments, procurement and warehousing of supplies, and delivery of books and supplies to libraries.

Program Outcome: Maintain clean and safe facilities at the level allowed by available funding.

Service Delivery Standard: Provide at least 0.5 square foot per capita of space that is clean, safe, and well maintained.

Performance Measures	Actual 1999-00	Actual (1) 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Facility operations budget	n/a	n/a	$17,233,000	$14,532,000
Workload/Output				
Total square feet of facility space	n/a	n/a	1,074,248	1,074,248
Population Served	3,506,500	n/a	3,528,448	3,572,643

Performance Measures	Actual 1999-00	Actual (1) 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Facility operations budget per square foot of facility space	n/a	n/a	$16.04	$13.53
Effectiveness/Outcome				
Square foot per capita of space kept clean and safe	n/a	n/a	0.30	0.30

Explanatory Note:
(1) Data was not available for 2000-01.

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
4. Support Services - Information Systems	$ 10,699,000	$ 10,699,000	110.4
Incorporated Areas	$ 7,596,000	$ 7,596,000	78.4
Unincorporated Areas	$ 3,103,000	$ 3,103,000	32.0

Authority: Non-mandated, discretionary program.

Provides strategic planning, management, operation, and support of computer, data network, telecommunications, office automation and wireless systems including public access to library materials through the automated circulation and online public access catalog systems and public access computers. This program also acquires, catalogues, and processes library materials through integrated library system software; distributes these materials for customer use at community libraries; and secures materials not available at the Public Library through interlibrary loans from other systems.

Program Outcome: Expedite the availability of new library materials to customers.

Service Delivery Standard: Receive, process, and ship new items to libraries within 30 business days 75 percent of the time.

Performance Measures	Actual (1) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of FTE positions budgeted for Acquisitions and Bibliographic Access sections	n/a	n/a	57	57
Workload/Output				
Library material items handled (2)	n/a	n/a	360,000	360,000
Efficiency				
Library material items handled per FTE	n/a	n/a	6,316	6,316
Effectiveness/Outcome				
Average number of days to receive and process new items	n/a	n/a	30	30

Explanatory Notes:
(1) Data was not available until 2001-02.
(2) Includes items ordered, received, catalogues, processed, maintained, and made accessible to the public.

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
5. Administration	$ 5,044,000	$ 5,044,000	71.4
Incorporated Areas	$ 3,582,000	$ 3,582,000	50.7
Unincorporated Areas	$ 1,462,000	$ 1,462,000	20.7

Authority: Non-mandated, discretionary program.

Provides management direction through finance, budget, human resources, office automation, cost accounting, city relations, legislative monitoring, capital planning, and other support services.

Program Outcome: Ensure the ability of Departmental personnel to provide quality library services to the public within existing resources.

Service Delivery Standard: Perform an annual employee satisfaction survey to identify potential initiatives that will improve library services.

Performance Measures	Actual (1) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of administrative employees (2)	n/a	n/a	71.4	71.4
Workload/Output				
Total number of departmental employees (3)	n/a	n/a	1,284.6	1,284.6
Efficiency				
Ratio of administrative employees to departmental employees	n/a	n/a	.06	.06
Effectiveness/Outcome				
Number of new initiatives identified from the the annual employee satisfaction survey	n/a	n/a	3	3

Explanatory Notes:
(1) Data was not available until 2001-02.
(2) Represents total number of budgeted positions, excluding no-counts.
(3) Represents total number of budgeted positions and includes those positions that are not counted in the total budgeted position amount.

	Available Financing	Unavoidable Financing Uses	Budgeted Positions
Total Programs	**$ 74,981,000**	**$ 74,981,000**	**871.1**

DEPARTMENTAL DETAIL SUMMARY

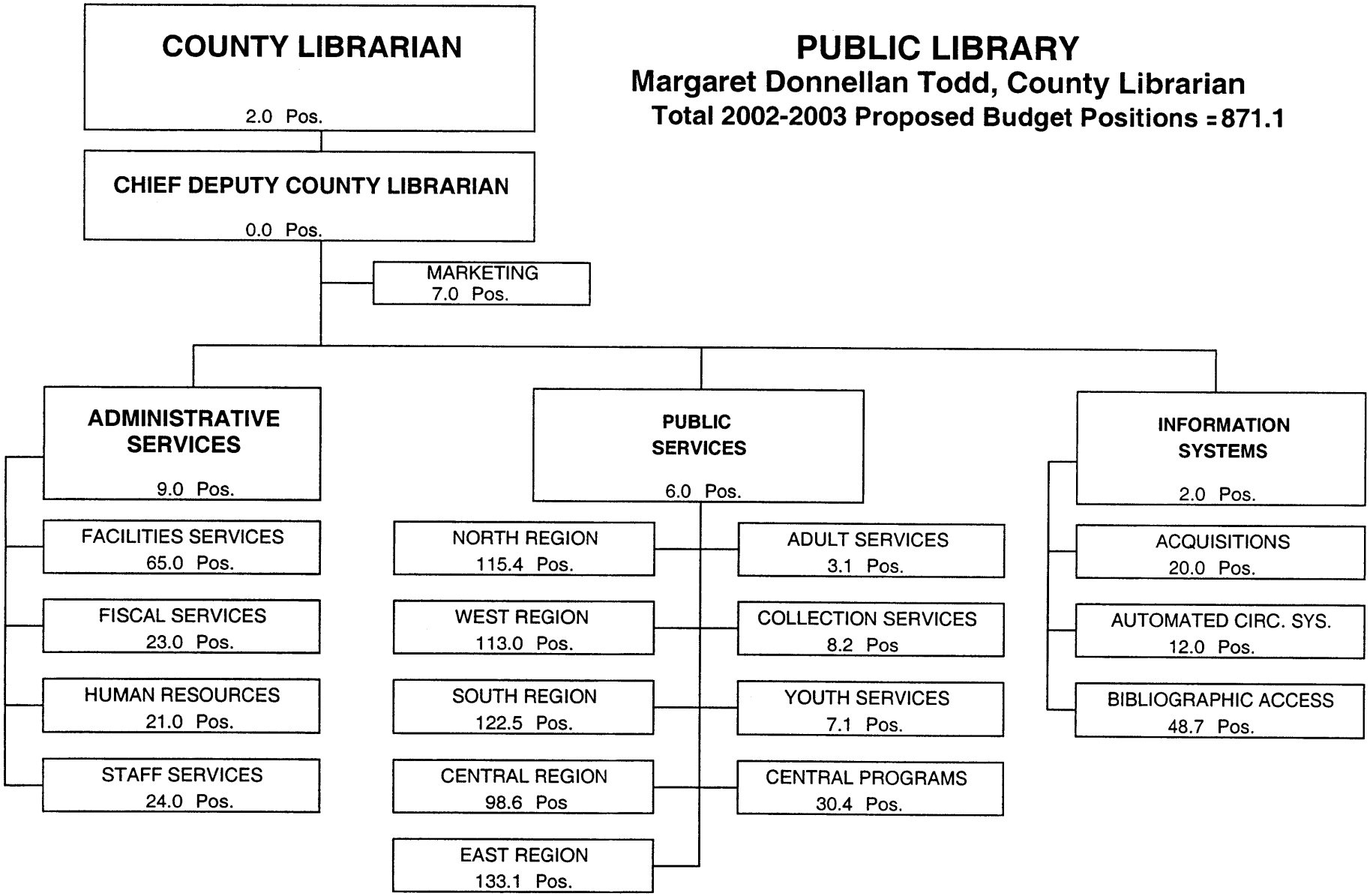
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	37,169,000	36,011,000	38,927,000	1,758,000
Employee Benefits	11,197,000	12,216,000	13,314,000	2,117,000
Total Salaries and Employee Benefits	48,366,000	48,227,000	52,241,000	3,875,000
Services and Supplies				
Admin and General	90,000	78,000	78,000	-12,000
Communications	1,623,000	1,384,000	1,463,000	-160,000
Computer Equipment - Non-capital	741,000	1,098,000	460,000	-281,000
Computer Software	186,000	237,000	90,000	-96,000
Household Expense	214,000	302,000	92,000	-122,000
Information Technology Services	1,585,000	1,470,000	1,584,000	-1,000
Insurance	448,000	338,000	400,000	-48,000
Maintenance-Bldgs and Improvements	4,271,000	3,997,000	1,653,000	-2,618,000
Maintenance-Equipment	48,000	82,000	46,000	-2,000
Memberships	27,000	30,000	27,000	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	251,000	461,000	100,000	-151,000
Office Expense-Postage	270,000	248,000	270,000	0
Professional and Spec Svcs	1,931,000	1,731,000	1,306,000	-625,000
Rents and Leases-Bldg and Improvements	693,000	856,000	693,000	0
Rents and Leases-Equipment	177,000	179,000	177,000	0
Special Departmental Expense	10,166,000	9,289,000	6,855,000	-3,311,000
Telecommunications	113,000	132,000	105,000	-8,000
Training	184,000	210,000	0	-184,000
Trans and Travel-Auto Mileage	83,000	80,000	80,000	-3,000
Trans and Travel-Auto Service	216,000	184,000	180,000	-36,000
Trans and Travel-Other	480,000	440,000	415,000	-65,000
Trans and Travel-Traveling	80,000	81,000	45,000	-35,000
Utilities	4,074,000	3,327,000	3,500,000	-574,000
Total Services and Supplies	27,951,000	26,234,000	19,619,000	-8,332,000
Other Charges				
Capital Lease Payment	0	16,000	33,000	33,000
Capital Lease Payment-Rent	663,000	661,000	621,000	-42,000
Claims Settlement	6,000	120,000	10,000	4,000
LAC-CAL Lease Payment	260,000	86,000	133,000	-127,000
Judgments and Damages	15,000	20,000	15,000	0
Insurance Claims	69,000	28,000	29,000	-40,000
Taxes and Assessments	1,000	2,000	2,000	1,000
Total Other Charges	1,014,000	933,000	843,000	-171,000

Subaccount	Budgeted Fiscal Year 2000-01	Estimated Fiscal Year 2000-01	Proposed Fiscal Year 2001-02	Change From Budget
Fixed Assets				
Buildings and Improvements	1,238,000	1,088,000	850,000	-388,000
Equipment:				
Electronic Equipment	274,000	274,000	274,000	0
Vehicle-Automobile	150,000	150,000	150,000	0
Other Undefined Assets	43,000	0	62,000	19,000
Total Equipment	467,000	424,000	486,000	19,000
Total Fixed Assets	1,705,000	1,512,000	1,336,000	-369,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Appropriation for Contingencies	0	0	0	0
Reserves				
Designations	879,000	879,000	942,000	63,000
Total Reserves	879,000	879,000	942,000	63,000
TOTAL FINANCING REQUIREMENTS	**79,915,000**	**77,785,000**	**74,981,000**	**-4,934,000**
AVAILABLE FINANCING:				
Fund Balance	5,694,000	5,694,000	1,189,000	-4,505,000
Cancellation of Reserves/Designations	837,000	837,000	879,000	42,000
REVENUES:				
Property Taxes	36,060,000	35,687,000	37,983,000	1,923,000
Other Taxes	10,364,000	10,456,000	10,897,000	533,000
Rev from Use of Money and Property	270,000	266,000	66,000	-204,000
Intergovernmental Revenues:				
Federal	0	21,000	0	0
State	6,312,000	6,313,000	5,079,000	-1,233,000
Other	988,000	988,000	997,000	9,000
Charges for Services	3,358,000	3,353,000	2,501,000	-857,000
Miscellaneous	437,000	353,000	591,000	154,000
Other Financing Sources	15,595,000	15,006,000	14,799,000	-796,000
TOTAL REVENUES	73,384,000	72,443,000	72,913,000	-471,000
TOTAL AVAILABLE FINANCING	**79,915,000**	**78,974,000**	**74,981,000**	**-4,934,000**

PUBLIC LIBRARY

Margaret Donnellan Todd, County Librarian

Total 2002-2003 Proposed Budget Positions = 871.1



PUBLIC SOCIAL SERVICES
BRYCE YOKOMIZO, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 565,917,291	$ 627,092,000	$ 703,903,000	$ 719,054,000	$ 679,829,000	$ -24,074,000
SERVICES & SUPPLIES	432,903,909	457,346,000	731,167,000	543,122,000	546,451,000	-184,716,000
OTHER CHARGES	1,692,166,263	1,834,476,000	1,953,354,000	1,874,475,000	1,864,952,000	-88,402,000
FIXED ASSETS-EQUIP	2,343,001	1,000,000	3,000,000	1,629,000	204,000	-2,796,000
GROSS TOTAL	$ 2,693,330,464	$ 2,919,914,000	$ 3,391,424,000	$ 3,138,280,000	$ 3,091,436,000	$ -299,988,000
LESS INTRAFD TRANSFER	1,557,306	2,239,000	2,455,000	2,305,000	2,253,000	-202,000
NET TOTAL	$ 2,691,773,158	$ 2,917,675,000	$ 3,388,969,000	$ 3,135,975,000	$ 3,089,183,000	$ -299,786,000
REVENUE	2,380,966,070	2,601,041,000	3,072,133,000	2,693,479,000	2,744,444,000	-327,689,000
NET COUNTY COST	$ 310,807,088	$ 316,634,000	$ 316,836,000	$ 442,496,000	$ 344,739,000	$ 27,903,000
BUDGETED POSITIONS	13,454.0	14,678.0	14,678.0	14,678.0	12,592.0	-2,086.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 144,621	$	$	$	$	$
ST-PUB ASSIST-ADMIN	524,754,773	445,714,000	1,158,441,000	539,110,000	770,638,000	-387,803,000
ST AID-PUB ASST PROG	95,412,356	104,442,000	129,143,000	130,433,000	130,433,000	1,290,000
STATE-OTHER	-85,181					
STATE-REALIGNMENT REV	114,268,006	128,277,000	128,277,000	128,277,000	128,783,000	506,000
FEDERAL-PUB ASST-ADM	528,736,471	745,084,000	439,652,000	722,383,000	541,302,000	101,650,000
FED AID-PUB ASST PROG	1,066,137,413	1,152,857,000	1,189,506,000	1,147,534,000	1,147,546,000	-41,960,000
FEDERAL-OTHER	35,388,924	12,700,000	13,431,000	13,431,000	13,431,000	
OTHER GOVT AGENCIES	1,701,754	1,975,000	2,000,000	2,000,000	2,000,000	
LEGAL SERVICES	390					
CHRGS FOR SVCS-OTHER	1,352					
WELFARE REPAYMENTS	4,393,272	4,631,000	5,764,000	5,584,000	5,584,000	-180,000
MISCELLANEOUS	10,110,860	5,361,000	5,919,000	4,727,000	4,727,000	-1,192,000
SALE OF FIXED ASSETS	1,059					
TOTAL	$ 2,380,966,070	$ 2,601,041,000	$ 3,072,133,000	$ 2,693,479,000	$ 2,744,444,000	$ -327,689,000

PUBLIC SOCIAL SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 565,917,291	$ 627,092,000	$ 703,903,000	$ 719,054,000	$ 679,829,000	$ -24,074,000
SERVICES & SUPPLIES	432,903,909	457,346,000	731,167,000	525,940,000	528,769,000	-202,398,000
OTHER CHARGES	177,954,502	210,617,000	265,496,000	219,199,000	209,664,000	-55,832,000
FIXED ASSETS-EQUIP	2,343,001	1,000,000	3,000,000	1,629,000	204,000	-2,796,000
GROSS TOTAL	$ 1,179,118,703	$ 1,296,055,000	$ 1,703,566,000	$ 1,465,822,000	$ 1,418,466,000	$ -285,100,000
LESS INTRAFD TRANSFER	1,557,306	2,239,000	2,455,000	2,305,000	2,253,000	-202,000
NET TOTAL	$ 1,177,561,397	$ 1,293,816,000	$ 1,701,111,000	$ 1,463,517,000	$ 1,416,213,000	$ -284,898,000
REVENUE	1,076,842,007	1,194,009,000	1,601,304,000	1,263,531,000	1,313,978,000	-287,326,000
NET COUNTY COST	$ 100,719,390	$ 99,807,000	$ 99,807,000	$ 199,986,000	$ 102,235,000	$ 2,428,000
BUDGETED POSITIONS	13,454.0	14,678.0	14,678.0	14,678.0	12,592.0	-2,086.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 144,621	$	$	$	$	$
ST-PUB ASSIST-ADMIN	522,090,052	445,714,000	1,158,441,000	539,110,000	770,638,000	-387,803,000
FEDERAL-PUB ASST-ADM	526,826,840	745,084,000	439,652,000	722,383,000	541,302,000	101,650,000
FED AID-PUB ASST PROG	6,586					
FEDERAL-OTHER	24,008,099					
CHRGS FOR SVCS-OTHER	1,352					
WELFARE REPAYMENTS	22,985					
MISCELLANEOUS	3,740,413	3,211,000	3,211,000	2,038,000	2,038,000	-1,173,000
SALE OF FIXED ASSETS	1,059					
TOTAL	$ 1,076,842,007	$ 1,194,009,000	$ 1,601,304,000	$ 1,263,531,000	$ 1,313,978,000	$ -287,326,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	ADMINISTRATION

Mission Statement

To provide effective services to individuals and families in need, which both alleviate hardship and promote personal responsibility and economic independence; to focus on positive outcomes, quality, innovation, and leadership; and to maintain a high standard of excellence departmentwide.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a decrease of $285.1 million in gross appropriation and the elimination of 2,086.0 positions consistent with funding levels in the Governor's Proposed State Budget. This includes reductions of:

-- $263.1 million and 985.0 positions in the California Work Opportunities and Responsibility to Kids (CalWORKs) program,
-- $35.4 million and 929.0 positions in the Medi-Cal program,
-- $7.2 million and 143.0 positions in the Non-Assistance Food Stamps program,
-- $0.6 million and 15.0 positions for the Special Circumstances program,
-- $4.5 million to the Adult Protective Services program, and
-- $90.1 million in administrative support costs and 130.0 administrative positions.

2002-03 Budget Message (cont'd)

The reductions are partially offset by increased funding as follows:

-- $5.0 million and 99.0 positions due to a projected 13.0 percent increase in the In-Home Supportive Services (IHSS) caseload,
-- $4.1 million and 17.0 positions for Supplemental Security Income (SSI) advocacy efforts for the Cash Assistance Program for Immigrants, fully offset by additional State funding, and
-- $47.2 million for the Long-Term Family Self-Sufficiency (LTFSS) Plan to maintain current service levels pending Board reevaluation of the plan in the context of available future funding.

The Proposed Budget also includes $34.5 million for negotiated increases in salaries and employee benefits and $25.0 million in unavoidable cost increases primarily for increased retirement debt service, retiree insurance, health insurance, and workers' compensation costs.

Over 1,600 of the eliminated positions are currently vacant. Layoffs are not anticipated as the Department expects to reduce its staffing to the budgeted level through attrition. Some demotions are anticipated due to the elimination of administrative support positions.

In FY 2002-03 the CalWORKs Greater Avenues for Independence (GAIN) Refugee Immigrant Training and Employment (RITE) program will be significantly reduced due to the 60-month lifetime limit to public assistance imposed by welfare reform on non-exempt participants. As a result, the Department will assume the case management activities for the remaining RITE participants from RITE contractors in FY 2002-03.

Strategic Planning

The Department is reevaluating its Strategic Plan goals in the context of decreased funding and staffing, in order to mitigate any impact to service excellence, workforce excellence, organizational effectiveness, or the Department's fiscal responsibility.

Critical Needs

Available State and federal funding has diminished due to economic conditions and the need for additional State and national security. As a result, legislative and advocacy efforts at the State and federal levels are critical to restore or maintain funding for programs to provide the public with services that lead to personal responsibility and economic self-sufficiency.

Changes From 2001-2002 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -155,082,000	$ -155,082,000	$ --	-368.0
	Welfare-to-Work: Reflects a decrease in staffing and operational costs to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ -23,000,000	$ -23,000,000	$ --	--
	Welfare-to-Work Match: Reflects a reduction in operating costs to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
3.	$ -31,704,000	$ -31,704,000	$ --	-617.0

CalWORKs Eligibility: Reflects a decrease in staffing and operational costs to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

4.	$ -6,248,000	$ -6,248,000	$ --	--

Supportive Services: Reflects a reduction in substance abuse and mental health contract services due to a decrease in State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

5.	$ -47,049,000	$ -47,049,000	$ --	--

Child Care: Reflects a decrease due to State child care reform provisions and to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

6.	$ 47,155,000	$ 47,155,000	$ --	--

Long-Term Family Self-Sufficiency (LTFSS) Plan: Reflects an adjustment in Performance Incentive funds to maintain current service levels pending Board action on reevaluation of the LTFSS Plan. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

7.	$ 4,975,000	$ 4,179,000	$ 796,000	99.0

In-Home Supportive Services (IHSS): Reflects an increase in staffing to support a projected 13.0 percent caseload increase. *Supports Countywide Strategic Plan Goal 1, Strategy 1.*

8.	$ -35,412,000	$ -35,412,000	$ --	-929.0

Medi-Cal: Reflects a decrease in staffing to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

9.	$ 4,068,000	$ 4,068,000	$ --	17.0

Cash Assistance Program for Immigrants: Reflects a 6.8 percent grant level increase and increased staffing to implement an Supplemental Security Income (SSI) Advocacy program for immigrants. *Supports Countywide Strategic Plan Goal 1, Strategy 1.*

10.	$ -7,199,000	$ -7,199,000	$ --	-143.0

Non-Assistance Food Stamps: Reflects a decrease in staffing to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

11.	$ -569,000	$ -569,000	$ --	-15.0

Special Circumstances: Reflects a decrease in staffing to remain within available State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
12.	$ -4,542,000	$ -4,542,000	$ --	--

Adult Protective Services: Reflects a reduction in services provided by the Department of Community and Senior Services due to a decrease in State and federal funding. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Other Changes				
1.	$ 34,561,000	$ 31,533,000	$ 3,028,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits. *Supports Countywide Strategic Plan Goal 2, Strategy 1.*

2.	$ 2,211,000	$ 1,994,000	$ 217,000	--

Retirement Debt Service: Reflects the Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	$ 22,852,000	$ 19,909,000	$ 2,943,000	--

Unavoidable Cost Increases: Reflects increased funding primarily due to increases in workers' compensation, retiree insurance, health insurance, and long-term disability costs. *Supports Countywide Strategic Plan Goal 2, Strategy 1.*

4.	$ -90,118,000	$ -86,379,000	$ -3,739,000	-130.0

Administration and Support: Reflects a decrease in administration and support staff and operating costs to remain within available State funding for various programs. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

5.	$ 139,000	$ 125,000	$ 14,000	--

Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

6.	$ -138,000	$ --	$ -138,000	--

Utilities: Reflects a decrease from funding levels provided in FY 2001-02 due to anticipated rate reductions for natural gas in FY 2002-03. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

7.	$ --	$ 693,000	$ -693,000	--

Countywide Cost Allocation Adjustment: Reflects an increase in State and federal funding due to prior year adjustments to the Countywide Cost Allocation Plan. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Total $	***-285,100,000***	***$ -287,528,000***	***$ 2,428,000***	***-2,086.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Social Services						
$ 106,265,000	$ 0	$ 91,948,000	$ 14,317,000	$ 23,000	$ 14,294,000	1,135.0

Authority: Mandated Programs - California Welfare & Institutions (W&I) Code Division 9.

Programs included are In-Home Supportive Services (IHSS), Out-of-Home Care for adult Supplemental Security Income (SSI) recipients and Adult Protective Services. Programs provide supportive services to aged, blind, or disabled persons who are unable to perform the services themselves and who cannot safely remain in their homes without support services.

Program Outcome: Support and safety to elderly and disabled persons.

Service Delivery Standard: Process all applications within 30 days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input (1)				
Total number of IHSS Workers	512	582	582	654
Workload/Output				
IHSS cases approved (monthly average)	97,486	105,232	116,115	128,081
Efficiency				
IHSS cases approved per worker	190	181	200	196
Effectiveness/Outcome				
Percent of IHSS applications processed in 30 days	99.4%	98.4%	100.0%	100.0%

Explanatory Notes:
(1) Reflects average full-time equivalents.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. California Work Opportunities and Responsibility to Kids (CalWORKs)						
$ 653,891,000	$ 1,126,000	$ 642,289,000	$ 10,476,000	$ 88,000	$ 10,388,000	4,033.0

Authority: Mandated Programs - California W&I Code Division 9.

Programs included are CalWORKs eligibility, Welfare-to-Work, Cal-Learn, Child Care, and Long-Term Family Self-Sufficiency (LTFSS). Programs provide temporary assistance to children and families for basic needs and child care services, and assist participants with training, educational, employment, post-employment, and other supportive services to achieve self-sufficiency.

Program Outcome: While providing assistance, establish work requirements, and provide a broad spectrum of welfare-to-work services to help remove barriers to employment and assist families become economically self-sufficient.

Service Delivery Standard: Process all CalWORKs eligibility applications within 45 days.

Performance Measures	Actual (2) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input (1)				
Total number of CalWORKs intake Eligibility Workers (EWs)	266	255	240	202
Total number of CalWORKs approved EWs	1,538	1,506	1,521	1,244
Workload/Output				
CalWORKs applications (monthly average)	9,771	9,437	8,886	9,070
CalWORKs cases aided (monthly average)	222,887	213,226	202,439	207,097
Efficiency				
CalWORKs applications per EW	37	37	37	45
CalWORKs cases aided per EW	145	142	133	166
Effectiveness/Outcome				
CalWORKs applications processed in 45 days	99.4%	99.3%	99.3%	99.4%

Explanatory Notes:
(1) Reflects average full-time equivalents.
(2) Actuals for FY 1999-00 have been revised based on updated data and to reflect program reconfigurations.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Other Public Assistance (OPA)						
$ 616,387,000	$ 1,127,000	$ 542,153,000	$ 73,107,000	$ 124,000	$ 72,983,000	6,806.0

Authority: Mandated Programs - California W&I Code Division 9 and Food Stamp Act 1985.

Programs included are Non-Assistance Food Stamps, Medi-Cal, General Relief (GR), Refugee Cash Assistance, Food Stamps, Employment and Training, the Cash Assistance Program to Immigrants, and the Special Circumstances program. Programs provide benefits for low-income households to obtain food and health care services, as well as financial assistance to indigent adults, refugees, and legal immigrants. Programs also provide non-recurring special needs to aged, blind, or disabled persons.

Program Outcome: Provide a more nutritious diet and health care to low-income families. Provide shelter, food, and clothing to refugees and legal immigrants. Provide support and safety to aged, blind, or disabled persons.

Service Delivery Standard: Process all Medi-Cal applications within 45 days. Process all GR applications within 30 days.

Performance Measures	Actual (2) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input (1)				
Total number of OPA intake EWs	893	989	1,115	963
Total number of OPA approved EWs	2,231	2,393	2,410	2,340
Workload/Output				
Medi-Cal applications (monthly average)	29,214	27,548	29,370	31,031
GR applications (monthly average)	10,826	12,383	14,042	14.363
Food Stamps applications (monthly average)	6,885	5,931	6,161	6,267
Total OPA applications (monthly average)	46,925	45,862	49,573	51,661
Medi-Cal cases aided (monthly average)	461,975	435,634	464,422	490,690
GR cases aided (monthly average)	64,156	60,396	66,055	66,907
Food Stamps cases aided (monthly average)	32,055	37,230	38,502	39,166
Total OPA cases aided (monthly average)	558,186	533,260	568,979	596,763

Performance Measures	Actual (2) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Combined OPA applications per EW	53	46	44	54
Combined cases aided per EW	250	223	236	255
Effectiveness/Outcome				
Medi-Cal applications processed in 45 days	98.6%	84.1%	98.6%	98.6%
GR applications processed in 30 days	96.6%	93.4%	96.6%	96.6%

Explanatory Notes:
(1) Reflects average full-time equivalents.
(2) Actuals for FY 1999-00 have been revised based on updated data and to reflect program reconfigurations.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 41,923,000	$ 0	$ 37,588,000	$ 4,335,000	$ 0	$ 4,335,000	618.0

Authority: Non-mandated, discretionary program.

Provides executive management and administrative support services to the Department, which includes the executive office, accounting, contracting, property management, benefit issuance, procurement, personnel, and payroll services.

Program Outcome: Provide executive management and general administrative support to the Department.

Service Delivery Standard: Improved services to the public through effective annual customer service related training to all staff.

Performance Measures	Actual (2) 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input (1)				
Number of staff with public contact	n/a	n/a	12,083	10,985
Workload/Output				
Number of staff scheduled for training	n/a	n/a	12,083	10,985
Efficiency				
Number of staff trained	n/a	n/a	12,083	10,985
Effectiveness/Outcome				
Percent of staff trained	n/a	n/a	100%	100%

Explanatory Notes:
(1) Reflects average full-time equivalents.
(2) Actuals for FY 1999-00 have been revised based on updated data and to reflect program reconfigurations.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Public Assistance						
$1,672,970,000	$ 0	$1,430,466,000	$ 242,504,000	$ 242,504,000	$ 0	0.0

Authority: Mandated Programs - California W&I Code Division 9.

Programs that provide temporary financial assistance and supportive services to children, families, aged, blind, or disabled persons.

Program Outcome: Provide shelter, food, and clothing to children and families in time of crisis, and support and safety to aged, blind, or disabled persons.

Service Delivery Standard: Provide timely and accurate financial assistance that assists families and individuals to become economically self-sufficient and helps the aged, blind, or disabled to safely remain in their own homes.

Explanatory Notes: Performance measures are under development.

Total Programs						
$3,091,436,000	**$ 2,253,000**	**$2,744,444,000**	**$ 344,739,000**	**$ 242,739,000**	**$ 102,000,000**	**12,592.0**

PUBLIC SOCIAL SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$	$	$	$ 17,182,000	$ 17,682,000	$ 17,682,000
OTHER CHARGES	1,514,211,761	1,623,859,000	1,687,858,000	1,655,276,000	1,655,288,000	-32,570,000
GROSS TOTAL	$ 1,514,211,761	$ 1,623,859,000	$ 1,687,858,000	$ 1,672,458,000	$ 1,672,970,000	$ -14,888,000
REVENUE	1,304,124,063	1,407,032,000	1,470,829,000	1,429,948,000	1,430,466,000	-40,363,000
NET COUNTY COST	$ 210,087,698	$ 216,827,000	$ 217,029,000	$ 242,510,000	$ 242,504,000	$ 25,475,000
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	$ 2,664,721	$	$	$	$	$
ST AID-PUB ASST PROG	95,412,356	104,442,000	129,143,000	130,433,000	130,433,000	1,290,000
STATE-OTHER	-85,181					
STATE-REALIGNMENT REV	114,268,006	128,277,000	128,277,000	128,277,000	128,783,000	506,000
FEDERAL-PUB ASST-ADM	1,909,631					
FED AID-PUB ASST PROG	1,066,130,827	1,152,857,000	1,189,506,000	1,147,534,000	1,147,546,000	-41,960,000
FEDERAL-OTHER	11,380,825	12,700,000	13,431,000	13,431,000	13,431,000	
OTHER GOVT AGENCIES	1,701,754	1,975,000	2,000,000	2,000,000	2,000,000	
LEGAL SERVICES	390					
WELFARE REPAYMENTS	4,370,287	4,631,000	5,764,000	5,584,000	5,584,000	-180,000
MISCELLANEOUS	6,370,447	2,150,000	2,708,000	2,689,000	2,689,000	-19,000
TOTAL	$ 1,304,124,063	$ 1,407,032,000	$ 1,470,829,000	$ 1,429,948,000	$ 1,430,466,000	$ -40,363,000

2002-03 Budget Message

The Public Social Services - Assistance Budget funds public assistance and social services programs mandated by the federal, State and County governments. These programs include: California Work Opportunities and Responsibility to Kids (CalWORKs); Indigent Aid (General Relief - GR); In-Home Supportive Services (IHSS); Refugee Resettlement Program/Refugee Cash Assistance (RRP/RCA); and the Special Circumstances program.

The 2002-03 Proposed Budget reflects an overall gross appropriation decrease of $14.9 million due primarily to projected CalWORKs caseload decline, with a net County cost (NCC) increase of $25.5 million due primarily to projected IHSS caseload growth. Key components of the NCC increase include:

-- IHSS: An increase of $26.1 million due primarily to: 1) $20.2 million for a projected 13.0 percent caseload growth; 2) $1.8 million for increases in the average cost per hour, workers' compensation, and funding for Personal Assistance Services Council (PASC) administration; 3) $2.2 million due to a decrease in the federal sharing ratio; 4) $3.8 million for implementation of the IHSS Provider Health Care Plan, funded by the transfer of NCC from the Department of Health Services; 5) $0.4 million due to settlement of the Miller vs. Woods lawsuit; 6) $1.9 million NCC savings due to reduction in the projected hours per paid case and increased Personal Care Services Program eligibility; and 7) $0.4 million in additional Realignment Sales Tax revenue.

-- GR: An increase of $0.9 million for a projected 11.0 percent caseload growth.

-- CalWORKs: An overall decrease of $1.5 million due primarily to a projected 3.7 percent caseload decline, including the termination of assistance for the first nonexempt participants reaching the 60-month time limit, and increased Realignment Sales Tax revenue. NCC savings are partially offset by annualization of the October 1, 2001 statutory cost-of-living increase.

Changes From FY 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ -36,378,000	$ -35,468,000	$ -910,000	--
CalWORKs: Reflects savings from a projected 3.7 percent decline in caseloads.				
2.	$ 15,815,000	$ 15,419,000	$ 396,000	--
CalWORKs: Reflects the annualization of a 4.85 percent statutorily required cost-of-living increase, which became effective October 1, 2001.				
3.	$ -35,576,000	$ -34,686,000	$ -890,000	--
CalWORKs: Reflects projected savings from the termination of assistance payments to nonexempt participants reaching the 60-month time limit.				
4.	$ 942,000	$ 3,000	$ 939,000	--
General Relief: Reflects a projected 11.0 percent caseload growth, partially offset by an increase in outlaw warrant revenue.				
5.	$ 19,436,000	$ --	$ 19,436,000	--
In-Home Supportive Services (IHSS): Reflects $20.2 million due to a projected 13.0 percent approved caseload growth based on current trends, partially offset by $0.8 million in savings due to an increase of 0.5 percent in the Personal Care Services Program (PCSP) ratio.				
6.	$ -304,000	$ --	$ -304,000	--
IHSS: Reflects $1.2 million in savings from a projected decrease in the hours per paid case from 77 hours to 76.5 hours, partially offset by increased costs of $0.9 million due to an increase in the average cost per hour.				
7.	$ 483,000	$ --	$ 483,000	--
IHSS: Reflects an increase in workers' compensation and Case Management Information and Payroll System costs based on State estimates, adjusted for caseload growth.				
8.	$ 2,143,000	$ --	$ 2,143,000	--
IHSS: Reflects a decrease in the Federal Medical Assistance Percentage (FMAP) funding ratio from 51.4 percent to 50.0 percent, effective October 1, 2002.				
9.	$ 17,182,000	$ 13,402,000	$ 3,780,000	--
IHSS: Reflects projected costs for the Board-approved IHSS Provider Health Care Plan. The NCC is being transferred from the Department of Health Services budget.				
10.	$ 500,000	$ --	$ 500,000	--
IHSS: Reflects funding for administrative costs for the Personal Assistance Services Council (PASC).				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
11.	$ 408,000	$ --	$ 408,000	--
IHSS: Reflects settlement of the Miller vs. Woods lawsuit.				
12.	$ -953,000	$ -953,000	$ --	--
Special Circumstances: Reflects a decrease in the level of services due to a reduced State allocation.				
13.	$ 1,414,000	$ 1,414,000	$ --	--
Resettlement Program: Reflects a projected 46.2 percent caseload growth.				
14.	$ --	$ 506,000	$ -506,000	--
Realignment Sales Tax: Reflects a projected increase in Realignment Sales Tax revenue.				
Total	***$ -14,888,000***	***$ -40,363,000***	***$ 25,475,000***	***0.0***

PSS - CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 1,201,744,928	$ 1,287,715,000	$ 1,352,776,000	$ 1,296,637,000	$ 1,296,637,000	$ -56,139,000
REVENUE	1,171,009,206	1,263,081,000	1,326,516,000	1,271,781,000	1,271,921,000	-54,595,000
NET COUNTY COST	$ 30,735,722	$ 24,634,000	$ 26,260,000	$ 24,856,000	$ 24,716,000	$ -1,544,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$ 95,412,356	$ 102,245,000	$ 126,214,000	$ 121,756,000	$ 121,756,000	$ -4,458,000
STATE-REALIGNMENT REV		5,534,000	5,534,000	5,534,000	5,674,000	140,000
FEDERAL-PUB ASST-ADM	1,909,631					
FED AID-PUB ASST PROG	1,063,509,347	1,148,592,000	1,186,655,000	1,136,580,000	1,136,580,000	-50,075,000
WELFARE REPAYMENTS	4,171,569	4,588,000	5,547,000	5,367,000	5,367,000	-180,000
MISCELLANEOUS	6,006,303	2,122,000	2,566,000	2,544,000	2,544,000	-22,000
TOTAL	$ 1,171,009,206	$ 1,263,081,000	$ 1,326,516,000	$ 1,271,781,000	$ 1,271,921,000	$ -54,595,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS - INDIGENT AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 165,037,524	$ 166,505,000	$ 167,633,000	$ 168,575,000	$ 168,575,000	$ 942,000
REVENUE	13,610,471	14,746,000	15,790,000	15,793,000	15,793,000	3,000
NET COUNTY COST	$ 151,427,053	$ 151,759,000	$ 151,843,000	$ 152,782,000	$ 152,782,000	$ 939,000
REVENUE DETAIL						
FEDERAL-OTHER	$ 11,380,825	$ 12,700,000	$ 13,431,000	$ 13,431,000	$ 13,431,000	$
OTHER GOVT AGENCIES	1,701,754	1,975,000	2,000,000	2,000,000	2,000,000	
LEGAL SERVICES	390					
WELFARE REPAYMENTS	176,935	43,000	217,000	217,000	217,000	
MISCELLANEOUS	350,567	28,000	142,000	145,000	145,000	3,000
TOTAL	$ 13,610,471	$ 14,746,000	$ 15,790,000	$ 15,793,000	$ 15,793,000	$ 3,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	GENERAL RELIEF

PSS - IN-HOME SUPPORTIVE SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$	$	$	$ 17,182,000	$ 17,682,000	$ 17,682,000
OTHER CHARGES	142,126,511	163,177,000	161,669,000	183,835,000	183,835,000	22,166,000
GROSS TOTAL	$ 142,126,511	$ 163,177,000	$ 161,669,000	$ 201,017,000	$ 201,517,000	$ 39,848,000
REVENUE	114,201,588	122,743,000	122,743,000	136,145,000	136,511,000	13,768,000
NET COUNTY COST	$ 27,924,923	$ 40,434,000	$ 38,926,000	$ 64,872,000	$ 65,006,000	$ 26,080,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	$	$	$	$ 6,701,000	$ 6,701,000	$ 6,701,000
STATE-OTHER	-85,181					
STATE-REALIGNMENT REV	114,268,006	122,743,000	122,743,000	122,743,000	123,109,000	366,000
FED AID-PUB ASST PROG				6,701,000	6,701,000	6,701,000
WELFARE REPAYMENTS	18,763					
TOTAL	$ 114,201,588	$ 122,743,000	$ 122,743,000	$ 136,145,000	$ 136,511,000	$ 13,768,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS - REFUGEE RESETTLEMENT PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 2,621,480	$ 4,265,000	$ 2,851,000	$ 4,253,000	$ 4,265,000	$ 1,414,000
REVENUE	2,621,480	4,265,000	2,851,000	4,253,000	4,265,000	1,414,000
NET COUNTY COST	$	$	$	$	$	$
REVENUE DETAIL						
FED AID-PUB ASST PROG	$ 2,621,480	$ 4,265,000	$ 2,851,000	$ 4,253,000	$ 4,265,000	$ 1,414,000
TOTAL	$ 2,621,480	$ 4,265,000	$ 2,851,000	$ 4,253,000	$ 4,265,000	$ 1,414,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS - SPECIAL CIRCUMSTANCES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 2,681,318	$ 2,197,000	$ 2,929,000	$ 1,976,000	$ 1,976,000	$ -953,000
REVENUE	2,681,318	2,197,000	2,929,000	1,976,000	1,976,000	-953,000
NET COUNTY COST	$	$	$	$	$	$
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	$ 2,664,721	$	$	$	$	$
ST AID-PUB ASST PROG		2,197,000	2,929,000	1,976,000	1,976,000	-953,000
WELFARE REPAYMENTS	3,020					
MISCELLANEOUS	13,577					
TOTAL	$ 2,681,318	$ 2,197,000	$ 2,929,000	$ 1,976,000	$ 1,976,000	$ -953,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	502,798,000	446,063,000	471,403,000	-31,395,000
Employee Benefits	201,105,000	181,029,000	208,426,000	7,321,000
Total Salaries and Employee Benefits	703,903,000	627,092,000	679,829,000	-24,074,000
Services and Supplies				
Administrative and General	397,000	397,000	397,000	0
Communications	18,708,000	13,475,000	12,574,000	-6,134,000
Computer Equipment - Non-capital	11,975,000	2,400,000	3,653,000	-8,322,000
Computer Software	1,335,000	600,000	536,000	-799,000
Information Technology Services	22,611,000	5,371,000	5,254,000	-17,357,000
Insurance	717,000	725,000	725,000	8,000
Jury and Witness	0	0	0	0
Maintenance-Bldg and Improvements	25,985,000	12,708,000	8,841,000	-17,144,000
Maintenance-Equipment	10,000	10,000	10,000	0
Memberships	55,000	55,000	55,000	0
Office Expense-Other	9,619,000	3,885,000	1,958,000	-7,661,000
Office Expense-Postage	9,690,000	8,800,000	10,100,000	410,000
Office Expense-Stationeries and Forms	9,418,000	11,921,000	9,321,000	-97,000
Professional and Special Services	384,528,000	271,792,000	262,185,000	-122,343,000
Rents and Leases-Bldg and Improvements	49,178,000	42,771,000	48,495,000	-683,000
Rents and Leases-Equipment	3,680,000	3,080,000	3,157,000	-523,000
Special Departmental Expense	167,773,000	67,369,000	151,536,000	-16,237,000
Telecommunications	4,000,000	1,375,000	488,000	-3,512,000
Training	2,950,000	1,833,000	510,000	-2,440,000
Transportation and Travel-Auto Mileage	1,200,000	1,600,000	1,600,000	400,000
Transportation and Travel-Auto Service	148,000	148,000	148,000	0
Transportation and Travel-Other	168,000	24,000	24,000	-144,000
Transportation and Travel-Traveling	388,000	373,000	568,000	180,000
Utilities	6,634,000	6,634,000	6,634,000	0
Total Services and Supplies	731,167,000	457,346,000	528,769,000	-202,398,000
Other Charges				
Judgments and Damages	185,000	300,000	250,000	65,000
Other Charges	168,614,000	129,170,000	135,150,000	-33,464,000
Retirement of Long-Term Debt	2,319,000	2,458,000	2,155,000	-164,000
Support and Care of Persons	94,376,000	78,687,000	72,104,000	-22,272,000
Taxes and Assessments	2,000	2,000	5,000	3,000
Total Other Charges	265,496,000	210,617,000	209,664,000	-55,832,000
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys.	3,000,000	1,000,000	204,000	-2,796,000
Total Equipment	3,000,000	1,000,000	204,000	-2,796,000
Total Fixed Assets	3,000,000	1,000,000	204,000	-2,796,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**1,703,566,000**	**1,296,055,000**	**1,418,466,000**	**-285,100,000**
Less: Intrafund Transfers	2,455,000	2,239,000	2,253,000	-202,000
TOTAL NET REQUIREMENTS	1,701,111,000	1,293,816,000	1,416,213,000	-284,898,000
REVENUES:				
Intergovernmental Revenues:				
Federal	439,652,000	745,084,000	770,638,000	330,986,000
State	1,158,441,000	445,714,000	541,302,000	-617,139,000
Miscellaneous	3,211,000	3,211,000	2,038,000	-1,173,000
TOTAL REVENUES	1,601,304,000	1,194,009,000	1,313,978,000	-287,326,000
NET COUNTY COST	**99,807,000**	**99,807,000**	**102,235,000**	**2,428,000**

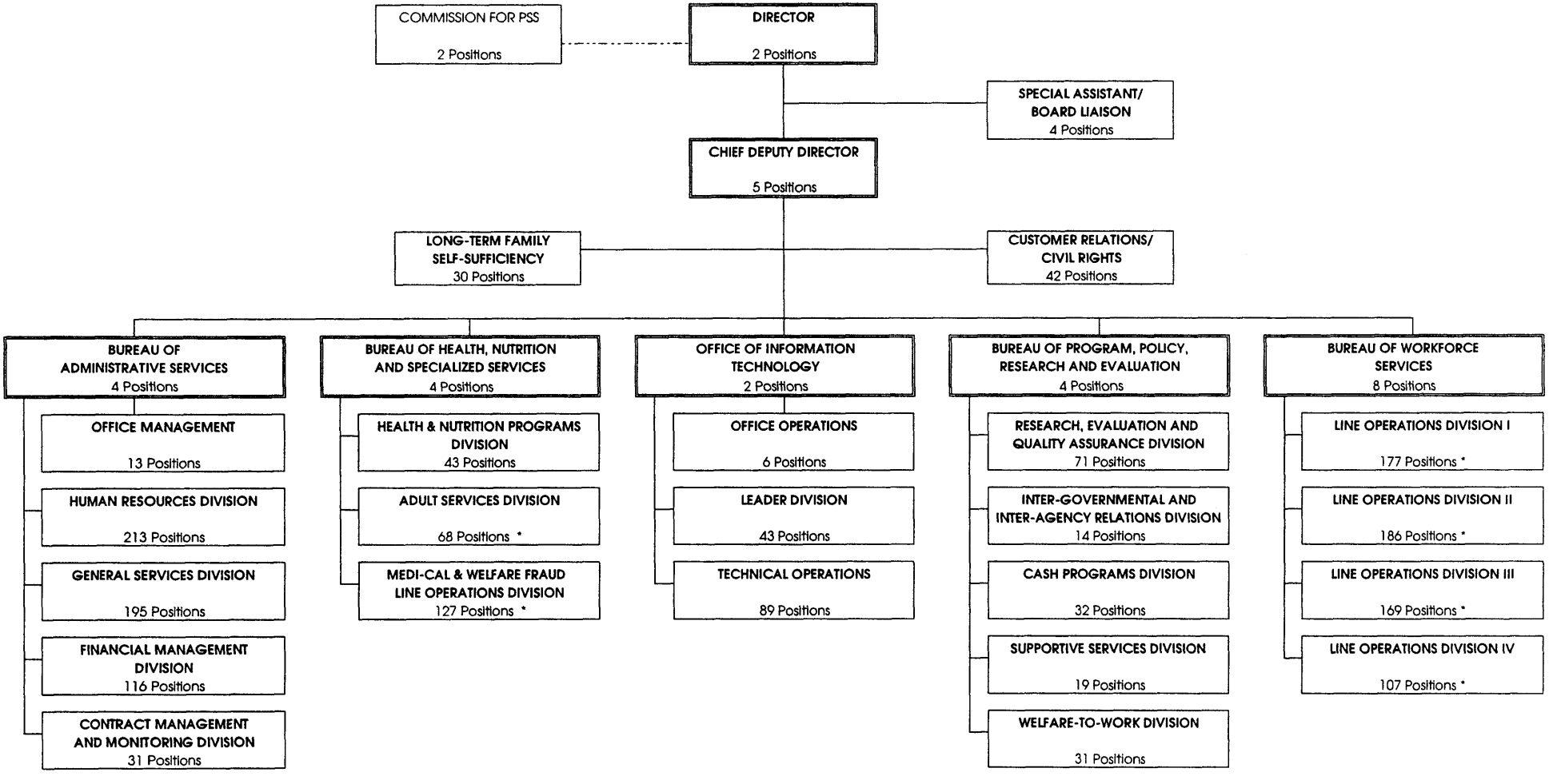
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Professional and Specialized Services	0	0	17,682,000	17,682,000
Total Services and Supplies	0	0	17,682,000	17,682,000
Other Charges				
Other Charges	1,687,858,000	1,623,859,000	1,655,288,000	-32,570,000
Total Other Charges	1,687,858,000	1,623,859,000	1,655,288,000	-32,570,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**1,687,858,000**	**1,623,859,000**	**1,672,970,000**	**-14,888,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	1,687,858,000	1,623,859,000	1,672,970,000	-14,888,000
REVENUES:				
Intergovernmental Revenues:				
Federal	1,202,937,000	1,165,557,000	1,160,977,000	-41,960,000
State	257,420,000	232,719,000	259,216,000	1,796,000
Other	2,000,000	1,975,000	2,000,000	0
Miscellaneous	8,472,000	6,781,000	8,273,000	-199,000
TOTAL REVENUES	1,470,829,000	1,407,032,000	1,430,466,000	-40,363,000
NET COUNTY COST	**217,029,000**	**216,827,000**	**242,504,000**	**25,475,000**

DEPARTMENT OF PUBLIC SOCIAL SERVICES

BRYCE YOKOMIZO, DIRECTOR

FY 2002-2003 Proposed Budget Total Positions = 12,592



* Line Operations staffing is budgeted as a whole. All districts / regions are budgeted one district / region manager position.
District / regional office caseloads determine the number of other line positions allocated to each location including the first line supervisors and their managers. Caseload driven positions total 10,735.

PUBLIC WORKS
JAMES A. NOYES, DIRECTOR

Mission Statement

To provide public works services in a responsive, efficient, and cost-effective manner. Public works services include planning, engineering, design, construction, project management, operation, and/or maintenance of roads, highways, bridges, flood control facilities, water conservation programs, sanitary sewers, water distribution systems, airports, facility capital projects, and regulatory programs, such as hazardous and solid waste, land development, and other activities for the County of Los Angeles and contract cities.

COUNTY ENGINEER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 31,745,962	$ 37,589,000	$ 42,141,000	$ 43,873,000	$ 43,873,000	$ 1,732,000
OTHER CHARGES	217,128	435,000	435,000	435,000	435,000	
FIXED ASSETS-LAND	425,721					
FIXED ASSETS-EQUIP		78,000	78,000	487,000	487,000	409,000
TOT FIX ASSET	425,721	78,000	78,000	487,000	487,000	409,000
RESIDUAL EQUITY TRANS	231,760	343,000	343,000	274,000	274,000	-69,000
GROSS TOTAL	$ 32,620,571	$ 38,445,000	$ 42,997,000	$ 45,069,000	$ 45,069,000	$ 2,072,000
REVENUE	32,498,328	34,065,000	38,617,000	40,461,000	40,461,000	1,844,000
NET COUNTY COST	$ 122,243	$ 4,380,000	$ 4,380,000	$ 4,608,000	$ 4,608,000	$ 228,000
REVENUE DETAIL						
CONSTRUCTION PERMITS	$ 12,092,654	$ 11,472,000	$ 15,071,000	$ 15,352,000	$ 15,352,000	$ 281,000
PEN/INT/COSTS-DEL TAX	43,423					
INTEREST	903,666	800,000	738,000	800,000	800,000	62,000
STATE AID-DISASTER	38,771					
STATE-OTHER	373,311	255,000	300,000	194,000	194,000	-106,000
FED AID-CONSTRUCT/CP	425,721					
FEDERAL AID-DISASTER	110,157					
FEDERAL-OTHER	713,060	807,000	807,000	875,000	875,000	68,000
ASSESS/TAX COLL FEES	183					
PLANNING & ENG SVCS	15,810,073	16,003,000	15,653,000	17,373,000	17,373,000	1,720,000
AGRICULTURAL SERVICES	38,686					
ROAD & STREET SVCS	10,847					
SANITATION SERVICES	1,125,307	2,525,000	2,829,000	2,794,000	2,794,000	-35,000
CHRGS FOR SVCS-OTHER	768,101	1,933,000	2,751,000	2,800,000	2,800,000	49,000
OTHER SALES	29,721					
MISCELLANEOUS	14,647	270,000	468,000	273,000	273,000	-195,000
TOTAL	$ 32,498,328	$ 34,065,000	$ 38,617,000	$ 40,461,000	$ 40,461,000	$ 1,844,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

The Department of Public Works includes five General Fund budgets: County Engineer, Facility Project Management, Pre-County Improvement District Studies (Pre-CI), Public Ways/Public Facilities (PW/PF), and Reimbursement for Sewer Construction. In total, the 2002-03 Proposed Budget reflects a $228,000 net County cost (NCC) increase. The increase is necessitated by higher salaries and employee benefits. Spending for the other program changes are essentially cost neutral.

Strategic Planning

The County Engineer Budget is primarily supported by fees for services. Review is done annually of all fee schedules, with fee increases submitted to the Board of Supervisors where needed. A strategic plan is prepared detailing anticipated financing sources and uses. The strategic plan also projects the appropriate staffing level. Additionally, each year the activity in the County Engineer Budget is reviewed to determine whether economic or legislative influences will affect the level of activity that is being projected.

Critical Needs

Nuisance Abatement Program - $50,000: This is a First Supervisorial District program to fund a Nuisance Abatement Task Force which is comprised of a Department of Public Works coordinator and support staff, as well as staff support from the Fire, Sheriff, and Health Departments. The personnel from these departments work as a team to identify violations of fire, health, and safety codes related to gang and drug activity, and cite properties where these violations have occurred.

Property Rehabilitation and Code Enforcement Services - $559,000: Building and Safety finances revealed that additional funding is needed for property rehabilitation and code enforcement services in certain Community Development Block Grant (CDBG) areas. These areas, in the Second and Fifth Supervisorial Districts, are eligible for block grants from the Community Development Commission but require an additional $559,000 to maintain the current service levels. The only other source of funding for these services is from the County general fund. If additional funding from CDBG or NCC is not made available, curtailment of services will be necessary.

Nuisance Abatement Program - Kagel Canyon and Unincorporated Areas of Monrovia - $146,000: Fifth Supervisorial District has requested the formation of a Nuisance Abatement Team for Kagel Canyon and the unincorporated areas of Monrovia. These services would include investigation of substandard property, clean up of debris and abandoned vehicles, and issuance of citations for abatement of unhealthful and unsightly neighborhood deterioration. Without additional funding, these areas can only be serviced by a single property rehabilitation inspector covering a large area of the San Gabriel Valley.

Antelope Valley Watershed Management and Drainage Master Plan - $200,000: We have experienced a period of rapid growth in land development in the Antelope Valley. Although a comprehensive plan for drainage was developed years ago, it needs to be updated. Also, watershed management plans should be developed to identify multiuse, recreational, water conservation, and water quality opportunities before development moves into the undeveloped areas of the Valley. National Pollution Discharge Elimination System and Total Maximum Daily Loads permit issues will eventually need to be addressed. Since most of the Antelope Valley is outside the Flood Control District, this work must be financed primarily with NCC.

House Numbering Maps - $200,000: Reflects funding for house numbering maps and other supplementary services. Only a small amount of funding is available to provide a minimum of required services. This additional funding will allow staff to address workload created by higher building activities in prior years.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,000	$ --	$ -1,000	--

Development and Permits Tracking System (DAPTS): Reflects a decrease for the second phase of the purchase of a new and enhanced Development and Permits Tracking System. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*

2.	$ 303,000	$ 303,000	$ --	--

Building and Safety: Reflects an increase in property rehabilitation, geotechnical planning/report review, and nuisance abatement activities, partially offset by decreases in services associated with building permits and plan check activities. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*

3.	$ -156,000	$ -156,000	$ --	--

Information Services: Reflects a decrease in public information services for development regulation activities based on anticipated building construction. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

4.	$ 136,000	$ 136,000	$ --	--

Industrial Waste: Reflects an increase in industrial waste enforcement activities in the County unincorporated areas and contract cities. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

5.	$ -26,000	$ -26,000	$ --	--

Land Development: Reflects a decrease for land development activities. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

6.	$ 131,000	$ 131,000	$ --	--

Land Development Management Agency (LDMA): Reflects an anticipated increase in LDMA activities. LDMA provides aid to developers and subdividers in processing their projects through this Department and provides guidance on completing those projects expeditiously. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

7.	$ -442,000	$ -442,000	$ --	--

Mapping: Reflects a decrease in support services for the County Infrastructure Mapping Program in favor of higher priorities. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

8.	$ 1,000	$ 1,000	$ --	--

Public Safety: Reflects an increase in public safety - waste management services. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

9.	$ 1,199,000	$ 1,199,000	$ --	--

Reimbursable Services: Reflects an increase in services provided to cities which are offset by fees. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
10.	$ 292,000	$ 292,000	$ --	--
Support Services: Reflects an anticipated increase in litigation costs and services. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*				
11.	$ 69,000	$ 69,000	$ --	--
Underground Tanks: Reflects an increase for underground tank permit monitoring activities for compliance with the requirements of Senate Bill 989. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*				
Other Changes				
1.	$ 229,000	$ --	$ 229,000	--
Service and Supplies: Reflects funding for negotiated increases in salaries and employee benefits, paid out of the Internal Service Fund and charged to the County Engineer.				
2.	$ -3,000	$ -3,000	$ --	--
Real Property Management: Reflects a decrease in rentals, leases, appraisals, and title work for the management of existing County-owned properties.				
3	$ 409,000	$ 409,000	$ --	--
Fixed Assets-Equipment: Reflects an increase for the purchase of fund-specific equipment for County Engineer.				
4.	$ -69,000	$ -69,000	$ --	--
Residual Equity Transfers: Reflects a decrease in Residual Equity Transfers Out required to purchase County Engineer's share of Internal Service Fund equipment.				
Total	***$ 2,072,000***	***$ 1,844,000***	***$ 228,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Land Development						
A. Unincorporated						
$ 3,811,000	$ 0	$ 3,811,000	$ 0	$ 0	$ 0	0.0
B. Incorporated						
$ 18,000	$ 0	$ 18,000	$ 0	$ 0	$ 0	0.0
Total						
$ 3,829,000	$ 0	$ 3,829,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program - established by County Code Titles 20 to 22 and 26 and County Ordinance 91.

Provides for the checking of grading plans, tax clearances, deed preparation, final parcel and tract maps recordation, storm drains, sewer plans, and water systems for subdivisions. Also, provides for the review of tentative and parcel maps and inspections of private drains and sewers, as well as work for the Land Development Management Agency.

Program Outcome: Maintain/improve current productivity.

Service Delivery Standard: To provide the public accurate and timely review of subdivision improvement plans.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual number of hours spent reviewing improvement plans(1)	30,486	27,795	26,700	26,000
Workload/Output				
Annual number of improvement plans reviewed	6,374	5,742	5,600	5,500
Efficiency				
Number of productive work hours per new case	4.78	4.84	4.77	4.73
Effectiveness/Outcome				
Relative efficiency (number of hours per improvement plan review compared to base Year 1994-95 or 5.46 hours)	114%	113%	115%	116%

Explanatory Note:

(1) Plan checking functions include the review and approval of storm drain, sewer, street, water, and grading plans prepared by private engineers for proposed subdivisions. The above hours include only time spent by Land Development Division (excluded other division, such as Design, Mapping and Property Management Divisions, etc.)

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Industrial Waste							
A. Unincorporated							
	$ 458,000	$ 0	$ 458,000	$ 0	$ 0	$ 0	0.0
B. Incorporated							
	$ 1,243,000	$ 0	$ 1,243,000	$ 0	$ 0	$ 0	0.0
Total							
	$ 1,701,000	$ 0	$ 1,701,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program - established by County Code Title 20.

Provides for activities relating to industrial waste facilities permitting, plan check, inspection, and monitoring for the County and contract cities.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

3. Underground Tanks							
A. Unincorporated							
	$ 556,000	$ 0	$ 556,000	$ 0	$ 0	$ 0	0.0
B. Incorporated							
	$ 1,730,000	$ 0	$ 1,730,000	$ 0	$ 0	$ 0	0.0
Total							
	$ 2,286,000	$ 0	$ 2,286,000	$ 0	$ 0	$ 0	0.0

Authority: Mandated program - established by County Code Title 11.

Provides for activities relating to storage of underground hazardous materials permitting, plan check, inspection and monitoring for the contract cities.

Field Inspection Activities

Program Outcome: Achieve greater than 100 percent effectiveness for field inspection activities.

Service Delivery Standard: At least 80 percent of customer satisfaction forms submitted will indicate favorable experience during the inspection.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual number of hours spent in inspection/field activities	15,568	19,528	25,000	43,000
Workload/Output				
Annual number of field inspections(1)	9,101	10,687	12,800	22,000
Efficiency				
Number of hours per field inspection(2)	1.71	1.83	1.95	1.95
Effectiveness/Outcome				
Relative efficiency (number of hours per field inspection compared to benchmark of 2.0 hours)	117%	109%	102%	102%

Explanatory Notes:
(1) Due to regulatory changes, the number of underground tank inspections is anticipated to increase by approximately 200 percent in 2002-03. Public Works has implemented additional fees and is training additional staff to meet the mandated inspection workload.
(2) Routine inspections, while generally predictable, can vary considerably depending on the cooperation of the inspected party, violation found, experience of the inspector, and need to cover regulatory changes.

Plan Check/Permit Activities

Program Outcome: Achieve greater than 100 percent effectiveness for plans checked and permits reviewed.

Service Delivery Standard: At least 80 percent of customer satisfaction forms submitted will indicate favorable experience by the person submitting plan check and/or permit reviews.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual number of hours spent on plan checked/permit activities	17,745	15,609	17,700	19,500
Workload/Output				
Annual number of plans checked or permits reviewed	5,648	4,658	5,400	6,280
Efficiency				
Number of hours per plan checked or permit reviewed	3.14	3.35	3.28	3.11
Effectiveness/Outcome				
Relative efficiency (number of hours per plan checked or permit reviewed compared to base year 1994-95 of 3.27 hours)	104%	98%	100%	105%

Explanatory Note: Time spent on plan check and permit review functions is highly dependent on the complexity, number, and quality of submittals received from the public. New projects generally require more review time than revisions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Building and Safety						
A. Unincorporated						
$ 21,950,000	$ 0	$ 18,623,000	$ 3,327,000	$ 3,327,000	$ 0	0.0
B. Incorporated						
$ 8,448,000	$ 0	$ 8,448,000	$ 0	$ 0	$ 0	0.0
Total						
$ 30,398,000	$ 0	$ 27,071,000	$ 3,327,000	$ 3,327,000	$ 0	0.0

Authority: Mandated program - established by County Code Titles 26 to 29, Government Code Sections 27584 to 27585, County Code Titles 20 to 22 and 26 to 29, and County Ordinance 117555, Land Surveyor's Act, State of California Business and Professions Code Sections 8700 to 8806.

Provides for: 1) research, development, and enforcement of building, grading, plumbing, electrical, mechanical, and building rehabilitation related codes and ordinances; 2) Unavoidable fixed costs include anticipated Countywide Costs/General County Overhead (CWC/GCO); 3) Building and Safety field offices rents and utilities; 4) building and safety services to contract cities; 5) monument preservation, and record of survey checking services: and 6) technology transfer.

Program Outcome: To maintain the number of inspector hours per permit at or below the 1.89 benchmark.

Service Delivery Standard: Inspection Efficiency should reflect hours that allow for complete inspection for safety and code compliance, while maintaining inspection schedule.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual number of hours worked performing inspections - Countywide	102,450	91,489	100,000	100,000
Workload/Output				
Annual number of permits issued[1]	55,766	55,036	55,000	55,000
Efficiency				
Number of inspector hours per permit	1.84	1.66	1.82	1.82
Effectiveness/Outcome				
Relative efficiency (number of hours per inspection performed compared to base year 1994-95 of 1.89 hours) [2]	103%	114%	104%	104%

Explanatory Notes:
(1) The number of inspector hours and permits issued reflect all offices Countywide, including contract cities. The number of inspector hours includes travel time between jobs and district offices, County personnel, and contract employees.
(2) Increase for FY 2000-01 is attributed to the increase in the number of inspections of tenant improvement projects and tract homes which typically take less inspection time than larger projects.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. Hazardous Waste							
A. Unincorporated							
	$ 2,000	$ 0	$ 2,000	$ 0	$ 0	$ 0	0.0
B. Incorporated							
	$ 16,000	$ 0	$ 16,000	$ 0	$ 0	$ 0	0.0
Total							
	$ 18,000	$ 0	$ 18,000	$ 0	$ 0	$ 0	0.0

Authority: Mandated program - Sally Tanner Legislation.

A minimal amount of funding is available in 2002-03, which will allow for responding to simple inquiries concerning the County Hazardous Waste Management Plan.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

6. Mapping							
A. Unincorporated							
	$ 338,000	$ 0	$ 338,000	$ 0	$ 0	$ 0	0.0
B. Incorporated							
	$ 18,000	$ 0	$ 18,000	$ 0	$ 0	$ 0	0.0
Total							
	$ 356,000	$ 0	$ 356,000	$ 0	$ 0	$ 0	0.0

Authority: Mandated program - established by County Code Titles 26 to 29.

Provides for sub-structural mapping services to contract cities.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. Support Services							
A. Unincorporated							
	$ 1,486,000	$ 0	$ 1,047,000	$ 439,000	$ 439,000	$ 0	0.0
B. Incorporated							
	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total							
	$ 1,486,000	$ 0	$ 1,047,000	$ 439,000	$ 439,000	$ 0	0.0

Authority: Non-mandated, discretionary program - established by County Code Titles 26 to 29.

Provides for the Alhambra Headquarters Building rent and services related to Risk Insurance Management Agency. These are unavoidable fixed costs.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

8. Property Rehabilitation							
A. Unincorporated							
	$ 2,509,000	$ 0	$ 2,084,000	$ 425,000	$ 0	$ 425,000	0.0
B. Incorporated							
	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total							
	$ 2,509,000	$ 0	$ 2,084,000	$ 425,000	$ 0	$ 425,000	0.0

Authority: Non-mandated, discretionary program - established by County Code Titles 26 to 29.

Provides for the arrest and abatement of neighborhood deterioration and the elimination of unsightly, unsafe, and unhealthful conditions which constitute a public nuisance through the repair or demolition of substandard structures and the removal of trash, junk, debris, inoperable vehicles, and overgrowth from private properties. As a result of current and past reductions to NCC, there is no proactive rehabilitation activity. Only new cases that are critical to public health and safety are being pursued.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

8. Property Rehabilitation (cont'd)

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. Nuisance Abatement							
A. Unincorporated							
	$ 416,000	$ 0	$ 216,000	$ 200,000	$ 0	$ 200,000	0.0
B. Incorporated							
	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total							
	$ 416,000	$ 0	$ 216,000	$ 200,000	$ 0	$ 200,000	0.0

Authority: Non-mandated, discretionary program - established by County Code Titles 26 to 29.

Provides for a First Supervisorial District nuisance abatement task force, which is comprised of a Department of Public Works coordinator and support staff who work with staff from Fire, Sheriff, and Health Departments. The personnel from these departments work as a team to identify violations of fire, health, and safety codes related to gang and drug activity and cite properties where these violations have occurred. Curtailments in this program will reduce funding for all involved departments, which will require a cutback of code violation investigations and undermine the effectiveness of the program.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

10. Geotechnical Planning							
A. Unincorporated							
	$ 849,000	$ 0	$ 849,000	$ 0	$ 0	$ 0	0.0
B. Incorporated							
	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total							
	$ 849,000	$ 0	$ 849,000	$ 0	$ 0	$ 0	0.0

10. Geotechnical Planning (cont'd)

Authority: Mandated program - established by County Code Titles 26 to 29.

This program provides for the review of geology and soils reports and associated plans for private developments.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
11. Graffiti Abatement						
A. Unincorporated						
$ 15,000	$ 0	$ 15,000	$ 0	$ 0	$ 0	0.0
B. Incorporated						
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total						
$ 15,000	$ 0	$ 15,000	$ 0	$ 0	$ 0	0.0

Authority: Mandated program - established by County Code Title 13 and Board of Supervisors.

This program provides for the public education programs recommended by the Grand Jury and the Multi-Agency Graffiti Intervention Committee (MAGIC) to promote the countywide anti-graffiti message

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

12. Other Services						
A. Unincorporated						
$ 1,206,000	$ 0	$ 989,000	$ 217,000	$ 217,000	$ 0	0.0
B. Incorporated						
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	0.0
Total						
$ 1,206,000	$ 0	$ 989,000	$ 217,000	$ 217,000	$ 0	0.0

12. Other Services (cont'd)

Authority: Mandated program - established by County Code Titles 26 to 29 Public Source Code Chapter 1095.

Provides for: 1) Building and Safety field offices capital leases and judgments and damages; 2) landfill gas monitoring and engineering services for the City of Carson and Victoria Regional Park and Golf Course; 3) financing of the County Engineer Fund fixed asset; and 4) equipment purchases in the Internal Services Fund necessary for the minimum requirements of the fund. The portion of this program cost applicable to the unincorporated area could not be determined.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Sub Total Programs						
A. Unincorporated						
$ 33,596,000	$ 0	$ 28,988,000	$ 4,608,000	$ 3,983,000	$ 625,000	0.0
B. Incorporated						
$ 11,473,000	$ 0	$ 11,473,000	$ 0	$ 0	$ 0	0.0
Total Programs						
$ 45,069,000	**$ 0**	**$ 40,461,000**	**$ 4,608,000**	**$ 3,983,000**	**$ 625,000**	**0.0**

FACILITY PROJECT MANAGEMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 21,598,113	$ 28,411,000	$ 34,337,000	$ 33,362,000	$ 33,362,000	$ -975,000
RESIDUAL EQUITY TRANS				103,000	103,000	103,000
GROSS TOTAL	$ 21,598,113	$ 28,411,000	$ 34,337,000	$ 33,465,000	$ 33,465,000	$ -872,000
LESS INTRAFD TRANSFER	11,820,456	17,870,000	25,199,000	24,027,000	24,027,000	-1,172,000
NET TOTAL	$ 9,777,657	$ 10,541,000	$ 9,138,000	$ 9,438,000	$ 9,438,000	$ 300,000
REVENUE	8,719,137	10,541,000	9,138,000	9,438,000	9,438,000	300,000
NET COUNTY COST	$ 1,058,520	$	$	$	$	$
REVENUE DETAIL						
INTEREST	$ 116,818	$ 100,000	$	$ 100,000	$ 100,000	$ 100,000
RENTS AND CONCESSIONS	81,468	163,000		163,000	163,000	163,000
FEDERAL AID-DISASTER	-5,337					
FEDERAL-OTHER	63,515					
CHRGS FOR SVCS-OTHER	8,373,629	10,247,000	9,138,000	9,144,000	9,144,000	6,000
MISCELLANEOUS	21,952	31,000		31,000	31,000	31,000
SALE OF FIXED ASSETS	67,092					
TOTAL	$ 8,719,137	$ 10,541,000	$ 9,138,000	$ 9,438,000	$ 9,438,000	$ 300,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

The 2002-03 Proposed Budget reflects funding for all activities required to provide construction management for capital projects, as well as earthquake recovery work. The Proposed Budget also includes financing for functions associated with the valuation and processing of real estate parcels and reflects: 1) a decrease of $1.8 million primarily due to a reduction in support work anticipated for construction management projects for the Superior Court, Probation and Fire Departments; and 2) an increase of $0.9 million in negotiated salaries and employee benefits, paid through the Internal Services Fund and charged to the Facility Project Management Fund.

Strategic Planning

The Facility Project Management Budget presents Public Works with a challenge in projecting future budgetary requirements for the construction management of capital projects and for valuation/acquisition activities. The activities of this budget rely heavily on the Board of Supervisors' approval of funding for County capital projects. A work plan is prepared for the coming budget year to detail the capital project work that is projected. However, capital project funding is volatile and the planned work will not always materialize. In spite of this volatility, an analysis is done each year to determine whether sufficient funding is available to perform the projected service requests. The analysis allows Public Works to determine whether fees need adjusting or whether work force adjustments need to be made to ensure that net County cost (NCC) requirements do not increase beyond the level allocated by the Board.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,943,000	$ -1,840,000	$ -103,000	--
	Capital Projects: Reflects an anticipated decrease in requirements due to termination or completion of various capital projects. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*			
2.	$ 103,000	$ --	$ 103,000	--
	Residual Equity Transfers Out: Reflects increased requirements for Internal Service Fund equipment. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*			
Other Changes				
1.	$ 968,000	$ 968,000	$ --	--
	Services and Supplies: Reflects funding for negotiated increases in salaries and employee benefits paid through the Internal Services Fund and charged to the Facility Project Management Fund.			
Total $	***-872,000***	***$ -872,000***	***$ 0***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. County Projects							
	$ 28,111,000	$ 28,111,000	$ 0	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for capital projects for the County of Los Angeles.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan. We will begin to develop performance measures for programs that are identified as strategic to operations once a long-range strategic plan is finalized. Over the long-term the Department will develop performance measures for all programs.

2. Non-County Projects							
	$ 167,000	$ 167,000	$ 0	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for capital projects for contract cities, private individuals, and other Governmental agencies.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan. We will begin to develop performance measures for programs that are identified as strategic to operations once a long-range strategic plan is finalized. Over the long-term the Department will develop performance measures for all programs.

3. Disaster Projects							
	$ 4,360,000	$ 4,360,000	$ 0	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for earthquake recovery work.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

3. Disaster Projects (cont'd)

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan. We will begin to develop performance measures for programs that are identified as strategic to operations once a long-range strategic plan is finalized. Over the long-term the Department will develop performance measures for all programs.

4. Reimbursable Real Property Services

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
$ 724,000	$ 724,000	$ 0	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities associated with the valuation, acquisition, and processing of real estate parcels.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan. We will begin to develop performance measures for programs that are identified as strategic to operations once a long-range strategic plan is finalized. Over the long-term the Department will develop performance measures for all programs.

5. Residual Equity Transfers

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
$ 103,000	$ 103,000	$ 0	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Provides for the financing of Internal Service Fund equipment.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan. We will begin to develop performance measures for programs that are identified as strategic to operations once a long-range strategic plan is finalized. Over the long-term the Department will develop performance measures for all programs.

Total Programs

$ 33,465,000	**$ 33,465,000**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**0.0**

PRE-COUNTY IMPROVEMENT DISTRICT STUDIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 153,822	$ 137,000	$ 137,000	$ 160,000	$ 160,000	$ 23,000
OTHER CHARGES	140,959					
GROSS TOTAL	$ 294,781	$ 137,000	$ 137,000	$ 160,000	$ 160,000	$ 23,000
REVENUE	80,605	50,000	50,000	61,000	61,000	11,000
NET COUNTY COST	$ 214,176	$ 87,000	$ 87,000	$ 99,000	$ 99,000	$ 12,000
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 75,846	$ 45,000	$ 45,000	$ 56,000	$ 56,000	$ 11,000
MISCELLANEOUS	4,759	5,000	5,000	5,000	5,000	
TOTAL	$ 80,605	$ 50,000	$ 50,000	$ 61,000	$ 61,000	$ 11,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

PUBLIC WAYS/PUBLIC FACILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 2,983,978	$ 3,483,000	$ 3,468,000	$ 3,468,000	$ 3,468,000	$
LESS INTRAFD TRANSFER	926,057	1,221,000	1,221,000	1,221,000	1,221,000	
NET TOTAL	$ 2,057,921	$ 2,262,000	$ 2,247,000	$ 2,247,000	$ 2,247,000	$
REVENUE	685					
NET COUNTY COST	$ 2,057,236	$ 2,262,000	$ 2,247,000	$ 2,247,000	$ 2,247,000	$
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$ 685	$	$	$	$	$
TOTAL	$ 685	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

REIMBURSEMENT FOR SEWER CONSTRUCTION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$	$	$ 210,000	$ 210,000	$ 210,000	$
REVENUE			210,000	210,000	210,000	
NET COUNTY COST	$	$	$	$	$	$
REVENUE DETAIL						
CHRGS FOR SVCS-OTHER	$	$	$ 210,000	$ 210,000	$ 210,000	$
TOTAL	$	$	$ 210,000	$ 210,000	$ 210,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2002-03 Budget Message

The 2002-03 Proposed Budget provides financing for feasibility studies associated with requests for the formation of new County Improvement (CI) Districts; management of the Countywide Anti-Graffiti Program; crossing guard services in unincorporated County areas; the Red Light Photo Enforcement program; emergency or urgently-needed special programs requested by the Board of Supervisors; and reimbursement to developers who are required to install larger sewer lines for future development. The Proposed Budget reflects: 1) funding for negotiated increases in salaries and employee benefits, paid out of the Internal Services Fund and charged to the Pre-County Improvement Districts Studies Fund; and 2) an anticipated increase in reimbursement from formed CIs.

Strategic Planning

The Pre-County Improvement District Studies Budget relies on net County cost (NCC) to fund the various activities in the budget unit unless there are funds owed to the Department from CIs previously formed. The Public Ways/Public Facilities budget relies on NCC or intrafund transfers to fund the various activities in the budget unit. The Reimbursement for Sewer Construction Budget is reviewed each year to determine whether there is a possibility of development in a particular area that would require the installation of oversized sewers to facilitate future growth in the area. Public Works projects the available reimbursements from previous years to determine the funding level for the activities in the coming year and will adjust the activity level accordingly so that NCC does not exceed the adjusted allowance approved by the Board of Supervisors. The Department continually looks for other funding opportunities to leverage and supplement the NCC.

Critical Needs

Crossing Guard Services $24,000: This critical need reflects an additional NCC request of $24,000 required to finance five additional crossing guards in order to meet the increasing demand from the community under the Board of Supervisors'-approved criteria. This projected need is attributable to an annual growth in student enrollments in recent years, greater traffic volume as a result of an increasing population, and continued implementation of the year-round school schedule.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 12,000	$ --	$ 12,000	--
	Pre-CI: Reflects funding for negotiated increases in salaries and employee benefits, paid out of the Internal Services Fund and charged to the Pre-CI Fund.			
2.	$ 11,000	$ 11,000	$ --	--
	Pre-CI: Reflects an anticipated increase in reimbursement from formed CIs to perform preliminary studies for potential new CI's based on anticipated revenue. This request reflects the same level of NCC as in 2001-02. *Supports Countywide Strategic Plan Goal 4, Strategies 1 and 2.*			
Total $	***23,000***	***$ 11,000***	***$ 12,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Unincorporated Services							
	$ 160,000	$ 0	$ 61,000	$ 99,000	$ 0	$ 99,000	0.0

Authority: Non-mandated, discretionary program.

Provides for studies associated with forming County Improvement (CI) projects anticipated in the future. These studies are done in response to requests from the Board of Supervisors or the public. The budgeted revenue reflects assessment and miscellaneous revenue reimbursing Public Works for the costs of preparing studies for previously formed CIs. Net County cost has become the primary source of financing in this fund. Our request reflects the same level of net County cost as in the current year.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to operations once the long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

Total Programs							
$ 160,000	**$ 0**	**$ 61,000**	**$ 99,000**	**$ 0**	**$ 99,000**	**0.0**	

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Crossing Guard Services						
$ 1,547,000	$ 0	$ 0	$ 1,547,000	$ 0	$ 1,547,000	0.0

Authority: Non-mandated, discretionary program.

Provides funding for non-reimbursable crossing guard services at elementary schools in the unincorporated area of Los Angeles County.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

2. Graffiti Abatement						
$ 500,000	$ 0	$ 0	$ 500,000	$ 0	$ 500,000	0.0

Authority: Non-mandated, discretionary program.

Provides for public education programs recommended by the Grand Jury and the Multi-Agency Graffiti Intervention Committee (MAGIC) to promote the countywide anti-graffiti message and for graffiti abatement in areas not included in Flood or Road rights of ways. Without net County cost, the special graffiti programs, such as zero tolerance zones, in the five Supervisorial Districts, mostly financed with Flood Fund and/or Road, would have to be terminated, as well as all MAGIC support.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

3. Special Projects						
$ 1,421,000	$ 1, 221,000	$ 0	$ 200,000	$ 0	$ 200,000	0.0

Authority: Non-mandated, discretionary program.

Provides funding for the Red Light Photo Enforcement Program and emergency or urgently needed projects which cannot be financed using restricted funds, such as landslide mitigation unrelated to Flood or Road projects or rights of way. No other funding is available for these programs.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

3. **Special Projects** (cont'd)

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to the operations once a long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 3,468,000	**$ 1,221,000**	**$ 0**	**$ 2,247,000**	**$ 0**	**$ 2,247,000**	**0.0**

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Unincorporated Services						
$ 210,000	$ 0	$ 210,000	$ 0	$ 0	$ 0	0.0

Authority: Non-mandated, discretionary program. Established by Los Angeles County Code Title 20.

Funds reimbursement to developers who are required to install larger sewer lines than their projects would otherwise require in order to allow for future development.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: Public Works is currently developing a long-range strategic plan. The Department will begin to develop performance measures for programs that are identified as strategic to operations once the long-range strategic plan is finalized. Over the long-term, the Department will develop performance measures for all programs.

Total Programs						
$ 210,000	**$ 0**	**$ 210,000**	**$ 0**	**$ 0**	**$ 0**	**0.0**

FLOOD CONTROL DISTRICT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	$ 169,171,134	$ 175,433,000	$ 180,823,000	$ 171,481,000	$ 171,481,000	$ -9,342,000
OTHER CHARGES	19,608,131	20,558,000	20,985,000	20,968,000	20,968,000	-17,000
FIXED ASSETS-B & I	2,222,062	4,113,000	20,239,000	21,470,000	21,470,000	1,231,000
FIXED ASSETS-EQUIP	43,496	50,000	50,000	50,000	50,000	
TOT FIX ASSET	2,265,558	4,163,000	20,289,000	21,520,000	21,520,000	1,231,000
RESIDUAL EQUITY TRANS	757,658	2,416,000	2,416,000	2,052,000	2,052,000	-364,000
GROSS TOTAL	$ 191,802,481	$ 202,570,000	$ 224,513,000	$ 216,021,000	$ 216,021,000	$ -8,492,000
DESIGNATIONS	12,000,000			12,000,000	12,000,000	12,000,000
TOT FIN REQMTS	$ 203,802,481	$ 202,570,000	$ 224,513,000	$ 228,021,000	$ 228,021,000	$ 3,508,000
AVAIL FINANCE						
FUND BALANCE	$ 17,708,000	$ 18,392,000	$ 18,392,000	$ 12,393,000	$ 12,393,000	$ -5,999,000
CANCEL RES/DES	14,440,211	11,080,000	4,000,000	12,829,000	12,829,000	8,829,000
PROPERTY TAXES	56,717,669	58,305,000	55,605,000	59,425,000	59,425,000	3,820,000
SPECIAL ASSESSMENT	107,700,289	107,588,000	107,608,000	107,588,000	107,588,000	-20,000
REVENUE	25,628,546	19,598,000	38,908,000	35,786,000	35,786,000	-3,122,000
TOT AVAIL FIN	$ 222,194,715	$ 214,963,000	$ 224,513,000	$ 228,021,000	$ 228,021,000	$ 3,508,000
REVENUE DETAIL						
PROP TAXES-CURR-SEC	$ 51,724,937	$ 53,326,000	$ 50,779,000	$ 54,446,000	$ 54,446,000	$ 3,667,000
PROP TAXES-CURR-UNSEC	2,887,183	2,946,000	2,678,000	2,946,000	2,946,000	268,000
PROP TAXES-PRIOR-SEC	687,132	523,000	684,000	523,000	523,000	-161,000
PROP TAXES-PRIOR-UNS	58,061					
SUPP PROP TAXES-CURR	917,212	1,365,000	1,335,000	1,365,000	1,365,000	30,000
SUPP PROP TAXES-PRIOR	443,144	145,000	129,000	145,000	145,000	16,000
OTHER LIC & PERMITS	597,966	600,000	600,000	500,000	500,000	-100,000
PEN/INT/COSTS-DEL TAX	1,474,121	1,303,000	1,557,000	1,303,000	1,303,000	-254,000
INTEREST	7,602,841	5,000,000	6,000,000	5,000,000	5,000,000	-1,000,000
RENTS AND CONCESSIONS	5,434,884	5,643,000	5,527,000	6,040,000	6,040,000	513,000
ROYALTIES	258,266	600,000	600,000	600,000	600,000	
OTHER STATE IN-LIEU	6,284					
STATE AID-DISASTER	664,805		1,200,000			-1,200,000
HOMEOWNER PRO TAX REL	806,284	800,000	800,000	800,000	800,000	
STATE-OTHER	721,191	1,000,000		1,000,000	1,000,000	1,000,000
FED AID-CONSTRUCT/CP	272,555	314,000	9,044,000	8,950,000	8,950,000	-94,000
FEDERAL AID-DISASTER	1,981,287		4,900,000	4,246,000	4,246,000	-654,000
FEDERAL-OTHER	2,996,668	-122,000	3,600,000	1,594,000	1,594,000	-2,006,000
OTHER GOVT AGENCIES	1,530,253	1,540,000	1,120,000	1,540,000	1,540,000	420,000
PLANNING & ENG SVCS	1,280,998	140,000	80,000	200,000	200,000	120,000
COURT FEES & COSTS	4,200					
ROAD & STREET SVCS	-3,238,277	430,000	1,570,000	1,453,000	1,453,000	-117,000
CHRGS FOR SVCS-OTHER	856,710	1,300,000	1,250,000	1,550,000	1,550,000	300,000
SPECIAL ASSESSMENTS	107,700,289	107,588,000	107,608,000	107,588,000	107,588,000	-20,000
OTHER SALES	134,726	100,000	60,000	60,000	60,000	
MISCELLANEOUS	2,137,131	800,000	800,000	800,000	800,000	
SALE OF FIXED ASSETS	105,653	150,000	200,000	150,000	150,000	-50,000
TOTAL	$ 190,046,504	$ 185,491,000	$ 202,121,000	$ 202,799,000	$ 202,799,000	$ 678,000

FUND	FUNCTION	ACTIVITY
PW-FLOOD CTL DIST GEN FUND	PUBLIC WAYS AND FACILITIES	PUBLIC WAYS

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net increase of $3.5 million primarily due to: 1) the Sun Valley Watershed Management and Replenishment Project; 2) the Santa Anita Dam Spillway and Seismic Rehabilitation Project; 3) increased activities pertaining to the Storm Drain Clean Water Act; 4) the operation and maintenance of flood maintenance facilities; 5) the repair and rehabilitation of channels; and 6) the construction phase of the Headquarters Hazard Mitigation Grant Capital Project.

The Proposed Budget also reflects the annual operating subsidy to the Departments of Beaches and Harbors and Parks and Recreation.

Strategic Planning

A strategic plan is prepared every year for the Flood Control District to determine the financing requirements and sources for future years. The main sources of revenue for the district are a benefit assessment and property taxes. The benefit assessment is projected based on the approved assessment rate. Property taxes are projected based on historical information. Financing requirements are established based upon need for construction of infrastructure improvements, maintenance of infrastructure, and auxiliary functions. Public Works determines from the strategic plan whether construction or maintenance can be delayed or whether a benefit assessment increase is appropriate for a given year. The strategic plan helps Public Works identify alternative funding sources for future needs that will partially offset or eliminate the amount of the benefit assessment increase. The strategic plan also helps Public Works identify the appropriate staffing level for the district for future years.

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	$ 9,621,000	$ 9,621,000	--
	Auxiliary Programs: Reflects an increase primarily due to the construction phase of the Headquarters Hazard Mitigation Grant Capital Project. This change also reflects anticipated increases in activities pertaining to the Storm Drain Clean Water Act, the operation and maintenance of flood maintenance facilities, and underground tank replacement. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
2.	$ -18,906,000	$ -18,906,000	--
	Construction Programs: Reflects an anticipated decrease in the construction of channel improvements, groundwater recharge facilities, and the repair and rehabilitation of runoff regulation facilities. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
3.	$ 829,000	$ 829,000	--
	Construction - Los Angeles County Drainage Area (LACDA) Programs: Reflects an increase for the final work, which includes cleanup and contaminated soil mitigation, as well as right of way, and other final closeout costs of the LACDA Project. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
4.	$ 337,000	$ 337,000	--
	Construction - Future Programs: Reflects an increase for planning and design work on watershed and water conservation studies and investigations of dams. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes (cont'd)			
5.	$ 36,000	$ 36,000	--
	Maintenance Programs: Reflects an increase for operation and maintenance of channel improvements. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
6.	$ -409,000	$ -409,000	--
	Other Programs: Reflects an anticipated decrease in litigation costs. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*		
7.	$ 12,000,000	$ 12,000,000	--
	Designation: Reflects an increase for the Santa Anita Dam Spillway and Seismic Rehabilitation Project and the Sun Valley Watershed Management and Replenishment Project. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
Total $	***3,508,000***	***$ 3,508,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
1. Pump Plants Maintenance Costs		
$ 1,761,000	$ 1,761,000	0.0

Authority: Mandated program - Flood Control Act.

This program is used for activities related to the operations and maintenance of pumping plants designed to pump storm runoff. Activities performed under this program include design service; maintaining and repairing instruments and equipment; and craft and engineering services

Program Outcome: Effective management of storm runoff.

Service Delivery Standard: Provide pumping capacity to convey storm flows to protect the health and safety of surrounding residents and businesses.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of Pump Plants[1]	43	43	43	44
Cost to maintain Pump Plants (adjusted for inflation to 1998-99 base year)	$1,497,353	$1,900,793	$1,588,000	$1,761,000
Workload/Output				
Capacity, cubic feet per second (CFS)	8,156	8,156	8,156	8,276
Efficiency				
Cost of maintenance per CFS	$183.59	$233.05	$194.70	$212.78
Effectiveness/Outcome				
Relative efficiency (cost of maintenance per CFS compared to base year 1994-95 of $463.25)[2]	252%	199%	238%	218%

Explanatory Notes:
(1) These pump plants protect low lying areas of Los Angeles County where water cannot drain by gravity (primarily along the lower San Gabriel and Los Angeles Rivers).
(2) Cost to maintain these pump plants can fluctuate from year to year depending on the maintenance and/or replacement of motor parts. For comparability, the original 1994-95 base year standard has been adjusted for inflation of 9.0 percent to be equivalent to the 1999-00 costs ($425.00 x 1.09 = $463.25).

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
2. Flood Control Construction Program - Control of Support Cost		
$ 35,001,000	$ 35,001,000	0.0

Authority: Mandated program - Flood Control Act.

This program is used to construct flood control channels and extensions. Work performed under this program includes project management, contract administration, design and construction services including electrical, hydraulic, hydrology, and mechanical support services, geotechnical investigation, materials testing and analysis, surveying services and traffic management.

2. Flood Control Construction Program - Control of Support Cost (cont'd)

Program Outcome: Minimize damage caused by storm runoff.

Service Delivery Standard: Provide/maintain the effectiveness of the existing flood control system and increase flood protection for the general public in the County of Los Angeles.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Dollar value of flood construction contracts completed[1]	$53,106,679	$28,487,819	$40,263,000	$35,001,000
Workload/Output				
Engineering support cost for the projects[2]	$17,457,806	$7,733,482	$10,775,000	$5,773,000
Efficiency				
Ratio of support cost to contract value as a percentage	32.87%	27.15%	26.76%	16.49%
Effectiveness/Outcome				
Relative efficiency (percentage of engineering support cost compared to the 30 percent benchmark)	91%	111%	112%	182%

Explanatory Notes:
(1) Dollar value of Flood Control Construction Program contracts shown reflects all contracts for new storm drain construction (Program No. F022) accepted by the Board of Supervisors in that fiscal year. Also, included are projects constructed by other agencies with Flood Funds.
(2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, material engineering and testing, detour signing and striping, etc.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
3. Debris Basin Capacity and Maintenance Costs		
$ 3,836,000	$ 3,836,000	0.0

Authority: Mandated program - Flood Control Act.

This program is used for activities related to the operation and maintenance of debris basins and sediment placement sites. Work performed under this program includes design services, geotechinical (geology and soils) investigations, material testing and analysis, various mapping and property management functions, craft and electrical services, preparation of environmental documents and compliance with regulatory requirements and surveying.

Program Outcome: Maximize the capacity and effectiveness of debris basins.

Service Delivery Standard: Provide debris containment at Department debris basis to protect the health and safety of downstream residents and businesses.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Average rainfall in mountainous Debris Basin areas (inches)	18	13	20	20
Costs to maintain Debris Basins (adjusted for inflation to 1999-00)	$3,241,538	$3,721,000	$3,745,000	$3,836,000
Workload/Output				
Number of debris basins	116	118	118	118
Number of debris retaining inlets	167	167	167	167
levels of protection provided: (debris storage capacity in cubic yards)				
Debris Basin design capacity	8,300,000	8,335,000	8,335,000	8,335,000
Debris Basin available capacity(1)	8,034,725	7,895,524	8,066,000	8,066,000
Efficiency				
Available capacity(1) for basins maintained	97%	95%	97%	97%
Effectiveness/Outcome				
Relative efficiency (percentage) of available capacity for basins maintained compared to 95 percent benchmark)	102%	100%	102%	102%

Explanatory Note:
(1) Available capacity is a function of the design capacity, which is the maximum intended storage capacity available, and the amount of debris currently in the basins. Certain factors affect the available capacity, such as the frequency of debris removal, or basin modifications.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
4. Water Conserved		
$ 4,244,000	$ 4,244,000	0.0

Authority: Mandated program - Flood Control Act.

This program is used for activities related to the operation and maintenance of spreading grounds and appurtenant structures. Work performed under this program includes design services, data collection and processing, materials testing and analysis, geotechnical investigations, mapping and property management services and craft services.

Program Outcome: Maximize the amount of rainfall that is introduced into the groundwater supply.

Service Delivery Standard: To collect and conserve water by directing runoff to spreading grounds instead of wasting it to the ocean.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Rainfall received in inches(1)	8.98	14.79	15.51	15.51
Cost to conserve water (adjusted for inflation to 1994-95 base year)	$3,428,905	$3,301,772	$4,056,000	$ 4,244,000
Workload/Output				
Water conserved in acre feet(2)	120,608	148,100	180,000	180,000
Value of water conserved at $349 per acre-foot	$42,092,192	$51,686,900	$62,820,000	$62,820,000

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Efficiency				
Cost per acre-foot of water saved (adjusted for inflation)	$28.43	$22.29	$22.53	$23.58
Effectiveness/Outcome				
Water acre feet conserved per inch rainfall received	13,431	10,014	11,605	11,605
Value of water conserved per inch rainfall received	$4,687,327	$3,494,719	$4,050,000	$4,050,000

Explanatory Notes:

(1) As measured at the Los Angeles (Ducommun) Station, 15.51 inches is the historical average annual rainfall received. Due to the La Nina effect, 1999-00 rainfalls were less than average rainfall years.

(2) In the interest of flood control or if spreading facilities are overtaxed, too much rainfall in a given period may require the storm waters to be sent directly into the ocean. This could result in many inches of rainwater received, but the acre-feet of water saved could still be low. Too little rainfall will not allow the rain to get to the spreading grounds. Natural absorption into the ground will also prevent the rainwater from reaching the spreading grounds (artificial absorption points).

The retention capabilities of our system will always be a factor in conserving storm runoff. If any dam is being serviced, repaired, cleaned out, modified, improved in any way, or has State operating restrictions placed on it, it may affect the ability to retain storm runoff at the dam site for release to a spreading facility during a nonstorm period. Also, spreading basin maintenance could negatively impact the operation and effectiveness of the facility and require some storm runoff at that location to be lost. Every effort is made to never render such as facility totally inoperable at any given time.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
5. All Other Flood Control District Fund Programs		
$ 183,179,000	$ 183,179,000	0.0

Authority: Mandated program - Flood Control Act.

This program consists of approximately 150 separate flood control related activities.

Program Outcome: Outcomes vary with the 150 separate activities provided within this program. Outcomes are under development for the larger activities.

Service Delivery Standard: Upon completion of program outcomes, services delivery standards will be developed.

Explanatory Note: This program consists of many lesser activities. Public Works is in the process of developing performance measures for some of the larger activities, which should be available for inclusion in the 2003-04 Proposed Budget.

Total Programs		
$ 228,021,000	**$ 228,021,000**	**0.0**

INTERNAL SERVICE FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
OPERATING EXP						
SALARIES & EMP BEN	$ 220,420,991	$ 232,962,000	$ 264,759,000	$ 282,667,000	$ 278,707,000	$ 13,948,000
SERVICES & SUPPLIES	41,404,307	57,135,000	86,696,000	78,666,000	78,666,000	-8,030,000
OTHER CHARGES	1,552,135	1,413,000	1,945,000	917,000	917,000	-1,028,000
FIXED ASSETS-EQUIP	16,672,887	13,478,000	13,478,000	13,309,000	13,309,000	-169,000
TOT OP EXP	280,050,320	304,988,000	366,878,000	375,559,000	371,599,000	4,721,000
OTHER FINANCING USES	38,509	39,000	39,000			-39,000
APPR FOR CONTINGENCY			98,000			-98,000
GROSS TOTAL	$ 280,088,829	$ 305,027,000	$ 367,015,000	$ 375,559,000	$ 371,599,000	$ 4,584,000
DESIGNATIONS	6,000,000	6,000,000	6,000,000	5,800,000	5,800,000	-200,000
TOT FIN REQMTS	$ 286,088,829	$ 311,027,000	$ 373,015,000	$ 381,359,000	$ 377,399,000	$ 4,384,000
AVAIL FINANCE						
FUND BALANCE	$ 225,000	$ 98,000	$ 98,000	$	$	$ -98,000
CANCEL RES/DES	16,757,004	6,000,000	6,000,000	6,000,000	6,000,000	
OP REVENUE	266,289,580	297,451,000	359,439,000	366,594,000	363,890,000	4,451,000
OTH FIN SOURCE	643,668			1,256,000		
RES EQ TRANS	2,271,694	7,478,000	7,478,000	7,509,000	7,509,000	31,000
TOT AVAIL FIN	$ 286,186,946	$ 311,027,000	$ 373,015,000	$ 381,359,000	$ 377,399,000	$ 4,384,000
BUDGETED POSITIONS	3,975.0	3,981.0	3,981.0	3,992.0	3,964.0	-17.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 338	$	$	$	$	$
ROYALTIES	40,868					
STATE AID-DISASTER	6,276					
FEDERAL AID-DISASTER	-1,824					
FEDERAL-OTHER	600					
PLANNING & ENG SVCS	341					
AGRICULTURAL SERVICES	11,115					
CHRGS FOR SVCS-OTHER	266,375,129					
OTHER SALES	27,804					
MISCELLANEOUS	-171,067	297,451,000	359,439,000	366,594,000	363,890,000	4,451,000
SALE OF FIXED ASSETS	643,668					
OPERATING TRANSFER IN				1,256,000		
RES EQUITY TRANS IN	2,271,694	7,478,000	7,478,000	7,509,000	7,509,000	31,000
TOTAL	$ 269,204,942	$ 304,929,000	$ 366,917,000	$ 375,359,000	$ 371,399,000	$ 4,482,000

2002-03 Budget Message

The Internal Service Fund (ISF) is designed to simplify billings for services provided between the multiple funds which finance the Department of Public Works' (DPW) operation. This fund allows for salaries and employee benefits, materials and supplies, and equipment charges for DPW to be paid through the fund, and the appropriation amounts recovered from each special fund.

2002-03 Budget Message (cont'd)

The 2002-03 Proposed Budget reflects a net increase of $4.4 million primarily due to: 1) increases in negotiated salaries and employee benefits; 2) increases associated with a new capital projects' classification structure approved by the Board of Supervisors, December 18, 2001, 3) a decrease in services and supplies funding for services rendered by other County departments; 4) a decrease in capital lease payments for the Countywide Integrated Radio System; 5) a reduction in fixed assets; 6) the repayment of a Productivity Investment Fund loan; and 7) an increase in revenue.

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	$ 2,332,000	$ 2,332,000	--
	Capital Projects' Classification Structure: Reflects an increase associated with the establishment of new classes, salaries and benefits for the capital projects' classification structure approved by the Board, December 18, 2001. *Supports Countywide Strategic Plan, Goal 4, Strategy 1.*		
2.	$ -1,603,000	$ -1,603,000	-17.0
	Staffing Adjustments: Reflects the deletion of 17.0 vacant positions. *Supports Countywide Strategic Plan, Goal 4, Strategy 1.*		
Other Changes			
1.	$ 7,494,000	$ 7,494,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.		
2.	$ 759,000	$ 759,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increases in debt services costs associated with the issuance of 1986 Certificate of Participation and 1994 Pension Obligation Bonds to eliminate unfunded liability in the retirement system.		
3.	$ 4,966,000	$ 4,966,000	--
	Other Salaries and Employee Benefits: Reflects increased funding for various employee benefits, including increases to more accurately fund anticipated retirement costs.		
4.	$ -1,028,000	$ -1,028,000	--
	Other Changes: Reflects a decrease in funding due to a reduction in capital lease payments for the Countywide Integrated Radio System.		
5.	$ -39,000	$ -39,000	--
	Other Financing Uses: Reflects a decrease in financing requirements for the repayment of a Productivity Investment Fund loan.		

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Other Changes (cont'd)			
6.	$ -8,497,000	$ -8,487,000	--
	Other Adjustments: Reflects adjustment in services and supplies and fixed assets based on available funding. Also, reflects the elimination of reserves to reflect actual need.		
Total	***$ 4,384,000***	***$ 4,384,000***	***-17.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
1. Internal Services Fund		
$ 377,399,000	$ 377,399,000	3,964.0

Authority: Non-mandated, discretionary program.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Public Works has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Explanatory Note: This program provides public works services in a responsive, efficient, and cost-effective manner. It is designed to simplify billings for services provided between the multiple funds that finance Public Works operations. It functions as a clearing account. Therefore, performance measures are not applicable.

Total Programs		
$ 377,399,000	**$ 377,399,000**	**3,964.0**

ROAD FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	$ 195,033,150	$ 221,681,000	$ 237,037,000	$ 228,198,000	$ 228,198,000	$ -8,839,000
OTHER CHARGES	1,389,913	1,119,000	8,604,000	5,220,000	5,220,000	-3,384,000
FIXED ASSETS-LAND	98,653		639,000	489,000	489,000	-150,000
FIXED ASSETS-B & I			1,287,000			-1,287,000
TOT CAP PROJ	98,653		1,926,000	489,000	489,000	-1,437,000
FIXED ASSETS-EQUIP			200,000	200,000	200,000	
TOT FIX ASSET	98,653		2,126,000	689,000	689,000	-1,437,000
RESIDUAL EQUITY TRANS	1,137,927		3,452,000	4,243,000	4,243,000	791,000
APPR FOR CONTINGENCY			18,062,000			-18,062,000
GROSS TOTAL	$ 197,659,643	$ 222,800,000	$ 269,281,000	$ 238,350,000	$ 238,350,000	$ -30,931,000
TOT FIN REQMTS	$ 197,659,643	$ 222,800,000	$ 269,281,000	$ 238,350,000	$ 238,350,000	$ -30,931,000
AVAIL FINANCE						
FUND BALANCE	$ 14,277,000	$ 36,562,000	$ 36,562,000	$ 19,770,000	$ 19,770,000	$ -16,792,000
CANCEL RES/DES	3,693,993	1,290,000				
REVENUE	216,251,103	204,718,000	232,719,000	218,580,000	218,580,000	-14,139,000
TOT AVAIL FIN	$ 234,222,096	$ 242,570,000	$ 269,281,000	$ 238,350,000	$ 238,350,000	$ -30,931,000
REVENUE DETAIL						
SALES & USE TAXES	$ 3,013,219	$ 3,263,000	$ 3,104,000	$ 3,300,000	$ 3,300,000	$ 196,000
CONSTRUCTION PERMITS	2,103,020	1,301,000	1,780,000	1,770,000	1,770,000	-10,000
ROAD PRIVIL & PERMITS	51,234	22,000	54,000	32,000	32,000	-22,000
FRANCHISES	1,400	3,000	5,000	3,000	3,000	-2,000
OTHER LIC & PERMITS	4,303					
PEN/INT/COSTS-DEL TAX	722	1,000	1,000	1,000	1,000	
INTEREST	6,087,210	4,809,000	5,756,000	4,890,000	4,890,000	-866,000
RENTS AND CONCESSIONS	42,836	2,000	50,000	2,000	2,000	-48,000
ST-HIGHWAY USERS TAX	116,657,438	119,253,000	152,823,000	119,957,000	119,957,000	-32,866,000
STATE AID-CONSTR/CP			1,926,000	489,000	489,000	-1,437,000
STATE AID-DISASTER	273,997		100,000			-100,000
BIX-AIRCRAFT	-218,670					
STATE-OTHER	10,207,958	5,648,000	15,833,000	10,761,000	10,761,000	-5,072,000
FED AID-PUB ASST PROG	-739					
FEDERAL AID-DISASTER	1,406,088	200,000	700,000			-700,000
FED-FOREST RESRVE REV	371,223	372,000	372,000	372,000	372,000	
FEDERAL-OTHER	26,854,362	40,784,000	37,156,000	47,282,000	47,282,000	10,126,000
OTHER GOVT AGENCIES	597,112	1,294,000	500,000	1,230,000	1,230,000	730,000
PLANNING & ENG SVCS	1,705,222	1,960,000	1,895,000	1,309,000	1,309,000	-586,000
ROAD & STREET SVCS	41,035,399	16,427,000	2,653,000	17,791,000	17,791,000	15,138,000
CHRGS FOR SVCS-OTHER	5,635,069	9,113,000	7,669,000	9,091,000	9,091,000	1,422,000
OTHER SALES	26,774	33,000	34,000	33,000	33,000	-1,000
MISCELLANEOUS	373,385	221,000	253,000	254,000	254,000	1,000
SALE OF FIXED ASSETS	22,541	12,000	55,000	13,000	13,000	-42,000
TOTAL	$ 216,251,103	$ 204,718,000	$ 232,719,000	$ 218,580,000	$ 218,580,000	$ -14,139,000

FUND	FUNCTION	ACTIVITY
PW-ROAD FUND	PUBLIC WAYS AND FACILITIES	PUBLIC WAYS

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net decrease of $30.9 million primarily due to an anticipated reduction in State funding resulting from Assembly Bill (AB) 2928 for the construction and maintenance of local streets and roads. The Proposed Budget also reflects: 1) an anticipated reduction for the construction of bridges, tunnels, and road resurfacing programs; 2) the rehabilitation of underground tanks; 3) an increase in charges for mapping services for County infrastructures; and 4) increases in traffic investigations; traffic studies; operation, maintenance, and repair of road maintenance facilities; parkway tree maintenance; and building and ground improvement projects.

Strategic Planning

A strategic plan is prepared every year for the Road Fund to determine the financing requirements and sources for future years. The main sources of revenue for the Road Fund are State Highway Users Tax and reimbursable services from other governmental agencies. The users tax is projected based upon historical information and is relatively stable. However, economic influences, such as the price of gasoline, can impact the projected revenue. Reimbursable services revenue is projected based upon reimbursable projects scheduled for a particular year. Financing requirements are established based upon need for construction of infrastructure improvements, maintenance of infrastructure, and auxiliary functions. Public Works determines from the strategic plan what mix of reimbursable construction, nonreimbursable construction, and infrastructure maintenance will maximize financing and meet the needs of the residents of the County. Public Works aggressively pursues various funding sources to ensure that the Highway Users Tax is utilized where it is most beneficial. The strategic plan also helps Public Works identify the appropriate staffing level for the Road Fund for future years.

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	$ 3,608,000	$ 3,608,000	--

Building, Equipment, and Land: Reflects an increase primarily due to higher than anticipated requirements for building and improvement projects for various road maintenance yards, operation, maintenance and repair of road maintenance facilities, and rehabilitation of underground tanks. This increase also provides for residual equity transfer to the Internal Service Fund (ISF) for fixed assets-equipment items. A decrease in Capital Project requirements, including Central Yard Improvement and Soil Remediation in the East Los Angeles area, is also reflected. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

2.	$ -19,556,000	$ -19,556,000	--

Construction: Reflects an anticipated decrease due to the AB 2928 reduction of revenue and decreased requirements for construction of bridges and tunnels, acquisition of right of way, construction of traffic signals, and disaster services programs. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

3.	$ 809,000	$ 809,000	--

Fee-Based: Reflects an anticipated increase in permit issuances and plan checking services for partially-owned streets and subdivisions. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

4.	$ -64,000	$ -64,000	--

Highway Planning: Reflects a decrease in anticipated requirements for planning, studying, and reviewing activities relating to the County Highway Plan, including geotechnical investigations and material testing and analysis to support the Master Plan of Highways. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*

Changes From 2001-02 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes (cont'd)			
5.	$ 953,000	$ 953,000	--
	Information Service: Reflects an increase primarily for programming and systems analysis associated with the Road Information System, Pavement Management System, and Computer Aided Drafting Design (CADD) networks. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
6.	$ -2,415,000	$ -2,415,000	--
	Maintenance: Reflects a decrease in services primarily due to the AB 2928 reduction of revenue, including road resurfacing, slurry or seal pavement, and pavement patching programs. An increase in the parkway tree maintenance program is planned. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
7.	$ 1,348,000	$ 1,348,000	--
	Mapping and Property Management: Reflects an anticipated increase in County infrastructure mapping requirements. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
8.	$ 2,440,000	$ 2,440,000	--
	Traffic Control and Public Safety: Reflects an increase for traffic investigation program, traffic studies, traffic signal operation, and area accident analysis work. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
9.	$ 873,000	$ 873,000	--
	Traffic Operations: Reflects an anticipated increase for pavement marking and striping, maintenance of traffic signals, repair of illuminated street name signs, and replacement of traffic signal controllers. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*		
10.	$ -18,062,000	$ -18,062,000	--
	Contingencies: Reflects the elimination of the appropriation for contingencies in this fund as it represented a fund balance adjustment at the end of 2001-02. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*		
Other Changes			
1.	$ -865,000	$ -865,000	--
	Claims and Litigation: Reflects an anticipated decrease in litigation and settlement costs requirements.		
Total $	***-30,931,000***	***$ -30,931,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
1. Road Construction Program - Control of Support Costs		
$ 54,655,000	$ 54,655,000	0.0

Authority: Mandated program - Road Act.

This program covers activities related to the construction of roads, highways, bridges, tunnels, and traffic signals. Activities performed under this program include design services, contract administration, material testing, geotechnical investigation, plan review, geometric and signal design, project management, and inspection services.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Maintain all major and secondary highways in fair or better condition.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Dollar value of road construction contracts completed[1]	$18,469,328	$20,412,019	$89,565,000	$54,655,000
Workload/Output				
Engineering support cost for the projects[2]	$11,783,164	$11,073,903	$31,894,000	$21,862,000
Efficiency				
Ratio of support cost to contract value as a percentage	63.80%	54.25%	35.61%	40.00%
Effectiveness/Outcome				
Relative efficiency (percentage support costs compared to base year 1994-95 of 44.57%)	70%	82%	125%	111%

Explanatory Notes:
(1) Dollar value of Road Construction Program contracts shown reflects all contracts accepted by the Board of Supervisors in that fiscal year.
(2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, materials engineering and testing, detour signing, and striping, etc.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
2. Shoulder Maintenance Efficiency		
$ 2,923,000	$ 2,923,000	0.0

Authority: Mandated program - Road Act.

This program covers activities related to shoulder maintenance and repair within the road right of way. Activities performed under this program include material testing and analysis.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

2. **Shoulder Maintenance Efficiency** (cont'd)

Service Delivery Standard: In accordance with the County's Strategic Plan, the Department is transitioning from the previously established program outcome measures found in the budget submission, that were based essentially upon the fiscal perspective, to the new and customer-focused program service delivery standards and attendant performance measures that better assess and measure service delivery to the customer and empower the workforce to support our communities. The Department finds value in this "transition year" to report on the existing budget performance measures, as they continue to develop the underlying support systems, and capture the data to report progress achieved on the new, customer-focused, performance measures.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual amount spent on entire shoulder maintenance program[1] (adjusted for inflation to 1999-00)	$3,362,318	$3,080,391	$2,990,000	$2,923,000
Workload/Output				
Total number of shoulder miles maintained	3,830	3,830	3,830	3,830
Efficiency				
Cost per shoulder mile maintained	$877.89	$804.28	$780.68	$763.19
Effectiveness/Outcome				
Relative efficiency (cost per shoulder mile maintained compared to base year 1994-95 of $950.89)[2]	108%	118%	122%	125%

Explanatory Notes:
(1) In addition to shoulder grading, the program also includes costs to remove slide material from the shoulder, haul water, haul road material, flag traffic, etc.
(2) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 9.0% to be equivalent to the 1999-00 costs ($872.38 x 1.09 = $950.89).

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
3. Slurry Seal Cost		
$ 7,406,000	$ 7,406,000	0.0

Authority: Mandated program - Road Act.

This program covers activities related to the slurry sealing of pavement. Activities performed under this program include surface treatment to asphalt pavement, testing and analysis of road materials, replacement of striping and markings, inspection services, and contract administration.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: In accordance with the County's Strategic Plan, the Department is transitioning from the previously established program outcome measures found in the budget submission, that were based essentially upon the fiscal perspective, to the new and customer-focused program service delivery standards and attendant performance measures that better assess and measure service delivery to the customer and empower the workforce to support our communities. The Department finds value in this "transition year" to report on the existing budget performance measures, as they continue to develop the underlying support systems, and capture the data to report progress achieved on the new, customer-focused, performance measures.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total amount spent on slurry seal [1] (adjusted for inflation to 1999-00)	$4,032,258	$7,070,755	$6,825,000	$7,406,000
Workload/Output				
Total number of square feet sealed (includes both regular slurry and higher level protection)	35,028,879	67,922,838	67,991,846	75,730,090
Total number of square feet sealed at higher level protection (cape seal, rubberized asphalt slurry seal, etc.)	13,531,540	17,863,777	16,928,444	18,932,522
Adjustment factor for additional useful life provided by higher level seals [2]	1.5	1.5	1.5	1.5
Adjusted total number of square feet	41,794,649	76,854,727	76,456,068	85,196,351
Efficiency				
Cost per square foot, adjusted total number of square feet	$0.0965	$0.0920	$0.0893	$0.0869
Effectiveness/Outcome				
Cost effectiveness per square foot compared to base year 1984-95 of $0.0797 [3]	83%	87%	89%	92%
Percent of higher level slurry applied	39%	26%	25%	25%

Explanatory Notes:

(1) Public Works is roughly doubling the amount of slurry seal work during FY 2000-01 and FY 2001-02 as it transitions from a seven-year slurry seal cycle to a five-year cycle.

(2) Rubberized asphalt slurry seal and cape seal provide an increasingly longer useful life as these technologies continue to improve. This longer life is stated as an adjustment factor that compares the expected life of higher level seals to the expected life of traditional slurry seals. The adjusted total number of square feet sealed includes this factor multiplied by the total slurry square feet of rubberized and cape seal.

(3) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 9.0% to be equivalent to the 1999-00 costs ($0.0731 x 1.09 = $0.0797).

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
4. Street Sweeping Efficiency		
$ 2,695,000	$ 2,695,000	0.0

Authority: Mandated program - Road Act.

This program is used for activities related to the sweeping of streets and alleys. Activities performed under this program include trash pickup and dumping, transportation to dump sites, sweeping of streets and alleys, and contract administration.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: In accordance with the County's Strategic Plan, the Department is transitioning from the previously established program outcome measures found in the budget submission, that were based essentially upon the fiscal perspective, to the new and customer-focused program service delivery standards and attendant performance measures that better assess and measure service delivery to the customer and empower the workforce to support our communities. The Department finds value in this "transition year" to report on the existing budget performance measures, as they continue to develop the underlying support systems, and capture the data to report progress achieved on the new, customer-focused, performance measures.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Annual amount spent on scheduled sweeping routes, unincorporated areas only for force account and contracts (adjusted for inflation to 1999-00)	$2,975,121	$2,767,570	$2,786,000	$2,695,000
Workload/Output				
Total number of scheduled curb miles swept	208,878	171,050	173,149	173,000
Efficiency				
Cost per scheduled mile of curb swept	$14.24	$16.18	$16.09	$15.58
Effectiveness/Outcome				
Relative efficiency (actual cost per mile versus base year 1994-95 of $17.73) (1)	125%	110%	110%	114%

Explanatory Note:
(1) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 9.0% to be equivalent to the 1999-00 costs ($16.27 x 1.09 = $17.73).

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
5. All Other Road Programs		
$ 170,671,000	$ 170,671,000	0.0

Authority: Mandated program - Road Act.

This program consists of approximately 150 separate Road Fund related activities.

Program Outcome: Public Works has not yet developed program outcomes. The Department will seek to develop these in the future.

Service Delivery Standard: Public Works has not yet developed service delivery standards. The Department will seek to develop these in the future.

Explanatory Note: Public Works is currently developing its long-range strategic plan and will begin to develop performance measures for programs that are identified as strategic to Department operations once their long-range strategic plan is finalized. Over the long term they will develop performance measures for all Department programs.

Total Programs		
$ 238,350,000	**$ 238,350,000**	**0.0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Communications	214,000	184,000	219,000	5,000
Computer Equipment - Non-capital	120,000	279,000	50,000	-70,000
Computer Software	20,000	6,000	0	-20,000
Household Expense	110,000	12,000	50,000	-60,000
Information Technology Services	122,000	5,000	11,000	-111,000
Insurance	120,000	83,000	100,000	-20,000
Jury and Witness Expense	82,000	223,000	185,000	103,000
Maintenance-Equipment	26,000	32,000	27,000	1,000
Maintenance-Bldgs and Improvements	51,000	47,000	66,000	15,000
Memberships	3,000	3,000	2,000	-1,000
Office Expense	320,000	288,000	36,000	-284,000
Professional and Specialized Services	3,528,000	2,878,000	1,775,000	-1,753,000
Professional & Spec Svcs-Contracts				0
Professional & Spec Svcs-Other				0
Publications and Legal Notice	175,000	22,000	210,000	35,000
Rents and Leases-Equipment	25,000	3,000	25,000	0
Rents and Leases-Bldg and Improvement	157,000	188,000	157,000	0
Special Departmental Expense	36,858,000	33,041,000	40,774,000	3,916,000
Telecommunications	0	3,000	0	0
Training	31,000	43,000	32,000	1,000
Travel	40,000	47,000	34,000	-6,000
Utilities	139,000	202,000	120,000	-19,000
Total Services and Supplies	42,141,000	37,589,000	43,873,000	1,732,000
Other Charges				
Judgments and Damages	320,000	322,000	322,000	2,000
Capital Lease Payments	115,000	113,000	113,000	-2,000
Total Other Charges	435,000	435,000	435,000	0
Fixed Assets				
Equipment:				
Communications Equipment	0	0	77,000	77,000
Computer Info and Data Processing Sys.	0	0	410,000	410,000
Other Undefined Assets	78,000	78,000	0	-78,000
Total Equipment	78,000	78,000	487,000	409,000
Total Fixed Assets	78,000	78,000	487,000	409,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	343,000	343,000	274,000	-69,000
Total Residual Equity Transfers	343,000	343,000	274,000	-69,000
TOTAL NET REQUIREMENTS	42,997,000	38,445,000	45,069,000	2,072,000
REVENUES:				
Licenses, Permits and Franchises	15,071,000	11,472,000	15,352,000	281,000
Revenue from Use of Money and Property	738,000	800,000	800,000	62,000
Intergovernmental Revenues:				
Federal	807,000	807,000	875,000	68,000
State	300,000	255,000	194,000	-106,000
Charges for Services	21,233,000	20,461,000	22,967,000	1,734,000
Miscellaneous	468,000	270,000	273,000	-195,000
TOTAL REVENUES	38,617,000	34,065,000	40,461,000	1,844,000
NET COUNTY COST	**4,380,000**	**4,380,000**	**4,608,000**	**228,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Communications	8,000	1,000	0	-8,000
Computer Equipment - Non-capital	4,000	4,000	0	-4,000
Household Expense	0	4,500	0	0
Maintenance-Bldgs and Improvements	0	0	4,000	4,000
Office Expense-Other	16,000	18,000	35,000	19,000
Professional and Specialized Svcs	14,545,000	8,924,400	12,816,000	-1,729,000
Publications and Legal Notice	30,000	60,000	68,000	38,000
Rents and Leases-Bldg and Improv	5,000	5,000	0	-5,000
Special Departmental Expense	19,728,000	19,393,100	20,439,000	711,000
Utilities	1,000	1,000	0	-1,000
Total Services and Supplies	34,337,000	28,411,000	33,362,000	-975,000
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	103,000	103,000
Total Residual Equity Transfers	0	0	103,000	103,000
Less: Expenditure Distributions	0	0	0	0
Gross Total	**34,337,000**	**28,411,000**	**33,465,000**	**-872,000**
Less: Intrafund Transfers	25,199,000	17,870,000	24,027,000	-1,172,000
TOTAL NET REQUIREMENTS	9,138,000	10,541,000	9,438,000	300,000
REVENUES:				
Revenue From Use of Money and Property	0	263,000	263,000	263,000
Charges For Services	9,138,000	10,247,000	9,144,000	6,000
Miscellaneous	0	31,000	31,000	31,000
TOTAL REVENUES	9,138,000	10,541,000	9,438,000	300,000
NET COUNTY COST	**0**	**0**	**0**	**0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Special Departmental Expense	136,000	136,000	159,000	23,000
Travel	1,000	1,000	1,000	0
Total Services and Supplies	137,000	137,000	160,000	23,000
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**137,000**	**137,000**	**160,000**	**23,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	137,000	137,000	160,000	23,000
REVENUES:				
Charges for Services	45,000	45,000	56,000	11,000
Miscellaneous	5,000	5,000	5,000	0
TOTAL REVENUES	50,000	50,000	61,000	11,000
NET COUNTY COST	**87,000**	**87,000**	**99,000**	**12,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Miscellaneous Expense	100,000	100,000	100,000	0
Professional and Specialized Services	112,000	112,000	112,000	0
Special Departmental Expense	3,256,000	3,271,000	3,256,000	0
Total Services and Supplies	3,468,000	3,483,000	3,468,000	0
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**3,468,000**	**3,483,000**	**3,468,000**	**0**
Less: Intrafund Transfers	1,221,000	1,221,000	1,221,000	0
TOTAL NET REQUIREMENTS	2,247,000	2,262,000	2,247,000	0
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	**2,247,000**	**2,262,000**	**2,247,000**	**0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Professional and Specialized Services	204,000	0	204,000	0
Special Departmental Expense	6,000	0	6,000	0
Total Services and Supplies	210,000	0	210,000	0
Other Charges				
Total Other Charges	0	0	0	0
Fixed Assets				
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**210,000**	**0**	**210,000**	**0**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	210,000	0	210,000	0
REVENUES:				
Charges for Services	210,000	0	210,000	0
TOTAL REVENUES	210,000	0	210,000	0
NET COUNTY COST	**0**	**0**	**0**	**0**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Clothing and Personal Supplies	16,400	24,000	15,800	-600
Communications	171,100	175,000	168,900	-2,200
Computer Equipment - Non-capital	183,300	179,000	173,300	-10,000
Computer Software	75,700	73,000	70,600	-5,100
Food	0	2,000	2,000	2,000
Household Expense	77,000	134,000	129,800	52,800
Information Technology Services	1,000	40,000	13,800	12,800
Insurance	195,000	365,000	350,000	155,000
Jury and Witness Expense	480,600	700,000	411,000	-69,600
Maintenance-Equipment	717,700	700,000	623,000	-94,700
Maintenance-Bldgs and Improvements	9,858,800	10,485,600	10,771,500	912,700
Memberships	12,400	36,000	261,300	248,900
Office Expense	182,800	106,400	108,400	-74,400
Professional and Special Services	18,662,800	18,165,600	16,985,100	-1,677,700
Publications and Legal Notice	363,800	414,000	362,500	-1,300
Rents and Leases-Equipment	3,700	30,000	30,000	26,300
Rents and Leases-Building and Improvemer	19,000	870,000	899,000	880,000
Small Tools and Instruments	133,100	102,000	143,200	10,100
Special Departmental Expense	147,831,600	141,000,000	138,132,700	-9,698,900
Telecommunications	54,700	33,000	24,300	-30,400
Training	26,100	40,000	27,800	1,700
Travel	80,000	82,000	47,000	-33,000
Utilities	1,676,400	1,676,400	1,730,000	53,600
Total Services and Supplies	180,823,000	175,433,000	171,481,000	-9,342,000
Other Charges				
Judgments and Damages	1,995,000	1,580,000	2,000,000	5,000
Other	18,990,000	18,978,000	18,968,000	-22,000
Total Other Charges	20,985,000	20,558,000	20,968,000	-17,000
Fixed Assets				
Building and Improvements	20,239,000	4,113,000	21,470,000	1,231,000
Equipment:				
Other Undefined Assets	50,000	50,000	50,000	0
Total Equipment	50,000	50,000	50,000	0
Total Fixed Assets	20,289,000	4,163,000	21,520,000	1,231,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Residual Equity Transfers				
Residual Equity Transfers Out	2,416,000	2,416,000	2,052,000	-364,000
Total Residual Equity Transfers	2,416,000	2,416,000	2,052,000	-364,000
Appropriations for Contingencies	0	0	0	0
Reserves				
Designations	0	0	12,000,000	12,000,000
Total Reserves	0	0	12,000,000	12,000,000
TOTAL FINANCING REQUIREMENTS	**224,513,000**	**202,570,000**	**228,021,000**	**3,508,000**
AVAILABLE FINANCING				
Fund Balance	18,392,000	18,392,000	12,393,000	-5,999,000
Cancellation of Reserves/Designations	4,000,000	11,080,000	12,829,000	8,829,000
REVENUES:				
Property Taxes	55,605,000	58,305,000	59,425,000	3,820,000
Licenses, Permits and Franchises	600,000	600,000	500,000	-100,000
Fines, Forfeitures and Penalties	1,557,000	1,303,000	1,303,000	-254,000
Revenue From Use of Money and Property	12,127,000	11,243,000	11,640,000	-487,000
Intergovernmental Revenues:				
Federal	17,544,000	192,000	14,790,000	-2,754,000
State	2,000,000	1,800,000	1,800,000	-200,000
Other	1,120,000	1,540,000	1,540,000	420,000
Charges for Services	110,508,000	109,458,000	110,791,000	283,000
Miscellaneous	860,000	900,000	860,000	0
Other Financing Sources	200,000	150,000	150,000	-50,000
TOTAL REVENUES	202,121,000	185,491,000	202,799,000	678,000
TOTAL AVAILABLE FINANCING	**224,513,000**	**214,963,000**	**228,021,000**	**3,508,000**

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	206,511,000	176,959,000	225,133,832	18,622,832
Employee Benefits	58,248,000	56,003,000	53,573,168	-4,674,832
Total Salaries and Employee Benefits	264,759,000	232,962,000	278,707,000	13,948,000
Services and Supplies				
Clothing and Personal Supplies	101,000	59,000	76,000	-25,000
Communications	1,129,000	764,000	820,000	-309,000
Computer Equipment - Non-capital	2,720,000	1,875,000	2,347,000	-373,000
Computer Software	1,341,000	1,362,000	1,424,000	83,000
Food	22,000	7,000	77,000	55,000
Household Expense	504,000	234,000	396,000	-108,000
Information Technology Services	3,804,000	1,628,000	2,002,000	-1,802,000
Insurance	2,079,000	60,000	476,000	-1,603,000
Jury and Witness Expense	840,000	840,000	840,000	0
Maintenance-Equipment	8,399,000	5,542,000	5,815,000	-2,584,000
Maintenance-Buildings and Improvements	12,256,000	6,920,000	12,180,000	-76,000
Memberships	136,000	96,000	99,000	-37,000
Miscellaneous Expense	0	110,000	113,000	113,000
Office Expense	645,000	716,000	756,000	111,000
Professional and Specialized Services	24,572,000	13,695,000	19,293,000	-5,279,000
Publications and Legal Notice	217,000	200,000	218,000	1,000
Rents and Leases-Equipment	269,000	172,000	231,000	-38,000
Rents and Leases-Bldg and Improvements	700,000	700,000	700,000	0
Small Tools and Instruments	65,000	99,000	202,000	137,000
Special Departmental Expense	19,818,000	16,314,000	23,691,000	3,873,000
Telecommunications	504,000	245,000	264,000	-240,000
Training	600,000	650,000	927,000	327,000
Transportation	488,000	425,000	440,000	-48,000
Travel	234,000	250,000	320,000	86,000
Utilities	5,253,000	4,172,000	4,959,000	-294,000
Total Services and Supplies	86,696,000	57,135,000	78,666,000	-8,030,000
Other Charges				
Judgments and Damages	115,000	123,000	125,000	10,000
Capital Lease Payments	1,830,000	1,290,000	792,000	-1,038,000
Total Other Charges	1,945,000	1,413,000	917,000	-1,028,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Machinery Equipment	0	0	548,000	548,000
Vehicle-Automobile	0	0	4,758,000	4,758,000
Non-Medical Lab, and Testing Equip	0	0	273,000	273,000
Construction and Heavy Maintenance	0	0	1,586,000	1,586,000
Computer Info and Data Processing Sys.	0	0	1,711,000	1,711,000
Electronic Equipment	0	0	174,000	174,000
Major Office Equipment	0	0	19,000	19,000
Vehicle-Heavy Use	0	0	3,190,000	3,190,000
Other Undefined Assets	13,478,000	13,478,000	1,050,000	-12,428,000
Total Equipment	13,478,000	13,478,000	13,309,000	-169,000
Total Fixed Assets	13,478,000	13,478,000	13,309,000	-169,000
Other Financing Uses				
Operating Transfers Out	39,000	39,000	0	-39,000
Total Other Financing Uses	39,000	39,000	0	-39,000
Residual Equity Transfers				
Total Residual Equity Transfers	0	0	0	0
Appropriations for Contingencies	98,000	0	0	-98,000
Reserves				
Designations	6,000,000	6,000,000	5,800,000	-200,000
Total Reserves	6,000,000	6,000,000	5,800,000	-200,000
TOTAL FINANCING REQUIREMENTS	**373,015,000**	**311,027,000**	**377,399,000**	**4,384,000**
AVAILABLE FINANCING				
Fund Balance	98,000	98,000	0	-98,000
Cancellation of Reserves/Designations	6,000,000	6,000,000	6,000,000	0
REVENUE:				
Miscellaneous	359,439,000	297,451,000	363,890,000	4,451,000
Residual Equity Transfers	7,478,000	7,478,000	7,509,000	31,000
TOTAL REVENUES	366,917,000	304,929,000	371,399,000	4,482,000
TOTAL AVAILABLE FINANCING	**373,015,000**	**311,027,000**	**377,399,000**	**4,384,000**

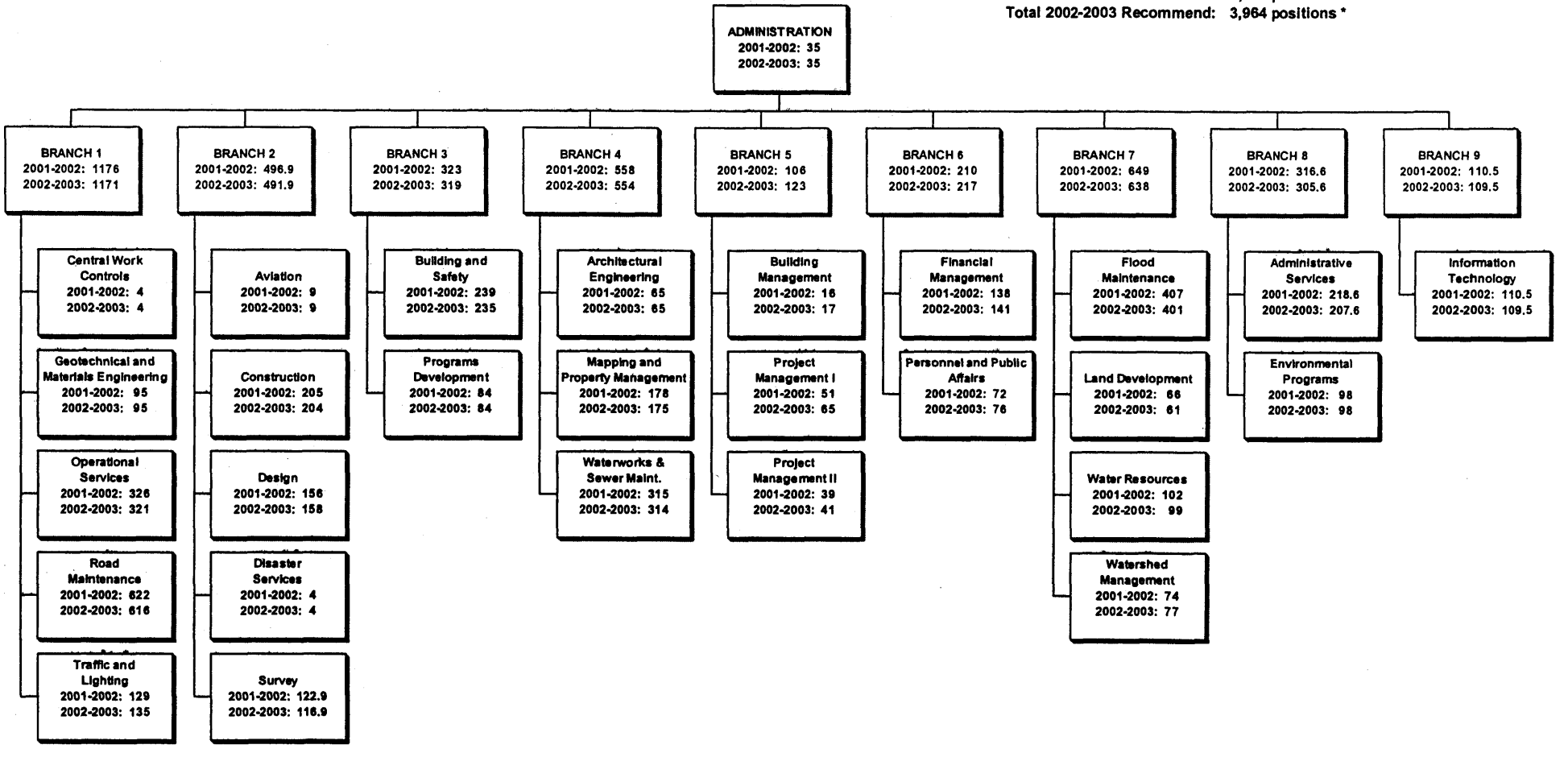
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Clothing and Personal Supplies	5,000	13,000	13,000	8,000
Communications	14,000	12,000	10,000	-4,000
Computer Equipment - Non-capital	210,000	171,000	167,000	-43,000
Computer Software	296,000	209,000	205,000	-91,000
Food	6,000	6,000	5,000	-1,000
Household Expense	2,000	15,000	20,000	18,000
Information Technology Services	121,000	123,000	161,000	40,000
Insurance	1,354,000	1,398,000	1,415,000	61,000
Jury and Witness Expense	300,000	350,000	400,000	100,000
Maintenance-Equipment	309,000	522,000	528,000	219,000
Maintenance-Buildings and Improvements	7,047,000	5,274,000	6,539,000	-508,000
Memberships	7,000	10,000	10,000	3,000
Office Expense	89,000	80,000	62,000	-27,000
Professional and Special Services	16,031,000	12,629,000	14,351,000	-1,680,000
Publications and Legal Notice	11,000	15,000	25,000	14,000
Rents and Leases-Equipment	2,000	3,000	4,000	2,000
Small Tools and Instruments	16,000	46,000	56,000	40,000
Special Departmental Expense	209,354,000	200,005,000	202,945,000	-6,409,000
Telecommunications	3,000	4,000	5,000	2,000
Training	41,000	39,000	37,000	-4,000
Travel	33,000	34,000	28,000	-5,000
Utilities	1,786,000	723,000	1,212,000	-574,000
Total Services and Supplies	237,037,000	221,681,000	228,198,000	-8,839,000
Other Charges				
Judgments and Damages	2,700,000	204,000	2,000,000	-700,000
Other	5,904,000	915,000	3,220,000	-2,684,000
Total Other Charges	8,604,000	1,119,000	5,220,000	-3,384,000
Fixed Assets				
Land	639,000	0	489,000	-150,000
Building and Improvement	1,287,000	0	0	-1,287,000
Equipment:				
Other Undefined Assets	200,000	0	200,000	0
Total Equipment	200,000	0	200,000	0
Total Fixed Assets	2,126,000	0	689,000	-1,437,000
Residual Equity Transfer				
Residual Equity Transfer Out	3,452,000	0	4,243,000	791,000
Total Residual Equity Transfer	3,452,000	0	4,243,000	791,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Appropriation for Contingencies				
Total Appropriation for Contingencies	18,062,000	0	0	-18,062,000
TOTAL FINANCING REQUIREMENTS	**269,281,000**	**222,800,000**	**238,350,000**	**-30,931,000**
AVAILABLE FINANCING:				
Fund Balance	36,562,000	36,562,000	19,770,000	-16,792,000
Cancellation of Reserves/Designations	0	1,290,000	0	0
REVENUES:				
Other Taxes	3,104,000	3,263,000	3,300,000	196,000
Licenses, Permits and Franchises	3,664,000	3,082,000	3,052,000	-612,000
Fines, Forfeitures and Penalties	1,000	1,000	1,000	0
Revenue From Use of Money and Property	5,756,000	4,809,000	4,890,000	-866,000
Intergovernmental Revenues:				
Federal	37,856,000	41,451,000	49,663,000	11,807,000
State	170,582,000	136,298,000	144,890,000	-25,692,000
Other	100,000	100,000	100,000	0
Charges for Services	10,132,000	13,822,000	9,490,000	-642,000
Miscellaneous	1,473,000	3,131,000	3,143,000	1,670,000
Other Financing Sources	51,000	51,000	51,000	0
TOTAL REVENUES	232,719,000	204,718,000	218,580,000	-14,139,000
TOTAL AVAILABLE FINANCING	**269,281,000**	**242,570,000**	**238,350,000**	**-30,931,000**

LOS ANGELES COUNTY DEPARTMENT OF PUBLIC WORKS
TOTAL 2001-2002 ALLOWANCE AND 2002-2003 RECOMMENDED BUDGET

Total 2001-2002 Allowance: 3,981 positions *
Total 2002-2003 Recommend: 3,964 positions *



Footnotes:

* Include 48 temporary positions.

REGIONAL PLANNING
JAMES E. HARTL, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 8,591,368	$ 9,485,000	$ 9,670,000	$ 10,874,000	$ 10,064,000	$ 394,000
SERVICES & SUPPLIES	2,380,963	3,041,000	3,041,000	3,689,000	2,825,000	-216,000
OTHER CHARGES	80,117	82,000	82,000	90,000	90,000	8,000
FIXED ASSETS-EQUIP	54,069	50,000	50,000	50,000	50,000	
GROSS TOTAL	$ 11,106,517	$ 12,658,000	$ 12,843,000	$ 14,703,000	$ 13,029,000	$ 186,000
LESS INTRAFD TRANSFER	139,573	170,000	147,000	155,000	155,000	8,000
NET TOTAL	$ 10,966,944	$ 12,488,000	$ 12,696,000	$ 14,548,000	$ 12,874,000	$ 178,000
REVENUE	4,515,256	4,912,000	4,923,000	5,008,000	5,008,000	85,000
NET COUNTY COST	$ 6,451,688	$ 7,576,000	$ 7,773,000	$ 9,540,000	$ 7,866,000	$ 93,000
BUDGETED POSITIONS	128.0	125.0	125.0	140.0	125.0	
REVENUE DETAIL						
ZONING PERMITS	$ 1,726,493	$ 1,695,000	$ 1,705,000	$ 1,680,000	$ 1,680,000	$ -25,000
STATE-OTHER	63,691					
OTHER GOVT AGENCIES	1,021,604	994,000	1,474,000	1,253,000	1,253,000	-221,000
LEGAL SERVICES	278,724					
PLANNING & ENG SVCS	1,163,319	2,090,000	1,617,000	1,943,000	1,943,000	326,000
CHRGS FOR SVCS-OTHER	139,761					
MISCELLANEOUS	121,664	133,000	127,000	132,000	132,000	5,000
TOTAL	$ 4,515,256	$ 4,912,000	$ 4,923,000	$ 5,008,000	$ 5,008,000	$ 85,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To establish and maintain a continuing comprehensive long-range process for the physical, social, and economic development of the County of Los Angeles. To prepare and maintain the Countywide General Plan, including area and community plans, and administer the County's subdivision and zoning ordinances. To encourage business retention and promote a positive business atmosphere for the unincorporated County area. To develop and maintain an information base on demographic conditions in the County to be used in formulating programs that encourage effectuation of the County's General Plan.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost (NCC) increase of $93,000 primarily due to negotiated increases in salaries and employee benefits. The Proposed Budget also provides funding for employee benefits and the maintenance of core mission activities including planning, public service, and business retention efforts.

Strategic Planning

The Department of Regional Planning will implement its strategic plan through its development of Land Use, Circulation, Open Space, Noise, and Safety Elements of the Countywide General Plan Update; and by securing Regional Planning Commission and Board of Supervisors approval of Community Standards Districts and zone changes for Florence Firestone, Union Pacific, and Rowland Heights. The Department will also strive to improve the permit process, and develop web-based environmental and case processing materials.

Strategic Planning (cont'd)

Over the next several years, the Department will focus on efforts to implement the County Vision and components of the strategic plan. By carefully allocating resources to incorporate local area network enhancements and other web-based technologies, the Department will promote productivity, efficiency, and effectiveness while enhancing communication with the public and other governmental agencies.

Critical Needs

The department has a critical need to enhance the subdivision research and enforcement program and fully fund investigation of the certificate of compliance process. Programs in the following areas would greatly assist the Board and benefit the citizens of Los Angeles County: 1) funding to augment the Land Development Coordinating Center and district offices; 2) support ordinance streamlining; and 3) continue public hearings on amendments for the Countywide General Plan Update.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 288,000	$ --	$ 288,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 21,000	$ --	$ 21,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ 85,000	$ 85,000	$ --	--
	Other Employee Benefits: Reflects an increase in various employee benefits based on actual experience, fully offset by increased revenue.			
4.	$ 1,000	$ --	$ 1,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	$ -217,000	$ --	$ -217,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
6.	$ 8,000	$ 8,000	$ --	--
	Other Charges: Reflects an increase in capital lease payments.			
Total $	***186,000***	***$ 93,000***	***$ 93,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Contract City Services							
A. Current Planning Services							
	$ 2,000	$ 0	$ 2,000	$ 0	$ 0	$ 0	0.0

Authority: Mandated program with discretionary service level - California statutes.

The Current Planning Services program, including the Regional Planning Commission, provides the necessary planning policy, review, and analysis to meet the mandates of local and State law pertaining to land use, subdivision processing, and general plan development and implementation. To meet these planning mandates, staff performs land development case processing activities using efficient procedures conforming with all County codes and State and federal regulations, including the California Environmental Quality Act (CEQA) and the State Subdivision Map Act.

Program Outcome: Land development and use in conformance with local, State, and federal laws.

Service Delivery Standard: Keep current with customer request.

Explanatory Note: The Department recently developed standards and will begin collecting data in 2002-03.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Unincorporated Area Services							
	$ 13,027000	$ 155,000	$ 5,006,000	$ 7,866,000	$ 1,679,000	$ 6,187,000	125.0
A. Current Planning Services							
	$ 2,893,000	$ 119,000	$ 2,311,000	$ 463,000	$ 363,000	$ 100,000	27.0

Authority: Mandated program with discretionary service level - California statutes.

The Current Planning Services program, including the Regional Planning Commission, provides the necessary planning policy, review, and analysis to meet the mandates of local and State law pertaining to land use, subdivision processing, and general plan development and implementation. To meet these planning mandates, staff performs land development case processing activities using efficient procedures conforming with all County codes and State and federal regulations, including the California Environmental Quality Act (CEQA) and the State Subdivision Map Act.

Program Outcome: Land development and use in conformance with local, State, and federal laws.

Service Delivery Standard: Complete plot plan actions within 16 weeks and set permits for public hearing within 180 days.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of plot plan processing planners	1.25	1.25	2.00	2.00
Total number of permit processing planners	4.00	6.00	7.00	7.00

Workload/Output				
Number of plot plan actions completed	1,316	1,296	1,390	1,300
Number of permits set for public hearing	225	290	300	300
Efficiency				
Plot plan actions completed per planner	1,053	1,037	695	650
Permits set for public hearing per planner	56	48	43	43
Effectiveness/Outcome				
Percentage plot plan actions completed within 16 weeks	90%	90%	90%	90%
Percentage permits set for public hearing within 180 days	85%	85%	85%	85%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
A. Land Use Regulation Services						
$ 3,065,000	$ 36,000	$ 1,517,000	$ 1,512,000	$ 497,000	$ 1,015,000	37.0

Authority: Mandated program with discretionary service level - California statutes.

The Land Use Regulation Services program is aimed at correcting zoning code violations in numerous communities by conducting code inspections and enforcing land development, zoning, and subdivision regulations in the unincorporated County areas in accordance with County and State regulations. Staff also provides selected field office services in nine different areas, zoning and land development information counseling at our downtown headquarters, and encourages business retention by providing expanded "One-Stop" counseling services.

Program Outcome: Zoning Code enforcement and land development information counseling.

Service Delivery Standard: Complete first enforcement inspections within 30 days of receipt of complaint.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of zoning investigators	23	26	24	23
Workload/Output				
Number of enforcement inspections completed	9,331	10,070	9,993	9,993
Efficiency				
First enforcement inspections completed per investigator	406	387	416	435
Effectiveness/Outcome				
Percentage of first inspections completed within 30 days of receipt of complaint	99%	90%	90%	90%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
B. Advance Planning Services						
$ 2,935,000	$ 0	$ 637,000	$ 2,298,000	$ 349,000	$ 1,949,000	26.0

Authority: Mandated program with discretionary service level - California statutes.

The Advance Planning Services program provides for the preparation of plans, programs, and implementation measures to guide development and growth utilizing public input in conjunction with the Countywide General Plan, community plans, various ordinances, and Community Standards Districts. Staff prepares plans which contain goals, policies, objectives, standards, and procedures to guide land use growth along with revitalization strategies and proactive planning measures to improve the quality of life.

Program Outcome: Preparation and implementation of the Countywide General Plan.

Service Delivery Standard: Expand community participation and outreach meetings throughout the Los Angeles County unincorporated areas.

Performance Measure[1]	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of advance planning staff	--	--	3.0	3.0
Workload/Output				
Number of community outreach meetings	--	--	30	30
Efficiency				
Total number of community meetings per staff	--	--	10	10
Effectiveness/Outcome				
Total number of community participants per meeting	--	--	80	80

Explanatory Note:
(1) The Department began tracking this information in 2001-02.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
D. Information Technology Services						
$ 1,703,000	$ 0	$ 405,000	$ 1,298,000	$ 201,000	$ 1,097,000	15.0

Authority: Non-mandated, discretionary program.

Provides information technology services to the Department, including the development, operation, maintenance, support, and expansion of information systems, local area network, Intranet, data base, and geographic information systems.

Program Outcome: Development, operation, maintenance, support, and expansion of computer and information technology.

Service Delivery Standard: Three percent or less downtime during regular office hours.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of information technology staff maintaining network	0.5	0.5	0.5	0.5
Workload/Output				
Number of hours of unplanned downtime	20	21	35	25
Efficiency				
Number of hours of unplanned downtime per staff	40	42	70	50
Effectiveness/Outcome				
Percentage of downtime during regular office hours	1%	1%	3%	2%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
E. Administration						
$ 1,465,000	$ 0	$ 2,000	$ 1,463,000	$ 242,000	$ 1,221,000	18.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office and departmental budgeting, accounting, payroll, procurement services, and human resources. Reflects reimbursement from the Fire Department for accounting services.

Program Outcome: Provision of highly effective financial, administrative, and human resource services to County officials, other departments/jurisdictions, and customers and clientele of the County.

Service Delivery Standard: Invoices will be paid within 30 days of submission.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of accounting staff processing invoices	1.0	1.0	1.0	1.0
Workload/Output				
Number of invoices processed	1,364	1,225	1,200	1,200
Efficiency				
Number of invoices processed per staff	1,364	1,225	1,200	1,200
Effectiveness/Outcome				
Percentage of invoices paid within 30 days from submission	80%	94%	90%	90%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
F. Support Services						
$ 966,000	$ 0	$ 134,000	$ 832,000	$ 27,000	$ 805,000	2.0

Authority: Non-mandated, discretionary program.

Provides support services not directly identified to programs. Includes contracting, emergency preparedness, strategic planning, facilities services, utilities, rent, insurance, Internal Services, Countywide Intergrated Radio System, training, equipment leases and capital lease costs. Revenue reflects surcharges collected for the operation of the departmental Case Tracking System, and reimbursement from co-generation revenue, the sale of publications, and witness fees.

Program Outcome: Provision of support and coordination for the Department's strategic plan, workforce plans, performance measurements, emergency preparedness, contracts, and other departmentwide services.

Service Delivery Standard: Increase the percentage of employees receiving training.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Total number of Department of Regional Planning (DRP) employees	116	121	118	115
Workload/Output				
Total number of hours of training	464	484	708	920
Efficiency				
Average number of hours of training per DRP employee	4	4	6	8
Effectiveness/Outcome				
Percentage of DRP employees who have received training	64%	100%	76%	85%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 13,029,000	**$ 155,000**	**$ 5,008,000**	**$ 7,866,000**	**$ 1,679,000**	**$ 6,187,000**	**125.0**

DEPARTMENTAL DETAIL SUMMARY

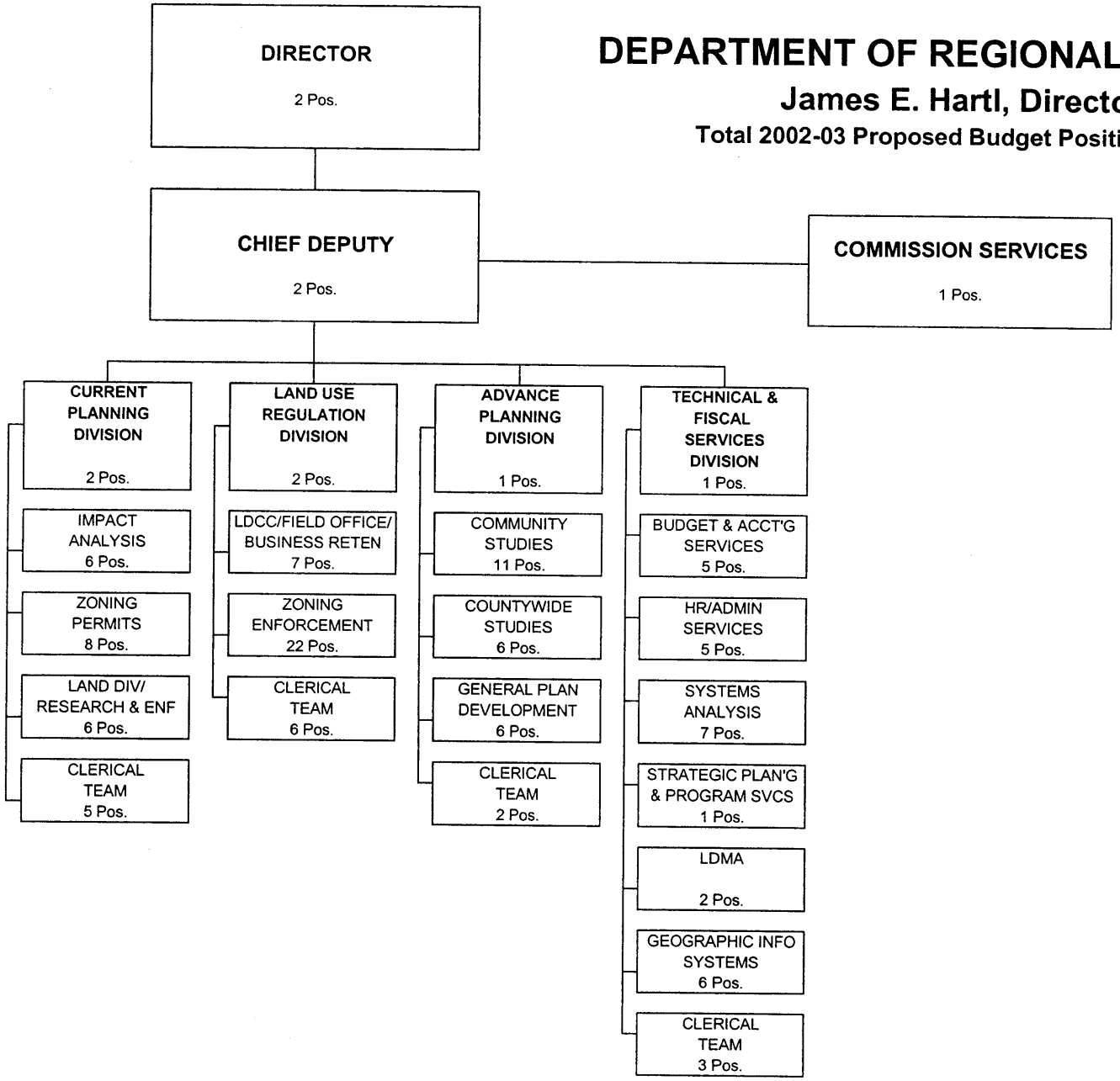
Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	7,571,000	6,732,000	7,840,000	269,000
Employee Benefits	2,099,000	2,753,000	2,224,000	125,000
Total Salaries and Employee Benefits	9,670,000	9,485,000	10,064,000	394,000
Services and Supplies				
Admin and General	4,000	1,000	1,000	-3,000
Communications	178,000	46,000	44,000	-134,000
Computer Equipment - Non-capital	219,000	170,000	200,000	-19,000
Computer Software	31,000	23,000	20,000	-11,000
Information Technology Services	74,000	244,000	110,000	36,000
Insurance	4,000	8,000	8,000	4,000
Maintenance-Bldgs and Improvements	300,000	274,000	361,000	61,000
Memberships	1,000	1,000	1,000	0
Miscellaneous Expense	5,000	22,000	2,000	-3,000
Office Expense-Postage	168,000	66,000	106,000	-62,000
Office Expense-Stat and Forms	92,000	74,000	98,000	6,000
Office Expense-Other	128,000	93,000	166,000	38,000
Professional and Specialized Services	951,000	1,344,000	846,000	-105,000
Publications and Legal Notice	155,000	95,000	152,000	-3,000
Rents and Leases-Bldg and Improvements	3,000	3,000	3,000	0
Rents and Leases-Equipment	50,000	41,000	44,000	-6,000
Special Departmental Expense	18,000	28,000	78,000	60,000
Telecommunications	20,000	80,000	90,000	70,000
Training	6,000	10,000	60,000	54,000
Transportation and Travel-Auto Mileage	52,000	54,000	55,000	3,000
Transportation and Travel-Auto Service	25,000	19,000	25,000	0
Transportation and Travel-Traveling	9,000	5,000	5,000	-4,000
Utilities	548,000	340,000	350,000	-198,000
Total Services and Supplies	3,041,000	3,041,000	2,825,000	-216,000
Other Charges				
Judgments and Damages	1,000	8,000	1,000	0
Capital Lease Payments	81,000	74,000	89,000	8,000
Total Other Charges	82,000	82,000	90,000	8,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys.	50,000	50,000	50,000	0
Total Equipment	50,000	50,000	50,000	0
Total Fixed Assets	50,000	50,000	50,000	0
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**12,843,000**	**12,658,000**	**13,029,000**	**186,000**
Less: Intrafund Transfers	147,000	170,000	155,000	8,000
TOTAL NET REQUIREMENTS	12,696,000	12,488,000	12,874,000	178,000
REVENUES:				
Licenses, Permits and Franchises	1,705,000	1,695,000	1,680,000	-25,000
Intergovernmental Revenues:				
Other	1,474,000	994,000	1,253,000	-221,000
Miscellaneous	127,000	133,000	132,000	5,000
Charges for Services	1,617,000	2,090,000	1,943,000	326,000
TOTAL REVENUES	4,923,000	4,912,000	5,008,000	85,000
NET COUNTY COST	**7,773,000**	**7,576,000**	**7,866,000**	**93,000**

DEPARTMENT OF REGIONAL PLANNING

James E. Hartl, Director

Total 2002-03 Proposed Budget Positions = 125



REGISTRAR-RECORDER/COUNTY CLERK
CONNY B. McCORMACK, REGISTRAR-RECORDER/COUNTY CLERK

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 35,103,925	$ 40,496,000	$ 40,809,000	$ 44,604,000	$ 43,141,000	$ 2,332,000
SERVICES & SUPPLIES	26,384,135	32,618,000	32,673,000	38,521,000	33,466,000	793,000
OTHER CHARGES	2,430,709	2,586,000	2,462,000	2,520,000	2,462,000	
FIXED ASSETS-EQUIP	876,381	410,000	410,000	1,000,000	410,000	
OTHER FINANCING USES	95,313	148,000	93,000	60,000	60,000	-33,000
GROSS TOTAL	$ 64,890,463	$ 76,258,000	$ 76,447,000	$ 86,705,000	$ 79,539,000	$ 3,092,000
LESS INTRAFD TRANSFER	580,292	634,000	615,000	634,000	634,000	19,000
NET TOTAL	$ 64,310,171	$ 75,624,000	$ 75,832,000	$ 86,071,000	$ 78,905,000	$ 3,073,000
REVENUE	46,718,436	51,177,000	51,385,000	55,708,000	55,708,000	4,323,000
NET COUNTY COST	$ 17,591,735	$ 24,447,000	$ 24,447,000	$ 30,363,000	$ 23,197,000	$ -1,250,000
BUDGETED POSITIONS	868.0	870.0	870.0	915.0	870.0	
REVENUE DETAIL						
OTHER LIC & PERMITS	$ 1,177,470	$ 1,129,000	$ 1,293,000	$ 1,130,000	$ 1,130,000	$ -163,000
STATE-OTHER	3,961,693	2,757,000	2,757,000	3,168,000	3,168,000	411,000
ELECTION SERVICES	4,287,516	7,555,000	8,230,000	4,508,000	4,508,000	-3,722,000
RECORDING FEES	36,313,863	38,852,000	38,169,000	46,014,000	46,014,000	7,845,000
CHRGS FOR SVCS-OTHER	429,225	362,000	343,000	366,000	366,000	23,000
OTHER SALES	94,193	101,000	100,000	103,000	103,000	3,000
MISCELLANEOUS	453,644	421,000	493,000	419,000	419,000	-74,000
SALE OF FIXED ASSETS	832					
TOTAL	$ 46,718,436	$ 51,177,000	$ 51,385,000	$ 55,708,000	$ 55,708,000	$ 4,323,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	ELECTIONS

Mission Statement

To register voters; conduct federal, State, local, and special elections; verify initiatives and referendum petitions; record real estate documents; maintain birth, death and marriage records; issue marriage licenses; and file business documents. All these activities are conducted under the provisions of the federal and State Constitutions, State Codes and County Ordinances.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a decrease of $1.3 million in net County costs (NCC) and includes funding for negotiated increases in salaries and employee benefits. The Proposed Budget also includes resources necessary to conduct the November 2002 General Election, as well as mandated Registrar-Recorder/County Clerk activities.

Strategic Planning

The Department's strategic plan will continue to focus on resolving the mid-level management staffing deficiency and on automation efficiencies to improve elections, registration, recorder and county clerk services. Key objectives for 2002-03 includes the following:

-- Complying with Management Audit recommendations by hiring qualified individuals to move in the strategic direction of improving overall customer service and responsiveness.

Strategic Planning (cont'd)

- Continuing the expansion of the Touch Screen Voting Project to locations that include the integration of the Election Tally and Automatic Ballot Layout Systems.
- Expanding the installation of Local Area Networks (LAN) to all management to efficiently share and store information within the Department.
- Upgrading the current communications infrastructure that supports the Department's basic office automation system.
- Enhancing the document recording and vital records electronic technology to interface with other agencies and partners, such as Treasurer and Tax Collector, District Attorney, Franchise Tax Board, and State Health Department.

Critical Needs

The Department has a critical unmet long-term need to completely replace the current punch card voting system as mandated by the Secretary of State's decertification of punch card voting effective July 1, 2005. This decertification of our voting system will require advance planning beginning this fiscal year to replace the voting system in all 5,000 precincts and the initiation of a comprehensive request to ensure the replacement system is tested and operational in 2004 for use in 2005 elections.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -2,200,000	$ --	$ -2,200,000	--
	Recorder Services: Reflects the elimination of one-time funding to reduce reliance on the Recorder Fee Trust Fund. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
2.	$ -100,000	$ --	$ -100,000	--
	Vitals/Recorder Document Imaging Project - Phase III: Reflects a reduction of funding for Vitals/Recorder Document Imaging Project - Phase III due to completion of the project. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ -100,000	$ --	$ -100,000	--
	Reapportionment: Reflects a reduction in funding for costs associated with the restructuring of precinct boundary lines to reflect the 2000 Census. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
4.	$ --	$ -3,722,000	$ 3,722,000	--
	Election Changes: Reflects cyclical adjustments between odd-numbered Uniform District Election Law (UDEL)/Primary Election years and even-numbered General Election years. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
5.	$ --	$ 411,000	$ -411,000	--
	State Revenue: Reflects an increase in State reimbursement for quarterly collections. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
6.	$ 2,200,000	$ 6,740,000	$ -4,540,000	--

Recorder Revenue: Reflects an increase in recorder fee revenue to make the recorder function self-supporting. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

7.	$ 97,000	$ --	$ 97,000	--

Staffing Adjustment: Reflects the impact Board of Supervisors (Board)-approved reclassifications. *Supports Countywide Strategic Plan Goal 2, Strategy 1.*

Other Changes				
1.	$ 1,167,000	$ --	$ 1,167,000	--

Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.

2.	$ 95,000	$ --	$ 95,000	--

Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

3.	$ -82,000	$ --	$ -82,000	--

Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.

4.	$ -30,000	$ --	$ -30,000	--

Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.

5.	$ 973,000	$ --	$ 973,000	--

Other Employee Benefits: Reflects an increase in various employee benefits based on experience.

6.	$ 1,105,000	$ 1,105,000	$ --	--

Services and Supplies: Reflects an increase in funding for various services and supplies requirements, offset with reduction in one-time funding.

7.	$ -33,000	$ --	$ -33,000	--

Productivity Investment Fund: Reflects the completion of a Productivity Investment Fund (PIF) loan.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
8.	$ --	$ -192,000	$ 192,000	--
	Miscellaneous Revenue/Intrafund Adjustments: Reflects a reduction in fees and charges for services, slightly offset by an increase in intrafund transfers for services provided to other County departments.			
Total $	***3,092,000***	***$ 4,342,000***	***$ -1,250,000***	***0.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Elections						
$ 32,482,000	$ 0	$ 7,318,000	$ 25,164,000	$ 3,090,000	$ 22,074,000	252.0

Authority: Mandated program by United States Constitution, Articles I, II and Amendment XVII: California Constitution Article II, Sections 3 through 5, California Government Code Section 26802 and the Los Angeles County Charter Article IV, Section 14. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal election officer through the conduct of federal, State, local, and special elections.

Provide information to candidates and campaigns including updating of district and precinct boundaries and providing ballot, campaign, candidate filing and financial disclosure. Provide information to the voter on the printing and mailing of election sample ballots, furnishing polling place location, and absentee voting information and public access. Conduct elections including the recruitment of polls and poll officers, collecting, processing and counting ballots, processing and storing election materials, and certifying election results. Provide training for poll officers, precinct officers and election day personnel.

Program Outcome: Conduct federal, State, local, and special elections.

Service Delivery Standard: Registrar-Recorder/County Clerk has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Assigned staff:				
Address snags	4	4	5	5
Telephone inquiries	2	2	2	2
Precinct map processing	4	4	5	5
Precinct realignment	5	5	6	6
Workload/Output				
Volume:				
Address snags received	17,484	17,128	18,000	18,000
Telephone calls received	9,853	2,677	5,000	5,000
Maps received	1,176	1,150	2,000	2,000
Precincts realigned	553	1,150	2,500	2,500
Efficiency				
Quantity per worker:				
Address snags worked	4,371	4,282	3,600	3,600
Telephone calls answered	4,927	1,339	2,500	2,500
Precinct maps processed	294	288	400	400
Precincts realigned	111	230	417	417
Effectiveness/Outcome				
Production standard:				
Addresses resolved	97.1%	95.2%	80.0%	80.0%
Telephone calls resolved	65.7%	53.5%	100.0%	100.0%
Precinct maps processed	98.0%	95.8%	133.3%	133.3%
Precincts realigned	55.3%	115.0%	208.3%	208.3%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Registration						
$ 10,385,000	$ 0	$ 580,000	$ 9,805,000	$ 1,060,000	$ 8,745,000	135.0

Authority: Mandated program by United State Constitution, Articles I, II and Amendment XVII; California Constitution Article II, Sections 3 through 5, California Government Code Section 26802; and the Los Angeles County Charter Article IV, Section 14. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal voter registration official through promoting voter registration, maintaining voter registration files, providing public access to the registration records for the County and verifying petition, nomination, and absent voter signatures.

Registrar-Recorder/County Clerk registers the eligible population to vote and promotes community development including the distribution and receipt of voter registration affidavits. The Department also processes new affidavits and updates voter records, performs signature verifications including absentee ballot signature and petition signatures, and provides public information through distribution of registration and election information.

Program Outcome: Voter registration.

Service Delivery Standard: Registrar-Recorder/County Clerk has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Assigned staff:				
Document receipt clerks	16	16	17	18
Petition signature checkers	70	17	50	19
Absent voting processing clerks	50	70	65	80
Data entry clerks	30	18	16	20
Data entry signature clerks	18	30	30	40
Workload/Output				
Volume:				
Affidavit intake	701,507	722,856	800,000	850,000
Petition signatures received and processed	3,524,700	741,628	2,500,000	800,000
Absent voter requests	483,737	738,957	700,000	900,000
Registration updates	1,121,791	733,744	650,000	800,000
Absent ballot signature verification	327,240	615,735	600,000	820,000
Efficiency				
Quantity per worker:				
Affidavits worked	43,844	45,179	47,059	47,222
Signatures processed	50,353	43,625	50,000	42,105
Absent voter requests processed	9,675	10,557	10,769	11,250
Registrations updated	37,393	40,764	40,625	40,000
Signatures processed	18,180	20,525	20,000	20,500
Effectiveness/Outcome				
Production standard:				
Affidavits worked	97.4%	100.4%	104.6%	104.9%
Signatures processed	125.9%	109.1%	125.0%	105.3%
Absent voter requests processed	96.7%	105.6%	107.7%	112.5%
Registrations updated	93.5%	101.9%	101.6%	100.0%
Signatures processed	90.9%	102.6%	100.0%	102.5%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Recorder/County Clerk						
$ 28,511,000	$ 634,000	$ 47,810,000	$ -19,933,000	$ 3,284,000	$ -23,217,000	408.0

Authority: Mandated program by California Government Code, Section 27201, Civil Code Section 1172 and the non-judicial portions of the California Government Code Section 26800. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal recording officer through recording documents, maintaining birth, death and marriage records, issuing marriage licenses, filing fictitious business names and notary bonds and collecting documentary transfer tax for the County general fund.

The Registrar-Recorder/County Clerk examines records and microfilms all instruments, judgements and associated records submitted for recordation and makes available for public inspection within prescribed legal timeframes. The Department also establishes and maintains a grantee/grantor index of real estate property transactions. Production of the daily index is critical to the public, real estate, and financial community.

Program Outcome: Records public records.

Service Delivery Standard: Registrar-Recorder/County Clerk has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Assigned staff:				
Document examiners	27	29	29	29
Document microfilm/imaging operators	8	8	8	8
Counter/mail	108	108	125	125
Workload/Output				
Volume:				
Documents recorded	1,995,687	2,068,478	2,100,000	2,300,000
Documents microfilmed/imaged (pages)	7,384,041	8,121,167	7,770,000	9,200,000
Marriage license/certified copy requests	872,078	877,368	1,055,213	1,100,000
Efficiency				
Quantity per worker:				
Documents recorded	73,914	71,327	72,414	79,310
Documents microfilmed/imaged (pages)	923,005	1,015,146	971,250	1,150,000
Marriage licenses/certified copies issued	8,075	8,124	8,441	8,800
Effectiveness/Outcome				
Production standard:				
Documents recorded	98.6%	95.1%	96.6%	105.8%
Documents microfilmed/imaged	119.9%	131.8%	126.1%	149.3%
Marriage licenses/certified copies issued	100.9%	101.6%	105.5%	110.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Administration						
$ 8,161,000	$ 0	$ 0	$ 8,161,000	$ 1,600,000	$ 6,561,000	75.0

Authority: Non-mandated, discretionary program. Supports the Registrar-Recorder/County Clerk through management of fiscal and purchasing services, facility management coordination, legislative analysis and review, media interaction, and community relations.

4. **Administration** (cont'd)

The Registrar-Recorder/County Clerk processes and distributes to the County and its 88 cities over $190 million in revenue, provides leadership, planning and direction to the election, registration and recorder and county clerk services, improves and expands public service delivery and community outreach with limited resources and provides necessary program oversight and monitoring to maintain quality public service delivery.

Program Outcome: Administrative support.

Service Delivery Standard: Registrar-Recorder/County Clerk has not yet developed a service delivery standard. The Department will seek to develop this in the future.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Finance and Management Division - Procurement and Contracts				
Input				
Assigned staff:				
Procurement assistants	--	--	3	3
Invoice processing	--	--	1	1
Procurement supervisor	--	--	1	1
Workload/Output				
Volume:				
Services and supply requests (received and processed)	--	--	2,150	2,300
Invoices processed	--	--	2,700	2,700
Requisitions processed	--	--	60	60
Efficiency				
Quantity per worker:				
Services and supply requests (received and processed)	--	--	717	767
Invoices processed	--	--	2,700	2,700
Requisitions processed	--	--	60	60
Effectiveness/Outcome				
Production standard:				
Services and supply requests (received and processed)	--	--	89.6%	95.8%
Invoices processed	--	--	135.0%	135.0%
Requisitions processed	--	--	120.0%	120.0%
Finance and Management Division - Financial Services				
Input				
Assigned staff:				
Data entry clerks	1	1	1	1
Demand letter processing - clerical staff	1	1	1	1
Pieces of mail processed - clerical staff	3	3	3	3
Workload/Output				
Volume:				
Data entry - number of checks	3,584	2,861	2,490	2,490
Demand letter processed	3,584	2,861	2,490	2,490
Pieces of mail processed	411,272	465,532	561,741	657,237
Efficiency				
Quantity Per Worker:				
Data entry - number of checks	3,584	2,861	2,490	2,490
Demand letter processed	3,584	2,861	2,490	2,490
Pieces of mail processed	137,091	155,177	187,247	219,079

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Finance and Management Division - Financial Services (cont'd)				
Effectiveness/Outcome				
Production standard:				
Data entry - number of checks	99.6%	88.8%	77.3%	77.3%
Demand letter processed	99.6%	88.8%	77.3%	77.3%
Pieces of mail processed	100.1%	106.2%	128.1%	149.9%
Human Resources Division - Exam and Recruitment				
Input				
Assigned staff:				
Incoming (human resources analyst, clerical)	--	--	2	2
Outgoing (human resources analyst, clerical)	--	--	2	2
Change of status (human resources analyst, clerical)	--	--	2	2
Workload/Output				
Volume:				
Incoming (new hire, rehire or transfer)	--	--	715	704
Outgoing (retired, transfer or termination)	--	--	560	542
Change of status (step advance or promotion)	--	--	318	302
Efficiency				
Quantity per worker:				
Incoming (new hire, rehire or transfer)	--	--	358	352
Outgoing (retired, transfer or termination)	--	--	280	271
Change of status (step advance or promotion)	--	--	159	151
Effectiveness/Outcome				
Production standard:				
Incoming (new hire, rehire or transfer)	--	--	99.3%	97.8%
Outgoing (retired, transfer or termination)	--	--	100.0%	96.8%
Change of status (step advance or promotion)	--	--	99.4%	94.4%
Human Resources Division - Training				
Input				
Assigned staff:				
Video production staff	--	--	2	2
Training staff (precinct officers)	--	--	8	6
Training staff (in-house)	--	--	1	1
Graphic artist	--	--	1	1
Staff development specialists and clerical support	--	--	1	1
Workload/Output				
Volume:				
Video production	--	--	10	12
Training classes (precinct officers)	--	--	600	420
Training classes (in-house)	--	--	30	32
Graphics	--	--	70	75
Written materials production	--	--	8	8
Efficiency				
Quantity per worker:				
Video production	--	--	5	6
Training classes (precinct officers)	--	--	75	70
Training classes (in-house)	--	--	30	32
Graphics	--	--	70	75
Written materials production	--	--	8	8

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Human Resources Division - Training (cont'd)				
Effectiveness/Outcome				
Production standard:				
Video production	--	--	100%	120%
Training classes (precinct officers)	--	--	100%	93%
Training classes (in-house)	--	--	100%	107%
Graphics	--	--	100%	107%
Written materials production	--	--	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 79,539,000	**$ 634,000**	**$ 55,708,000**	**$ 23,197,000**	**$ 9,034,000**	**$ 14,163,000**	**870.0**

DEPARTMENTAL DETAIL SUMMARY

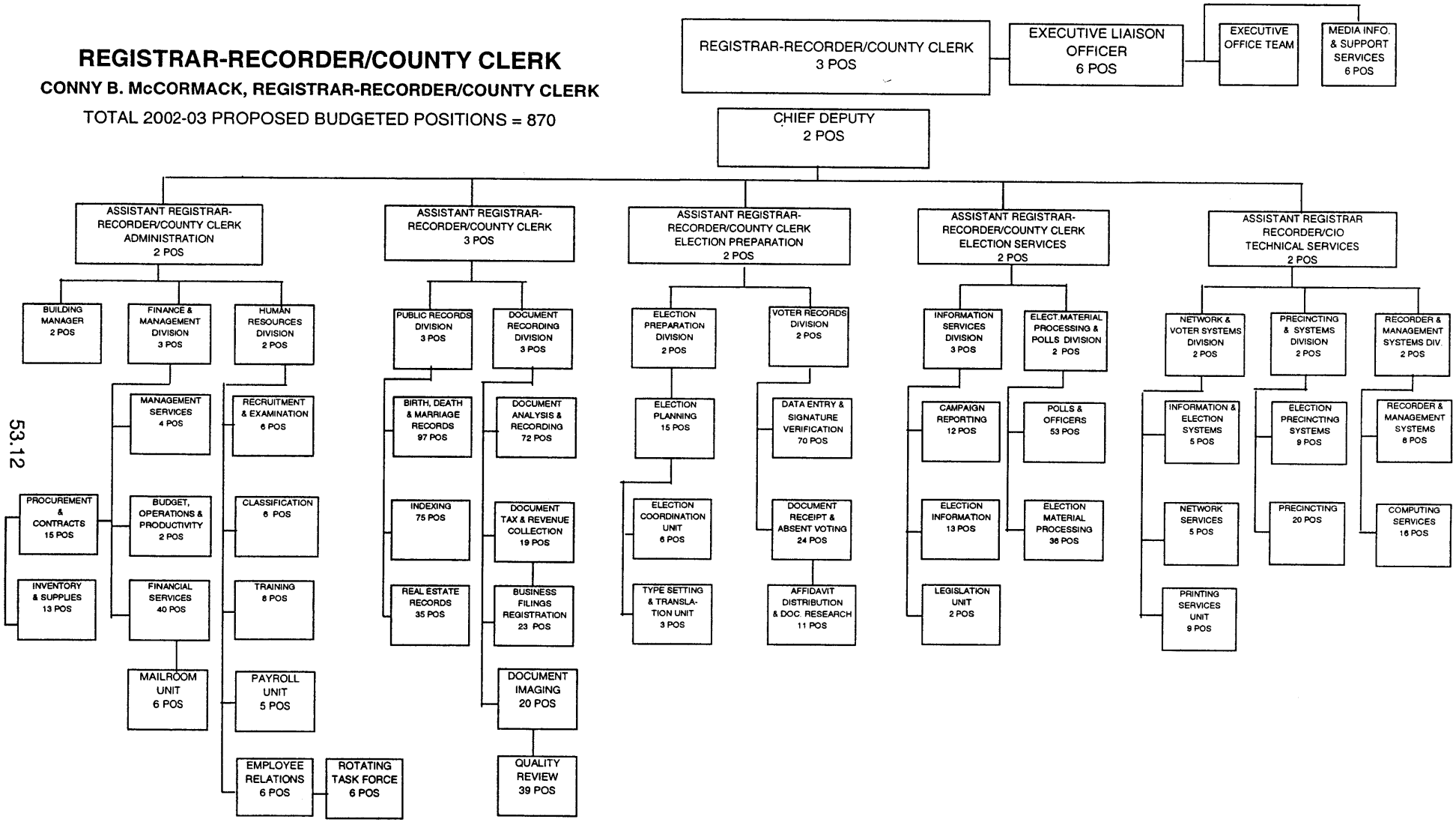
Subaccount	Budgeted Fiscal Year 2001-2002	Estimated Fiscal Year 2001-2002	Proposed Fiscal Year 2002-2003	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	33,762,562	33,449,517	34,692,654	930,092
Employee Benefits	7,046,438	7,046,483	8,448,346	1,401,908
Total Salaries and Employee Benefits	40,809,000	40,496,000	43,141,000	2,332,000
Services and Supplies				
Admin and General	10,000	10,000	5,000	-5,000
Communications	709,000	713,000	793,000	84,000
Computer Equipment - Non-Capital	1,180,000	1,345,000	1,743,000	563,000
Computer Software	320,000	136,000	328,000	8,000
Damage Repair	13,000	10,000	10,000	-3,000
Household Expense	5,000	2,000	3,000	-2,000
Information Technology Services	4,062,000	4,410,000	4,062,000	0
Insurance	85,000	69,000	73,000	-12,000
Maintenance-Bldgs and Improvement	1,417,000	1,186,000	1,369,000	-48,000
Maintenance-Equipment	55,000	65,000	60,000	5,000
Memberships	3,000	20,000	20,000	17,000
Miscellaneous Expense	9,000	9,000	9,000	0
Office Expense-Other	518,000	523,000	383,000	-135,000
Office Expense-Postage	2,507,000	2,331,000	2,770,000	263,000
Office Expense-Stat and Forms	893,000	884,000	914,000	21,000
Professional and Specialized Svcs	8,979,000	8,374,000	9,084,000	105,000
Publications and Legal Notice	90,000	60,000	70,000	-20,000
Rents and Leases-Bldg and Improvement	944,000	944,000	1,373,000	429,000
Rents and Leases-Equipment	40,000	41,000	82,000	42,000
Special Departmental Expense	8,682,000	9,591,000	8,525,000	-157,000
Telecommunications	275,000	216,000	231,000	-44,000
Training	50,000	31,000	30,000	-20,000
Trans and Travel-Auto Mileage	0	7,000	7,000	7,000
Trans and Travel-Auto Service	494,000	426,000	471,000	-23,000
Trans and Travel-Other	13,000	8,000	8,000	-5,000
Trans and Travel-Traveling	30,000	43,000	43,000	13,000
Utilities	1,290,000	1,164,000	1,000,000	-290,000
Total Services and Supplies	32,673,000	32,618,000	33,466,000	793,000
Other Charges				
Capital Leases	2,413,000	2,413,000	2,413,000	0
Judgments and Damages	1,000	125,000	1,000	0
Other Charges	48,000	48,000	48,000	0
Total Other Charges	2,462,000	2,586,000	2,462,000	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Major Office Equipment	410,000	410,000	410,000	0
Total Equipment	410,000	410,000	410,000	0
Total Fixed Assets	410,000	410,000	410,000	0
Other Financing Uses				
Operating Transfers Out	93,000	148,000	60,000	-33,000
Total Other Financing Uses	93,000	148,000	60,000	-33,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**76,447,000**	**76,258,000**	**79,539,000**	**3,092,000**
Less: Intrafund Transfers	615,000	634,000	634,000	19,000
TOTAL NET REQUIREMENTS	75,832,000	75,624,000	78,905,000	3,073,000
REVENUES:				
Licenses, Permits and Franchises	1,293,000	1,129,000	1,130,000	-163,000
Intergovernmental Revenues:				
State	2,757,000	2,757,000	3,168,000	411,000
Charges for Services	46,399,000	46,407,000	50,522,000	4,123,000
Miscellaneous	936,000	884,000	888,000	-48,000
TOTAL REVENUES	51,385,000	51,177,000	55,708,000	4,323,000
NET COUNTY COST	**24,447,000**	**24,447,000**	**23,197,000**	**-1,250,000**

REGISTRAR-RECORDER/COUNTY CLERK

CONNY B. McCORMACK, REGISTRAR-RECORDER/COUNTY CLERK

TOTAL 2002-03 PROPOSED BUDGETED POSITIONS = 870



RENT EXPENSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 106,955,284	$ 147,823,000	$ 150,590,000	$ 150,712,000	$ 150,712,000	$ 122,000
LESS EXPENDITURE DIST	102,247,820	138,134,000	143,089,000	142,196,000	142,196,000	-893,000
TOT S & S	4,707,464	9,689,000	7,501,000	8,516,000	8,516,000	1,015,000
OTHER CHARGES	200,218,383	196,021,000	204,728,000	203,482,000	203,482,000	-1,246,000
LESS EXPENDITURE DIST	173,725,885	175,329,000	179,673,000	179,590,000	179,590,000	-83,000
TOT OTH CHRG	26,492,498	20,692,000	25,055,000	23,892,000	23,892,000	-1,163,000
GROSS TOTAL	$ 31,199,962	$ 30,381,000	$ 32,556,000	$ 32,408,000	$ 32,408,000	$ -148,000
REVENUE	641,994	3,620,000	5,795,000	4,463,000	4,463,000	-1,332,000
NET COUNTY COST	$ 30,557,968	$ 26,761,000	$ 26,761,000	$ 27,945,000	$ 27,945,000	$ 1,184,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 641,994	$ 3,620,000	$ 5,795,000	$ 4,463,000	$ 4,463,000	$ -1,332,000
TOTAL	$ 641,994	$ 3,620,000	$ 5,795,000	$ 4,463,000	$ 4,463,000	$ -1,332,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

2002-03 Budget Message

The Rent Expense budget provides centralized financing of real property lease payments, annual obligations for long-term debt financing of capital construction, and other costs necessary to facilitate compliance with the Board of Supervisors-approved Strategic Asset Management Plan (SAMP) principles. With the exception of court-related space costs, the Emergency Operations Center, and the Disney parking structure, all federally allowable lease and debt service costs are billed to the respective operating budgets of the benefiting departments.

The proposed changes reflect a $2.1 million increase in net County cost, primarily due to an increase in the principal and interest payments on the remaining balance of the 1993 Disney parking bonds. Savings from the conclusion of payment for certain other bond-financed facilities are offset by increased costs in other space needs, including insurance and strategic planning requirements. Decreases in appropriation authority and revenue are included due to the conclusion of payments for bond-financing and reduced social services leasing requirements associated with a reduction in their budgeted positions.

Strategic Planning

The Countywide Strategic Plan requires that the County invest in the public infrastructure by implementing the SAMP. The Rent Expense budget supports that strategy by financing real estate costs in compliance with SAMP principles.

Changes From 2001-02 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,246,000	$ -1,172,000	$ -74,000	--
	Capital Lease/Bond Financed Facilities: Reflects primarily the conclusion of debt service for the LAC+USC AIDS Outpatient facility and the Sheriff Mobile Digital and Countywide Integrated Radio System leases, partially offset by the addition of new long-term bond debt for the Harbor/UCLA emergency power system and increases in debt service for the Chatsworth Court and the Disney parking structure.			
2.	$ -6,214,000	$ -6,214,000	$ --	--
	Department of Public Social Services Leases: Reflects a reduction in anticipated leases for the Department of Public Social Services due to a reduction in the number of budgeted positions.			
3.	$ 6,336,000	$ 5,078,000	$ 1,258,000	--
	Other Cost Changes: Reflects an increase in various leases, insurance requirements and administrative expenses, and costs necessary to refurbish vacated County-owned buildings to facilitate sale or reuse, offset by an increase in the allowable charge for use of County-owned buildings.			
Total	***$ -1,124,000***	***$ -2,308,000***	***$ 1,184,000***	***0.0***

SPECIAL ASSESSMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
OTHER CHARGES	$ 336,493	$ 298,000	$ 298,000	$ 322,000	$ 322,000	$ 24,000
LESS EXPENDITURE DIST	237,977	172,000	172,000	196,000	196,000	24,000
TOT OTH CHRG	98,516	126,000	126,000	126,000	126,000	
GROSS TOTAL	$ 98,516	$ 126,000	$ 126,000	$ 126,000	$ 126,000	$
REVENUE	106					
NET COUNTY COST	$ 98,410	$ 126,000	$ 126,000	$ 126,000	$ 126,000	$
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 106	$	$	$	$	$
TOTAL	$ 106	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

2002-03 Budget Message

The Special Assessments budget finances assessments levied against County-owned real property by local agencies for the operation, maintenance or improvement of streets, lighting and sewers. The proposed changes reflect an increase in assessments that are billable to benefiting departments.

Changes From 2001-02 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 24,000	$ 24,000	$ --	--
Finances new special assessment districts as well as increases in costs to operate existing districts. The changes are billable to benefiting departments.				
Total $	***24,000***	***$ 24,000***	***$ 0***	***0.0***

SHERIFF
LEROY D. BACA, SHERIFF

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 1,240,249,908	$ 1,313,679,000	$ 1,268,194,000	$ 1,562,192,000	$ 1,372,183,000	$ 103,989,000
SERVICES & SUPPLIES	276,374,173	272,493,000	312,593,000	419,663,000	240,122,000	-72,471,000
LESS EXPENDITURE DIST	54,394,775	50,000,000	50,000,000	75,000,000	75,000,000	25,000,000
TOT S & S	221,979,398	222,493,000	262,593,000	344,663,000	165,122,000	-97,471,000
OTHER CHARGES	76,055,078	89,150,000	82,950,000	97,146,000	97,146,000	14,196,000
FIXED ASSETS-EQUIP	9,203,952	6,290,000	17,151,000	34,839,000	17,332,000	181,000
OTHER FINANCING USES	514,000	544,000	544,000	544,000	544,000	
GROSS TOTAL	$ 1,548,002,336	$ 1,632,156,000	$ 1,631,432,000	$ 2,039,384,000	$ 1,652,327,000	$ 20,895,000
LESS INTRAFD TRANSFER	5,002,567	5,261,000	5,261,000	5,261,000	5,261,000	
NET TOTAL	$ 1,542,999,769	$ 1,626,895,000	$ 1,626,171,000	$ 2,034,123,000	$ 1,647,066,000	$ 20,895,000
REVENUE	923,792,225	992,911,000	980,753,000	1,004,176,000	988,700,000	7,947,000
NET COUNTY COST	$ 619,207,544	$ 633,984,000	$ 645,418,000	$ 1,029,947,000	$ 658,366,000	$ 12,948,000
BUDGETED POSITIONS	15,835.0	16,311.0	16,311.0	18,096.0	16,400.0	89.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 35,700	$ 39,000	$ 39,000	$ 39,000	$ 39,000	$
VEHICLE CODE FINES	4,878,878	4,873,000	4,873,000	4,873,000	4,873,000	
FORFEIT & PENALTIES	1,328,587	2,294,000	4,251,000	1,294,000	4,251,000	
RENTS AND CONCESSIONS			139,000		135,000	-4,000
STATE-OTHER	21,508,128	34,369,000	27,724,000	40,624,000	29,775,000	2,051,000
STATE-PROP 172 PSAF	434,741,341	446,831,000	446,831,000	452,713,000	446,831,000	
STATE-COPS	5,487,045					
FEDERAL-OTHER	24,975,089	39,368,000	25,096,000	43,513,000	30,996,000	5,900,000
COMMUNICATION SVCS	59,280					
LEGAL SERVICES	162,032,906	174,896,000	190,127,000	177,256,000	190,127,000	
CIVIL PROCESS SERVICE	6,115,256	7,100,000	7,100,000	7,100,000	7,100,000	
COURT FEES & COSTS	386,205	529,000	245,000	356,000	245,000	
LAW ENFORCEMENT SVCS	44,864,597	52,255,000	49,434,000	50,708,000	49,434,000	
RECORDING FEES	706,745	1,000,000	1,000,000	1,000,000	1,000,000	
INSTIT CARE & SVS	70,588,034	76,991,000	66,805,000	72,875,000	66,805,000	
EDUCATIONAL SERVICES	3,083,382	1,705,000	2,307,000	3,073,000	2,307,000	
CHRGS FOR SVCS-OTHER	112,731,316	107,866,000	108,606,000	115,506,000	108,606,000	
OTHER SALES	134,168	37,000	84,000	84,000	84,000	
MISCELLANEOUS	14,537,097	26,182,000	24,303,000	15,601,000	24,303,000	
SALE OF FIXED ASSETS	1,247,122	1,408,000	1,803,000	1,171,000	1,803,000	
OPERATING TRANSFER IN	14,351,349	15,168,000	19,986,000	16,390,000	19,986,000	
TOTAL	$ 923,792,225	$ 992,911,000	$ 980,753,000	$ 1,004,176,000	$ 988,700,000	$ 7,947,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

Mission Statement

State law charges the Sheriff with the responsibility of being the chief law enforcement officer of the County. The Sheriff enforces State laws and County ordinances in the unincorporated area and is responsible for maintaining law and order in all cities within the County. The Sheriff provides direct traffic and general law enforcement services, through contract, to 41 cities, the Southern California Regional Rail authority (Metrolink), the Los Angeles County Metropolitan Transportation Authority, and the Community College Districts.

2002-03 Budget Message

The 2002-03 Proposed Budget includes funding for negotiated increases in salaries and employee benefits, full year costs for the Security Action Plan - Terrorism Early Warning Group, offset by the elimination of one-time funding for equipment, and staffing and related costs for obtaining a Correctional Treatment Center license for the Twin Towers Correctional Facility. The Proposed Budget also includes the realignment of $49.6 million in services and supplies to fund projected increases in workers' compensation and various employee benefits, and anticipated judgments and damages payments. The Sheriff's Department will be identifying specific program curtailments which will be included in the final change package for Board of Supervisors (Board) deliberation.

Strategic Planning

The Sheriff has developed LASD2, a 30-year strategic plan to realign departmental functions in order to streamline law enforcement and support and maximize the department's use of available resources.

Critical Needs

The following represent the most critical needs of the Sheriff's Department: Court Services realignment, North and South Bureau; replacement of the Patrol Car Mobile Digital System; Early Return to Work Program; Special Enforcement and Gang Enforcement Program augmentation; San Dimas station staff restoration; Altadena station staff restoration; Carson station staff and operational expense; Detective Division Specialized Units; Equity Education Program; and Sworn Exam Research and Development Team.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 5,900,000	$ 5,900,000	$ --	89.0
	Correctional Treatment Center License: Reflects full-year funding for the Board-approved staffing, services and supplies and fixed assets required to obtain a Correctional Treatment Center License for the Medical Services Building located at the Twin Towers Correctional Treatment Facility, offset by State Criminal Alien Assistance Program revenue. *Supports Countywide Strategic Plan Goal 1, Strategy 1.*			
2.	$ 2,584,000	$ 2,584,000	$ --	--
	Mentally Ill Offender Crime Reduction (MIOCR) Grant: Reflects reimbursable funding for services and supplies for the State MIOCR grant. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*			
3.	$ -108,000	$ --	$ -108,000	--
	Security Action Plan: Reflects the remainder of full-year funding, consistent with the Countywide Security Action Plan approved by the Board on October 23, 2001, for staffing the terrorism early warning group, the investigative and intelligence efforts and mobile command post. These costs are offset by the reduction of one-time funding for equipment. *Supports Countywide Strategic Plan Goal 4, Strategy 2.*			
Other Changes				
1.	$ 32,951,000	$ --	$ 32,951,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
2.	$ 2,345,000	$ --	$ 2,345,000	--
Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfounded liability in the retirement system.				
3.	$ --	$ --	$ --	--
Overtime: Reflects a $31.0 million increase in overtime, based upon experience, offset by a reduction in services and supplies.				
4.	$ --	$ -537,000	$ 537,000	--
Community-Oriented Policing Services (COPS) Grant: Reflects maintenance of the federal COPS grant program funding law enforcement personnel. *Supports Countywide Strategic Plan 1, Strategy 1.*				
5.	$ -2,944,000	$ --	$ -2,944,000	--
Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with the Federal Office of Management and Budget Claiming Guidelines.				
6.	$ -19,833,000	$ --	$ -19,833,000	--
Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.				
7.	$ --	$ --	$ --	--
Budget Realignment: Reflects a $26.5 million increase in salaries and employee benefits to fund workers' compensation and miscellaneous benefits increases, and a $17.1 million increase in Other Charges to fund anticipated judgments and damages payments, offset by a reduction in services and supplies.				
Total	***$ 20,895,000***	***$ 7,947,000***	***$ 12,948,000***	***89.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Patrol							
	$ 380,035,000	$ 1,171,000	$ 456,051,000	$ -77,187,000	$ -77,187,000	$ 0	3,804.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Patrol provides traffic control and law enforcement services through contract, to 41 cities, the Southern California Regional Rail Authority, and the Community College Districts.

Explanatory Note: The Department will be developing performance measures during the year.

2. Detective							
	$ 82,716,000	$ 692,000	$ 46,526,000	$ 35,498,000	$ 35,498,000	$ 0	777.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Detective investigates criminal activity including homicides, missing persons, narcotics offenses, organized crime, child abuse, and fugitive warrant offenses.

Explanatory Note: The Department will be developing performance measures during the year.

3. Court Services							
	$ 198,279,000	$ 1,900,000	$ 117,375,000	$ 79,004,000	$ 79,004,000	$ 0	2,220.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Court Services provides bailiff services to the Superior Court, inmate incarceration and security during court proceedings, and transportation of in-custody defendants to and from courts throughout the County. Other mandated responsibilities include notice and process service, courthouse security, and execution of court orders and bench warrants.

Explanatory Note: The Department will be developing performance measures during the year.

4. Custody							
	$ 462,652,000	$ 201,000	$ 278,108,000	$ 184,343,000	$ 184,343,000	$ 0	5,301.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Custody provides placement and secure housing and care for a daily average population of 20,000 pre-sentenced and sentenced County jail inmates at Central Jail, Peter J. Pitchess Detention Center, North County Correctional facility, Century Regional Detention facility, and Twin Towers Detention facility. Additional responsibilities include the supervision of persons participating in work furlough/in-lieu of custody programs.

Explanatory Note: The Department will be developing performance measures during the year.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. General Support						
$ 346,989,000	$ 1,143,000	$ 78,374,000	$ 267,472,000	$ 267,472,000	$ 0	2,078.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

General Support provides support that cannot be directly identified to programs. Includes data processing and facilities management services, fingerprint identification and classification, internal investigations, recruitment, training, facilities planning, and maintenance.

Explanatory Note: The Department will be developing performance measures during the year.

6. Administration						
$ 49,470,000	$ 154,000	$ 12,266,000	$ 37,050,000	$ 37,050,000	$ 0	586.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Administration provides departmental management and administrative services including accounting, budget, payroll, and timekeeping.

Explanatory Note: The Department will be developing performance measures during the year.

7. Unincorporated Area Patrol						
$ 132,186,000	$ 0	$ 0	$ 132,186,000	$ 132,186,000	$ 0	1,634.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the Government Code.

Unincorporated Area Patrol provides law enforcement services in unincorporated area. Program funding is estimated based upon a standard cost per Deputy Sheriff since these costs are not tracked separately.

Explanatory Note: The Department will be developing performance measures during the year.

Total Programs						
$1,652,327,000	**$ 5,261,000**	**$ 988,700,000**	**$ 658,366,000**	**$ 658,366,000**	**$ 0**	**16,400.0**

SHERIFF - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 37,185,508	$ 42,239,000	$ 38,038,000	$ 43,849,000	$ 39,393,000	$ 1,355,000
SERVICES & SUPPLIES	7,704,314	7,262,000	12,405,000	12,459,000	4,133,000	-8,272,000
OTHER CHARGES	416,241					
GROSS TOTAL	$ 45,306,063	$ 49,501,000	$ 50,443,000	$ 56,308,000	$ 43,526,000	$ -6,917,000
LESS INTRAFD TRANSFER	67,963	154,000	154,000	154,000	154,000	
NET TOTAL	$ 45,238,100	$ 49,347,000	$ 50,289,000	$ 56,154,000	$ 43,372,000	$ -6,917,000
REVENUE	3,886,702	15,265,000	6,067,000	12,498,000	6,071,000	4,000
NET COUNTY COST	$ 41,351,398	$ 34,082,000	$ 44,222,000	$ 43,656,000	$ 37,301,000	$ -6,921,000
BUDGETED POSITIONS	562.0	586.0	586.0	587.0	586.0	
REVENUE DETAIL						
FORFEIT & PENALTIES	$ 1,242	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$
STATE-OTHER	53,708	8,303,000	5,000	8,000,000	9,000	4,000
STATE-PROP 172 PSAF	2,250,999	2,314,000	2,314,000	2,350,000	2,314,000	
FEDERAL-OTHER		900,000		703,000		
INSTIT CARE & SVS		4,000	4,000	4,000	4,000	
EDUCATIONAL SERVICES	196					
CHRGS FOR SVCS-OTHER	602,993	410,000	410,000	410,000	410,000	
OTHER SALES	34,941	30,000	30,000	30,000	30,000	
MISCELLANEOUS	942,623	3,303,000	3,303,000	1,000,000	3,303,000	
TOTAL	$ 3,886,702	$ 15,265,000	$ 6,067,000	$ 12,498,000	$ 6,071,000	$ 4,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - CLEARING ACCOUNT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 55,418,945	$ 50,000,000	$ 50,000,000	$ 75,000,000	$ 75,000,000	$ 25,000,000
LESS EXPENDITURE DIST	54,370,336	50,000,000	50,000,000	75,000,000	75,000,000	25,000,000
TOT S & S	1,048,609					
GROSS TOTAL	$ 1,048,609	$	$	$	$	$
REVENUE	68,850					
NET COUNTY COST	$ 979,759	$	$	$	$	$
REVENUE DETAIL						
MISCELLANEOUS	$ 68,850	$	$	$	$	$
TOTAL	$ 68,850	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - COURT SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 165,723,665	$ 180,443,000	$ 177,413,000	$ 205,694,000	$ 190,054,000	$ 12,641,000
SERVICES & SUPPLIES	9,587,379	10,369,000	10,742,000	17,288,000	2,470,000	-8,272,000
FIXED ASSETS-EQUIP		231,000	231,000	271,000	231,000	
GROSS TOTAL	$ 175,311,044	$ 191,043,000	$ 188,386,000	$ 223,253,000	$ 192,755,000	$ 4,369,000
LESS INTRAFD TRANSFER	2,072,284	1,900,000	1,900,000	1,900,000	1,900,000	
NET TOTAL	$ 173,238,760	$ 189,143,000	$ 186,486,000	$ 221,353,000	$ 190,855,000	$ 4,369,000
REVENUE	103,145,037	114,141,000	111,239,000	119,539,000	111,239,000	
NET COUNTY COST	$ 70,093,723	$ 75,002,000	$ 75,247,000	$ 101,814,000	$ 79,616,000	$ 4,369,000
BUDGETED POSITIONS	2,122.0	2,220.0	2,220.0	2,318.0	2,220.0	
REVENUE DETAIL						
STATE-OTHER	$ 305,276	$	$	$	$	$
STATE-PROP 172 PSAF				216,000		
FEDERAL-OTHER	724,725	400,000	400,000	400,000	400,000	
LEGAL SERVICES	4,974					
CIVIL PROCESS SERVICE	6,115,256	7,100,000	7,100,000	7,100,000	7,100,000	
LAW ENFORCEMENT SVCS	1,311,233	1,362,000	1,362,000	2,636,000	1,362,000	
EDUCATIONAL SERVICES	497					
CHRGS FOR SVCS-OTHER	94,674,391	105,179,000	102,277,000	109,177,000	102,277,000	
MISCELLANEOUS	8,685	100,000	100,000	10,000	100,000	
TOTAL	$ 103,145,037	$ 114,141,000	$ 111,239,000	$ 119,539,000	$ 111,239,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - CUSTODY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 363,043,726	$ 367,511,000	$ 347,207,000	$ 428,230,000	$ 380,558,000	$ 33,351,000
SERVICES & SUPPLIES	93,289,391	102,091,000	107,297,000	141,550,000	98,027,000	-9,270,000
FIXED ASSETS-EQUIP		438,000	438,000	2,565,000	1,188,000	750,000
GROSS TOTAL	$ 456,333,117	$ 470,040,000	$ 454,942,000	$ 572,345,000	$ 479,773,000	$ 24,831,000
LESS INTRAFD TRANSFER	124,549	201,000	201,000	201,000	201,000	
NET TOTAL	$ 456,208,568	$ 469,839,000	$ 454,741,000	$ 572,144,000	$ 479,572,000	$ 24,831,000
REVENUE	270,591,007	272,905,000	249,667,000	282,016,000	258,151,000	8,484,000
NET COUNTY COST	$ 185,617,561	$ 196,934,000	$ 205,074,000	$ 290,128,000	$ 221,421,000	$ 16,347,000
BUDGETED POSITIONS	5,147.0	5,212.0	5,212.0	5,683.0	5,301.0	89.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 32,900	$ 31,000	$ 31,000	$ 31,000	$ 31,000	$
STATE-OTHER	10,706,136	6,351,000	6,351,000	8,935,000	8,935,000	2,584,000
STATE-PROP 172 PSAF	144,467,031	148,484,000	148,484,000	153,856,000	148,484,000	
STATE-COPS	3,596,362					
FEDERAL-OTHER	24,513,337	29,113,000	16,345,000	34,059,000	22,245,000	5,900,000
COURT FEES & COSTS	355,843	529,000	245,000	356,000	245,000	
LAW ENFORCEMENT SVCS	219,145	172,000	172,000	172,000	172,000	
INSTIT CARE & SVS	70,588,034	76,987,000	66,801,000	72,871,000	66,801,000	
EDUCATIONAL SERVICES	1,703,321	1,705,000	1,705,000	2,203,000	1,705,000	
CHRGS FOR SVCS-OTHER	14,065,485	1,802,000	1,802,000	1,802,000	1,802,000	
OTHER SALES	1,579	3,000	3,000	3,000	3,000	
MISCELLANEOUS	12,099	11,000	11,000	11,000	11,000	
OPERATING TRANSFER IN	329,735	7,717,000	7,717,000	7,717,000	7,717,000	
TOTAL	$ 270,591,007	$ 272,905,000	$ 249,667,000	$ 282,016,000	$ 258,151,000	$ 8,484,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - DETECTIVE SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 76,030,812	$ 83,721,000	$ 80,074,000	$ 102,953,000	$ 83,976,000	$ 3,902,000
SERVICES & SUPPLIES	3,424,316	3,680,000	4,001,000	5,328,000	3,528,000	-473,000
FIXED ASSETS-EQUIP	260,580	900,000	900,000	2,990,000	900,000	
GROSS TOTAL	$ 79,715,708	$ 88,301,000	$ 84,975,000	$ 111,271,000	$ 88,404,000	$ 3,429,000
LESS INTRAFD TRANSFER	670,682	692,000	692,000	692,000	692,000	
NET TOTAL	$ 79,045,026	$ 87,609,000	$ 84,283,000	$ 110,579,000	$ 87,712,000	$ 3,429,000
REVENUE	44,558,709	48,727,000	48,529,000	46,144,000	48,529,000	
NET COUNTY COST	$ 34,486,317	$ 38,882,000	$ 35,754,000	$ 64,435,000	$ 39,183,000	$ 3,429,000
BUDGETED POSITIONS	769.0	777.0	777.0	928.0	777.0	
REVENUE DETAIL						
BUSINESS LICENSES	$ 400	$	$	$	$	$
FORFEIT & PENALTIES	372	2,135,000	2,135,000	657,000	2,135,000	
STATE-OTHER	5,262,929	7,492,000	7,492,000	7,492,000	7,492,000	
STATE-PROP 172 PSAF	31,822,349	32,707,000	32,707,000	32,707,000	32,707,000	
FEDERAL-OTHER	37,500					
LEGAL SERVICES	1,527,205					
LAW ENFORCEMENT SVCS	5,117,700	3,709,000	3,879,000	3,879,000	3,879,000	
RECORDING FEES	706,745	1,000,000	1,000,000	1,000,000	1,000,000	
EDUCATIONAL SERVICES	177					
CHRGS FOR SVCS-OTHER	-24,030	1,000	1,000	1,000	1,000	
MISCELLANEOUS	30,879	1,275,000	1,275,000		1,275,000	
SALE OF FIXED ASSETS	31,733	408,000	40,000	408,000	40,000	
OPERATING TRANSFER IN	44,750					
TOTAL	$ 44,558,709	$ 48,727,000	$ 48,529,000	$ 46,144,000	$ 48,529,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - GENERAL SUPPORT SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 149,594,711	$ 153,179,000	$ 158,488,000	$ 186,858,000	$ 177,270,000	$ 18,782,000
SERVICES & SUPPLIES	94,907,699	81,678,000	107,056,000	142,899,000	49,564,000	-57,492,000
LESS EXPENDITURE DIST	23,248					
TOT S & S	94,884,451	81,678,000	107,056,000	142,899,000	49,564,000	-57,492,000
OTHER CHARGES	75,618,837	89,150,000	82,950,000	97,146,000	97,146,000	14,196,000
FIXED ASSETS-EQUIP	8,426,204	3,042,000	13,906,000	14,709,000	13,906,000	
OTHER FINANCING USES	514,000	544,000	544,000	544,000	544,000	
GROSS TOTAL	$ 329,038,203	$ 327,593,000	$ 362,944,000	$ 442,156,000	$ 338,430,000	$ -24,514,000
LESS INTRAFD TRANSFER	1,762,207	1,143,000	1,143,000	1,143,000	1,143,000	
NET TOTAL	$ 327,275,996	$ 326,450,000	$ 361,801,000	$ 441,013,000	$ 337,287,000	$ -24,514,000
REVENUE	75,266,866	76,492,000	89,190,000	78,668,000	89,186,000	-4,000
NET COUNTY COST	$ 252,009,130	$ 249,958,000	$ 272,611,000	$ 362,345,000	$ 248,101,000	$ -24,510,000
BUDGETED POSITIONS	2,006.0	2,078.0	2,078.0	2,409.0	2,078.0	
REVENUE DETAIL						
BUSINESS LICENSES	$ 2,000	$	$	$	$	$
VEHICLE CODE FINES	4,878,878	4,873,000	4,873,000		4,873,000	
FORFEIT & PENALTIES	1,323,455	156,000	2,113,000	634,000	2,113,000	
RENTS AND CONCESSIONS			4,000			-4,000
STATE-OTHER	3,165,908	9,185,000	10,873,000	14,469,000	10,873,000	
STATE-PROP 172 PSAF	31,447,916	32,322,000	32,322,000	32,322,000	32,322,000	
STATE-COPS	1,890,683					
FEDERAL-OTHER	874,183	1,590,000	1,590,000	1,590,000	1,590,000	
COMMUNICATION SVCS	59,280					
LEGAL SERVICES	28,447					
COURT FEES & COSTS	30,362					
LAW ENFORCEMENT SVCS	2,778,661	3,001,000	3,001,000	3,001,000	3,001,000	
EDUCATIONAL SERVICES	1,375,593		602,000	870,000	602,000	
CHRGS FOR SVCS-OTHER	3,217,160		3,642,000	3,642,000	3,642,000	
OTHER SALES	95,736		47,000	47,000	47,000	
MISCELLANEOUS	12,231,796	18,533,000	17,710,000	13,276,000	17,710,000	
SALE OF FIXED ASSETS	377,889		763,000	763,000	763,000	
OPERATING TRANSFER IN	11,488,919	6,832,000	11,650,000	8,054,000	11,650,000	
TOTAL	$ 75,266,866	$ 76,492,000	$ 89,190,000	$ 78,668,000	$ 89,186,000	$ -4,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

SHERIFF - PATROL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 448,671,486	$ 486,586,000	$ 466,974,000	$ 594,608,000	$ 500,932,000	$ 33,958,000
SERVICES & SUPPLIES	12,042,129	17,413,000	21,092,000	25,139,000	7,400,000	-13,692,000
LESS EXPENDITURE DIST	1,191					
TOT S & S	12,040,938	17,413,000	21,092,000	25,139,000	7,400,000	-13,692,000
OTHER CHARGES	20,000					
FIXED ASSETS-EQUIP	517,168	1,679,000	1,676,000	14,304,000	1,107,000	-569,000
GROSS TOTAL	$ 461,249,592	$ 505,678,000	$ 489,742,000	$ 634,051,000	$ 509,439,000	$ 19,697,000
LESS INTRAFD TRANSFER	304,882	1,171,000	1,171,000	1,171,000	1,171,000	
NET TOTAL	$ 460,944,710	$ 504,507,000	$ 488,571,000	$ 632,880,000	$ 508,268,000	$ 19,697,000
REVENUE	426,275,054	465,381,000	476,061,000	465,311,000	475,524,000	-537,000
NET COUNTY COST	$ 34,669,656	$ 39,126,000	$ 12,510,000	$ 167,569,000	$ 32,744,000	$ 20,234,000
BUDGETED POSITIONS	5,229.0	5,438.0	5,438.0	6,171.0	5,438.0	
REVENUE DETAIL						
BUSINESS LICENSES	$ 400	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$
VEHICLE CODE FINES				4,873,000		
FORFEIT & PENALTIES	3,518	2,000	2,000	2,000	2,000	
RENTS AND CONCESSIONS			135,000		135,000	
STATE-OTHER	2,014,171	3,038,000	3,003,000	1,728,000	2,466,000	-537,000
STATE-PROP 172 PSAF	224,753,046	231,004,000	231,004,000	231,262,000	231,004,000	
FEDERAL-OTHER	-1,174,656	7,365,000	6,761,000	6,761,000	6,761,000	
LEGAL SERVICES	160,472,280	174,896,000	190,127,000	177,256,000	190,127,000	
LAW ENFORCEMENT SVCS	35,437,858	44,011,000	41,020,000	41,020,000	41,020,000	
EDUCATIONAL SERVICES	3,598					
CHRGS FOR SVCS-OTHER	195,317	474,000	474,000	474,000	474,000	
OTHER SALES	1,912	4,000	4,000	4,000	4,000	
MISCELLANEOUS	1,242,165	2,960,000	1,904,000	1,304,000	1,904,000	
SALE OF FIXED ASSETS	837,500	1,000,000	1,000,000		1,000,000	
OPERATING TRANSFER IN	2,487,945	619,000	619,000	619,000	619,000	
TOTAL	$ 426,275,054	$ 465,381,000	$ 476,061,000	$ 465,311,000	$ 475,524,000	$ -537,000

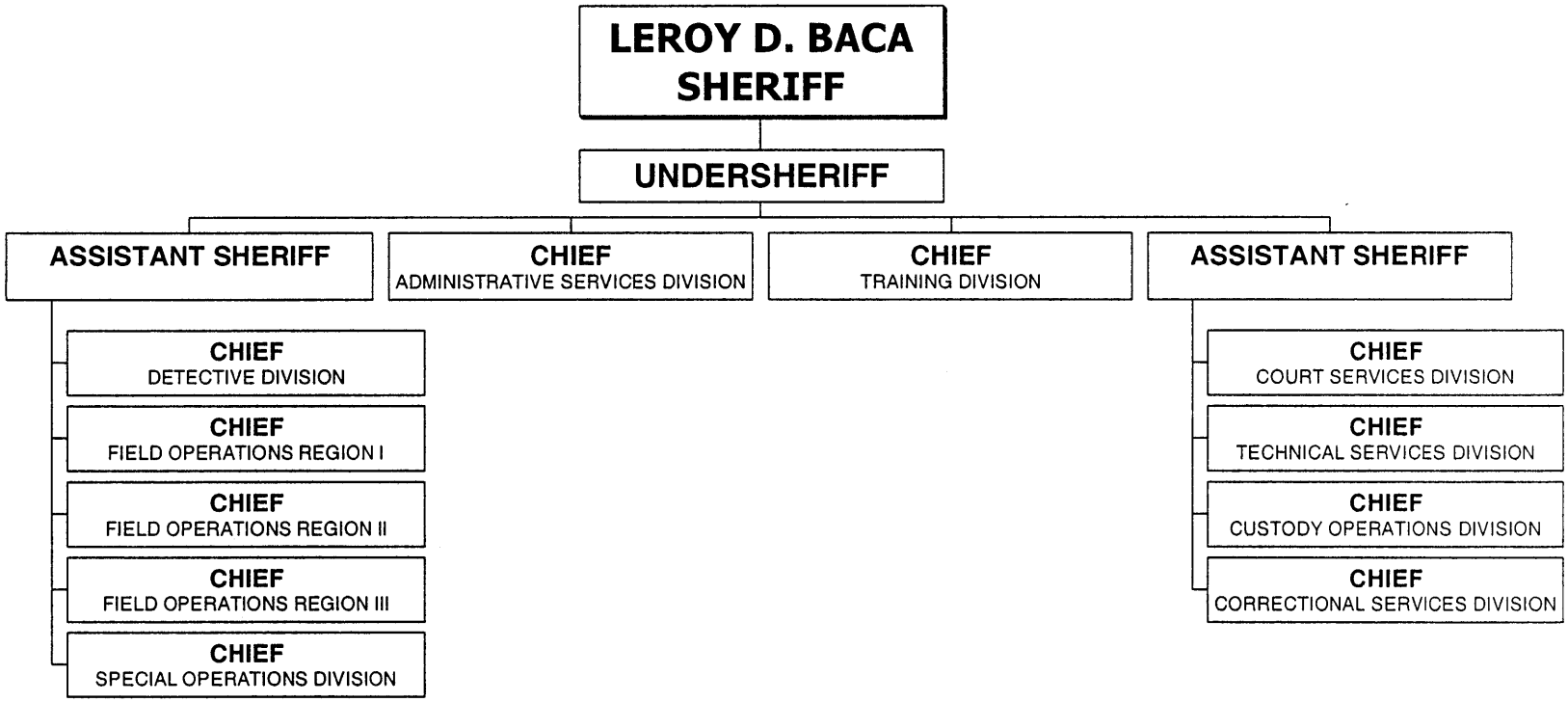
FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	POLICE PROTECTION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	944,502,000	970,634,000	938,503,000	-5,999,000
Employee Benefits	323,692,000	343,045,000	433,680,000	109,988,000
Total Salaries and Employee Benefits	1,268,194,000	1,313,679,000	1,372,183,000	103,989,000
Services and Supplies				
Clothing and Personal Supplies	8,083,680	6,481,182	5,581,000	-2,502,680
Communications	13,337,037	13,305,637	8,000,000	-5,337,037
Food	26,000,000	22,982,280	22,982,000	-3,018,000
Household Expenses	8,088,572	7,041,182	7,000,000	-1,088,572
Insurance	3,195,600	3,195,600	2,958,000	-237,600
Maintenance-Buildings and Improvements	4,596,885	4,577,747	4,000,000	-596,885
Maintenance-Equipment	17,806,884	17,712,411	10,000,000	-7,806,884
Medical Dental and Laboratory Supplies	14,944,007	14,164,157	14,300,000	-644,007
Memberships	12,356	10,916	10,000	-2,356
Miscellaneous Expense	634,853	260,066	0	-634,853
Office Expense-Other	1,787,459	2,904,426	1,000,000	-787,459
Professional and Specialized Services	58,770,055	34,460,750	20,000,000	-38,770,055
Publication and Legal Notices	417,177	503,719	0	-417,177
Rents and Leases-Bldg and Improvements	4,579,021	5,753,413	4,570,000	-9,021
Rents and Leases-Equipment	817,710	606,703	604,000	-213,710
Small Tools and Instruments	258,703	201,140	258,000	-703
Special Departmental Expense	17,821,219	15,116,010	6,000,000	-11,821,219
Training	777,123	1,096,874	350,000	-427,123
Transportation and Travel-Auto Mileage	7,455,551	7,382,505	3,000,000	-4,455,551
Transportation and Travel-Other	871,627	880,493	500,000	-371,627
Utilities	59,209,271	55,652,622	51,509,000	-7,700,271
Computer Equipment and Software	6,786,344	1,861,301	0	-6,786,344
Telecommunications	4,378,462	4,378,462	2,000,000	-2,378,462
Information Technology Services	1,963,404	1,963,404	500,000	-1,463,404
Total Services and Supplies	262,593,000	222,493,000	165,122,000	-97,471,000
Other Charges				
Judgments and Damages	8,426,000	17,426,000	26,996,000	18,570,000
Other	7,507,000	4,707,000	7,750,000	243,000
LAC-CAL Lease Payments	10,047,000	10,047,000	10,000,000	-47,000
Support and Care of Persons	345,000	345,000	400,000	55,000
Capital Lease Payments	56,625,000	56,625,000	52,000,000	-4,625,000
Total Other Charges	82,950,000	89,150,000	97,146,000	14,196,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Fixed Assets				
Equipment:				
Aircraft	0	0	1,900,000	1,900,000
Communications Equipment	151,000	202,000	652,000	501,000
Computer Info. and Data Processing	2,092,000	2,439,000	1,646,000	-446,000
Electronic Equipment	25,000	25,000	503,000	478,000
Major Office Equipment	530,000	531,000	614,000	84,000
Vehicle-Heavy Use	0	27,000	116,000	116,000
Vehicle-Automobile	330,000	330,000	10,135,000	9,805,000
Other-Undefined	13,806,000	2,506,000	256,000	-13,550,000
Machinery Equipment	0	13,000	0	0
Non-Medical Laboratory and Testing Equip	217,000	217,000	550,000	333,000
Watercraft	0	0	960,000	960,000
Total Equipment	17,151,000	6,290,000	17,332,000	181,000
Total Fixed Assets	17,151,000	6,290,000	17,332,000	181,000
Other Financing Uses				
Operating Transfers Out	544,000	544,000	544,000	0
Total Other Financing Uses	544,000	544,000	544,000	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**1,631,432,000**	**1,632,156,000**	**1,652,327,000**	**20,895,000**
Less: Intrafund Transfers	5,261,000	5,261,000	5,261,000	0
TOTAL NET REQUIREMENTS	1,626,171,000	1,626,895,000	1,647,066,000	20,895,000
REVENUES:				
Cogeneration	12,000,000	12,000,000	12,000,000	0
Licenses, Permits and Franchises	39,000	39,000	39,000	0
Fines, Forfeitures and Penalties	9,124,000	7,167,000	6,167,000	-2,957,000
Revenue from Use of Money and Property	139,000	0	0	-139,000
Intergovernmental Revenues:				
Federal	25,096,000	34,369,000	43,513,000	18,417,000
State	446,831,000	446,831,000	446,831,000	0
Other	27,724,000	39,368,000	40,624,000	12,900,000
Charges for Services	235,548,000	247,450,000	241,075,000	5,527,000
Contract Cities	190,127,000	174,896,000	177,256,000	-12,871,000
Miscellaneous	14,139,000	15,623,000	4,805,000	-9,334,000
Other Financing Sources	19,986,000	15,168,000	16,390,000	-3,596,000
TOTAL REVENUES	980,753,000	992,911,000	988,700,000	7,947,000
NET COUNTY COST	**645,418,000**	**633,984,000**	**658,366,000**	**12,948,000**

LOS ANGELES COUNTY
DEPARTMENT OF THE SHERIFF
Total 2002-03 Proposed Budgeted Positions = 16,400



TELEPHONE UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 60,008,284	$ 65,258,000	$ 65,258,000	$ 75,034,000	$ 75,034,000	$ 9,776,000
LESS EXPENDITURE DIST	61,398,876	69,308,000	74,534,000	82,779,000	82,779,000	8,245,000
TOT S & S	-1,390,592	-4,050,000	-9,276,000	-7,745,000	-7,745,000	1,531,000
OTHER CHARGES	2,669,322	5,106,000	10,329,000	8,855,000	8,855,000	-1,474,000
FIXED ASSETS-EQUIP		25,000	70,000			-70,000
GROSS TOTAL	$ 1,278,730	$ 1,081,000	$ 1,123,000	$ 1,110,000	$ 1,110,000	$ -13,000
REVENUE	1,281,572	1,090,000	1,123,000	1,110,000	1,110,000	-13,000
NET COUNTY COST	$ -2,842	$ -9,000	$	$	$	$
REVENUE DETAIL						
RENTS AND CONCESSIONS	$ 583,000	$ 583,000	$ 583,000	$ 583,000	$ 583,000	$
COMMUNICATION SVCS	686,292	507,000	540,000	527,000	527,000	-13,000
CHRGS FOR SVCS-OTHER	-2,570					
OTHER SALES	6,579					
MISCELLANEOUS	8,271					
TOTAL	$ 1,281,572	$ 1,090,000	$ 1,123,000	$ 1,110,000	$ 1,110,000	$ -13,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	COMMUNICATION

Mission Statement

This budget funds telephone utility, equipment, maintenance, Enterprise Network and other County department networks, and Telephone Utilities administration through a centralized appropriation administered by the Internal Services Department (ISD).

2002-03 Budget Message

The 2002-03 Proposed Budget reflects: 1) a $6.4 million increase related to growth in customer utilization of telephone and voice mail services; 2) a $3.7 million increase for continued implementation of the Countywide Enterprise Network; 3) a $2.1 million reduction in lease payments for existing equipment; and 4) a $0.2 million increase for Criminal Justice Information System (CJIS) projects.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ 5,554,000	$ 5,554,000	$ --	--
Telephone Utilities: Reflects an increase in appropriation related to growth in customer utilization of the Carrier Services Agreement.				
2.	$ 888,000	$ 888,000	$ --	--

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes (cont'd)				
Voice Mail: Reflects an increase in appropriation for additional voice mail boxes.				
3.	$ 3,696,000	$ 3,696,000	$ --	--
Enterprise Network: Reflects increased costs associated with the implementation of the Enterprise Network, as well as costs associated with the maintenance of LAnet, Internet connectivity, and Departmental Networks.				
4.	$ -2,119,000	$ -2,119,000	$ --	--
Direct Leases: Reflects a net reduction in lease payments primarily attributable to existing equipment that is fully paid for.				
5.	$ 213,000	$ 213,000	$ --	--
Criminal Justice Information System (CJIS): Reflects a net increase in appropriation primarily attributable to CJIS projects and is partially offset by a reduction in existing lease payments.				
Total	***$ 8,232,000***	***$ 8,232,000***	***$ 0.0***	***0.0***

TELEPHONE UTILITIES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Services and Supplies				
Professional and Special Services	25,464,000	25,181,000	28,798,000	3,334,000
Utilities	39,794,000	40,077,000	46,236,000	6,442,000
Total Services and Supplies	65,258,000	65,258,000	75,034,000	9,776,000
Other Charges				
Capital Lease Payments	10,329,000	5,106,000	8,855,000	-1,474,000
Total Other Charges	10,329,000	5,106,000	8,855,000	-1,474,000
Fixed Assets				
Equipment	70,000	25,000	0	-70,000
Total Fixed Assets	70,000	25,000	0	-70,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	74,534,000	69,308,000	82,779,000	8,245,000
Gross Total	**1,123,000**	**1,081,000**	**1,110,000**	**-13,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	1,123,000	1,081,000	1,110,000	-13,000
REVENUES:				
Revenue From Use of Money and Prop	583,000	583,000	583,000	0
Intergovernmental Revenues:				
Charges For Services	540,000	507,000	527,000	-13,000
TOTAL REVENUES	1,123,000	1,090,000	1,110,000	-13,000
NET COUNTY COST	**0**	**-9,000**	**0**	**0**

TREASURER AND TAX COLLECTOR

MARK J. SALADINO, TREASURER AND TAX COLLECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 27,810,451	$ 31,087,000	$ 34,406,000	$ 35,257,000	$ 35,993,000	$ 1,587,000
SERVICES & SUPPLIES	21,021,905	21,655,000	21,749,000	22,055,000	21,036,000	-713,000
OTHER CHARGES	338,026	375,000	375,000	375,000	375,000	
FIXED ASSETS-EQUIP	345,050	100,000	100,000	450,000	450,000	350,000
GROSS TOTAL	$ 49,515,432	$ 53,217,000	$ 56,630,000	$ 58,137,000	$ 57,854,000	$ 1,224,000
LESS INTRAFD TRANSFER	6,584,838	7,529,000	8,694,000	8,889,000	8,796,000	102,000
NET TOTAL	$ 42,930,594	$ 45,688,000	$ 47,936,000	$ 49,248,000	$ 49,058,000	$ 1,122,000
REVENUE	28,510,963	26,099,000	27,737,000	28,634,000	28,734,000	997,000
NET COUNTY COST	$ 14,419,631	$ 19,589,000	$ 20,199,000	$ 20,614,000	$ 20,324,000	$ 125,000
BUDGETED POSITIONS	612.0	573.0	573.0	573.0	570.0	-3.0
REVENUE DETAIL						
PROP TAXES-PRIOR-SEC	$ -2,090	$	$	$	$	$
PEN & COSTS-DEL TAXES	292,812					
SALES & USE TAXES	20					
BUSINESS LICENSES	1,233,328	1,500,000	1,500,000	1,500,000	1,500,000	
FORFEIT & PENALTIES	540					
PEN/INT/COSTS-DEL TAX	3,330,755	3,400,000	3,400,000	3,400,000	3,400,000	
STATE-OTHER	10,037	5,174,000	5,392,000	5,687,000	5,687,000	295,000
ASSESS/TAX COLL FEES	8,180,047	2,041,000	1,697,000	1,747,000	1,847,000	150,000
ELECTION SERVICES		747,000	715,000	747,000	747,000	32,000
INHERITANCE TAX FEES	127,022	141,000	160,000	219,000	219,000	59,000
LEGAL SERVICES	451	1,000	1,000	1,000	1,000	
CIVIL PROCESS SERVICE	3,876	2,000	2,000	2,000	2,000	
COURT FEES & COSTS	2,173	1,000	1,000	1,000	1,000	
ESTATE FEES	1,760,531	1,600,000	1,700,000	1,800,000	1,800,000	100,000
RECORDING FEES	12,798	14,000	10,000	10,000	10,000	
CHRGS FOR SVCS-OTHER	8,089,130	6,657,000	8,369,000	8,602,000	8,602,000	233,000
OTHER SALES	151,494	140,000	250,000	200,000	200,000	-50,000
MISCELLANEOUS	5,314,180	4,681,000	4,540,000	4,718,000	4,718,000	178,000
SALE OF FIXED ASSETS	3,859					
TOTAL	$ 28,510,963	$ 26,099,000	$ 27,737,000	$ 28,634,000	$ 28,734,000	$ 997,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

The Department's mission is to bill, collect, disburse, invest, borrow and safeguard monies and properties on behalf of the County, other governmental agencies and entities, and private individuals as specified by law. In addition, the Department provides enforcement, auditing, consulting, education, estate administration, trust accounting, property management and public information services.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost increase of $125,000 primarily associated with funding for negotiated increases in salaries and employee benefits and the elimination of 9.0 positions due to streamlining of duties through automation. The reduction in positions is offset by an increase of 6.0 positions to perform final accounting services to expedite closure of decedents' estates, enhance coordination efforts with mail service clients, and align items to more accurately reflect staffing requirements. The Proposed Budget also reflects a decrease in expenditures due to the Department vacating warehousing space located in the Adams and Grand building complex and increased appropriation in fixed assets offset by revenue to acquire an Automated Cashiering System. The Automated Cashiering System will replace an existing, but obsolete system. The new system will interface cashiering with the recently acquired remittance processing system, which will enhance productivity and improve organizational effectiveness.

Strategic Planning

The 2002-03 Proposed Budget supports the Department's goals of replacing obsolete equipment and systems, developing and expanding banking and financing methodologies and enhancing public service. Specifically, the Department is working towards the following:

-- Replacing the Department's decedent and conservatee case management system.

-- Further improving the processing of Secured and Unsecured tax payments during peak seasons through replacement of the existing automated cashiering system.

-- Modernizing the storage, processing and retrieval of public correspondence by purchasing a document imaging system. This automation effort will eliminate manual handling, filing, routing and managing the correspondence from taxpayers and associated responses. The Department plans to explore the feasibility of expanding the imaging system within the Department, as well as to the other tax departments during the second phase.

Critical Needs

Included in the Department's Official Request is additional funding for a public service pilot program at the Assessor's new Signal Hill office to provide the citizens of the South Bay area one-stop tax service. The funding requested will allow for three positions to handle property tax related inquiries and accept property tax payments. This pilot program will eliminate the need for residents of that area to drive downtown to conduct tax related business.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -24,000	$ 140,000	$ -164,000	-3.0
	Tax Collection: Reflects the net reduction of 3.0 budgeted positions from Banking and Remittance and a decrease of $24,000 in salaries and employee benefits as a result of productivity enhancements. Also, reflects increases in revenue ($90,000) and intrafund transfers ($50,000). *Supports Countywide Strategic Plan Goal 2, Strategy 1; and Goal 4, Strategy 1.*			
2.	$ --	$ -168,000	$ 168,000	--
	Other County Services: Reflects a decrease in billings to the Probation Department for debt collection services ($182,000), offset by an increase in miscellaneous revenue ($14,000). *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 1,105,000	$ 89,000	$ 1,016,000	--
	Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.			
2.	$ 105,000	$ --	$ 105,000	--
	Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	$ -995,000	$ --	$ -995,000	--
	Utilities: Reflects a decrease from the funding levels provided in 2001-02 due to anticipated rate reductions for natural gas in 2002-03.			
4.	$ -1,000	$ --	$ -1,000	--
	Countywide Cost Allocation Adjustment: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	$ 350,000	$ 350,000	$ --	--
	Fixed Assets: Reflects an increase in fixed assets to purchase a new Automated Cashiering System, which will replace an existing, but obsolete system. The cost is offset by increased Senate Bill (SB) 2557 revenue. *Supports Countywide Strategic Plan Goal 3, Strategy 2; and Goal 4, Strategy 1.*			
6.	$ 283,000	$ 44,000	$ 239,000	--
	Services and Supplies: Reflects an increase in bank charges ($437,000) offset by a decrease in expense ($154,000) due to the Department vacating warehousing space located in the Adams and Grand Building complex. These costs are partially offset by bank charge revenue increases.			
7.	$ --	$ 190,000	$ -190,000	--
	Intrafund Transfers: Reflects an increase in intrafund transfers (IFT) from the Assessor ($200,000) for costs associated with the County's Property Tax Telephone System, offset by miscellaneous IFT reductions based on actual experience ($10,000).			
8.	$ --	$ 454,000	$ -454,000	--
	Revenues: Reflects an increase in several revenue accounts including estate fees, investigations and escheat revenues, and co-generation rebate offset by various revenue decreases based on actual experience.			
9.	$ 401,000	$ --	$ 401,000	--
	Employee Benefits: Reflects an increase in employee benefits to more accurately reflect the Department's spending pattern.			
Total	***$ 1,224,000***	***$ 1,099,000***	***$ 125,000***	***-3.0***

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. TREASURY						
$ 12,687,000	$ 3,582,000	$ 8,242,000	$ 863,000	$ 1,727,000	$ -864,000	86.5

Authority: Mandated program per Government Code Sections 27000-27121, Los Angeles County Code Section 2.52.

The Treasury Program administers and manages the County Treasury; provides for the collection, custody, borrowing, investment and disbursement of County funds, including general, trust, school and special district funds; provides cash management services to 18 cities and 35 accounts, and 111 school districts, which includes administering and monitoring 268 bank accounts for County departments and special districts and 44 bank accounts for various school districts. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Management of the County Treasury in accordance with State code and Board of Supervisors approved investment policies.

Performance Measurement A

Service Delivery Standard: Prepare daily cash position forecasts with projected deposits and disbursements with 95 percent accuracy.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Forecasted average monthly cash position	n/a	n/a	$574,358,000	$626,710,000
Workload/Output				
Average monthly cash position	n/a	n/a	$579,900,000	$632,791,000
Efficiency				
Difference from forecasted position	n/a	n/a	$5,542,000	$6,081,000
Effectiveness/Outcome				
Daily cash position accuracy	n/a	n/a	99.04%	99.04%

Explanatory Note: Department began gathering statistical information for this workload measurement in fiscal year 2001-02.

Performance Measurement B

Service Delivery Standard: The Department will process all payments for deposit within 24 hours of receipt at Treasurer and Tax Collector offices with no greater than a 2 percent encoding error rate.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Average number of checks processed (received/encoded) per month	n/a	n/a	569,309	569,309
Workload/Output				
Average number of checks encoded correctly per month	n/a	n/a	569,298	569,298
Efficiency				
Average number of checks processed within 24 hours	n/a	n/a	565,030	565,030
Average number of errors per month	n/a	n/a	11	11

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Effectiveness/Outcome				
Percent of checks processed within 24 hours	n/a	n/a	99.25%	99.25%
Encoding error rate	n/a	n/a	0.0019%	0.0019%

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2001-02.

Performance Measurement C

Service Delivery Standard: Send letters to payers requesting additional information for payments suspended within five business days of receiving unidentified payments 95 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Average number of items received per month	n/a	n/a	1,142,145	1,142,000
Workload/Output				
Average number of items suspended per month	n/a	n/a	316	316
Efficiency				
Number of responses sent within five business days	n/a	n/a	220	259
Effectiveness/Outcome				
Percent of responses to suspended items that meet the standard	n/a	n/a	70%	82%

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2001-02.

Performance Measurement D

Service Delivery Standard: At the time Treasury Pool investment trades are initiated, comply with established Treasurer guidelines 100 percent of the time.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of trade tickets written	n/a	n/a	3,600	3,600
Workload/Output				
Number of trade tickets written in compliance	n/a	n/a	3,599	3,600
Efficiency				
Number of errors noted versus number of trade tickets written	n/a	n/a	1	0
Effectiveness/Outcome				
Percentage of trade tickets written in compliance	n/a	n/a	99.97%	100.00%

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2001-02.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. TAX COLLECTION						
$ 25,006,000	$ 200,000	$ 12,286,000	$ 12,520,000	$ 3,046,000	$ 9,474,000	246.2

Authority: Mandated program per Government Code Sections 27400-27401, Revenue and Taxation Code Sections 2602, 2903,7280, and Los Angeles County Code Section 2.52.

This program bills and collects approximately 3.3 million accounts annually for current and delinquent real property taxes and personal (unsecured) property taxes. Also, includes revenue that was partially generated by costs incurred in the Administration Program.

Program Outcome: Collection of real and personal property taxes.

Performance Measurement A

Service Delivery Standard: Provide a written response to property tax correspondence within 30 business days of receipt 90 percent of the time.

Explanatory Note: The Department began gathering statistical information for this workload measurement in January 2002.

Performance Measurement B

Service Delivery Standard: Answer property pax phone calls during non-peak periods within 8 minutes and during peak periods within 18 minutes.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Cost of unit during non-peak times	n/a	n/a	$868,000	$868,000
Workload/Output				
Average number of calls received during non-peak times	n/a	n/a	16,675	16,675
Average number of calls received during peak times	n/a	n/a	21,183	21,183
Efficiency				
Average non-peak wait time (in minutes)	n/a	n/a	8:15	8:15
Average peak wait time (in minutes)	n/a	n/a	17:41	17:41
Effectiveness/Outcome				
Difference in peak versus non-peak response times	n/a	n/a	9:26	9:26

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2001-02. The remaining measurement information will be tracked beginning January 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. PUBLIC ADMINISTRATOR						
$ 8,199,000	$ 1,356,000	$ 4,905,000	$ 1,938,000	$ 1,442,000	$ 496,000	102.0

Authority: Mandated program per Government Code Sections 27440-27443.5, Probate Code Sections 7600, and Los Angeles County Code Section 2.52.015.

3. **PUBLIC ADMINISTRATOR** (cont'd)

The Public Administrator program annually processes approximately 3,300 estates for decedents who resided or had property in Los Angeles where no executor, legatee, or heir has sought to administer the estate; administers the estates and provides trust accounting and property management services for approximately 5,600 Public Guardian conservatees. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Process decedent estates timely and manage property for Public Guardian conservatees.

Service Delivery Standard: Complete processing of decedent cases within one year of receipt.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Number of incoming cases	n/a	3,225	3,300	3,300
Workload/Output				
Number of cases completed in the calendar year	n/a	3,272	3,300	3,300
Efficiency				
Number of cases completed within one year of receipt	n/a	2,962	3,000	3,000
Effectiveness/Outcome				
Percent of cases completed within the standard	n/a	92%	91%	91%

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2000-01.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. **HEALTH AND WELFARE**							
	$ 3,084,000	$ 1,490,000	$ 677,000	$ 917,000	$ 567,000	$ 350,000	25.0

Authority: Non-mandated program under Health and Safety Code Section 1473, and Los Angeles County Code Section 2.52.

This program collects monies owed to the County for debts arising from the receipt of services provided through the Department of Health Services and the Department of Public Social Services. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Collect debts for the Departments of Health Services and Public Social Services.

Service Delivery Standard: Maintain monthly reconciliation of delinquent accounts receivable ledger to trust account and resolve 80 percent of exceptions within 30 days and the remaining 20 percent within 90 days.

Explanatory Note: The Department began tracking statistical information for this workload measurement in January 2002.

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. **OTHER COUNTY SERVICES**							
	$ 2,136,000	$ 985,000	$ 279,000	$ 872,000	$ 276,000	$ 596,000	28.2

Authority: Non-mandated program under Los Angeles County Code 2.52, Title 7 and 8.

5. OTHER COUNTY SERVICES (cont'd)

This program provides probation billing and remittance processing and account/disbursement in addition to collection services for miscellaneous debts rising from services provided to the public by various County departments. This program also issues and collects business license fees for five contract cities and 61,000 public health licenses within the County and enforces business license standards as required under current business license ordinances. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Collection of revenue for services provided by various departments and issuance of public health and business licenses.

Service Delivery Standard: For identifiable victims, issue restitution warrants within 30 days of collection of payments, 95 percent of the time.

Explanatory Note: The Department began tracking statistical information for this workload measurement in January 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. COUNTY INTERDEPARTMENTAL SERVICES						
$ 1,608,000	$ 1,183,000	$ 259,000	$ 166,000	$ 351,000	$ -185,000	17.7

Authority: Non-mandated program.

This program processes approximately 6.3 million pieces of outgoing mail and 5.8 million pieces of incoming mail annually; provides microfiche services to requesting County departments and special districts. Also, includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Mail and microfiche services to various departments and special districts.

Service Delivery Standard: Meet scheduled mail dates 98 percent of the time.

Explanatory Note: The Department began tracking statistical information for this workload measurement in January 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
7. ADMINISTRATION						
$ 3,756,000	$ 0	$ 519,000	$ 3,237,000	$ 312,000	$ 2,925,000	47.6

Authority: Non-mandated program.

Provides general administrative direction and support to the Department, including executive management of Department program budget development and control, cost accounting, contracting, coordination of facilities services, and procurement, personnel, and payroll services.

Program Outcome: General administration of, and support to, the Department.

Service Delivery Standard: Respond to 95 percent of requests for assistance within 4 hours and close 80 percent on the same day.

Performance Measures	Actual 1999-00	Actual 2000-01	Estimated 2001-02	Projected 2002-03
Input				
Cost to provide assistance	n/a	n/a	$452,000	$452,000
Workload/Output				
Number of calls taken	n/a	n/a	5,183	5,183
Efficiency				
Number of calls responded to in 4 hours	n/a	n/a	5,151	5,151
Number of calls closed on the same day	n/a	n/a	4,682	4,682
Effectiveness/Outcome				
Percent of calls responded to in 4 hours	n/a	n/a	99.38%	99.38%
Percent of calls closed on the same day	n/a	n/a	90.33%	90.33%

Explanatory Note: The Department began gathering statistical information for this workload measurement in fiscal year 2001-02.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
8. UNINCORPORATED AREA SERVICES						
$ 1,378,000	$ 0	$ 1,567,000	$ -189,000	$ 129,000	$ -318,000	16.8

Authority: Non-mandated program under Revenue and Taxation Code Sections 7280, 7284 and 7284.2 and Los Angeles County Code section 2.52, Title 7 and Title 8.

Three major functions are provided for the Unincorporated Area Services program which are as follows: issuance and collection of approximately 9,000 business licenses; parking meter collection services; and the collection of transient occupancy, utility, and business taxes. Also includes revenue and intrafund transfers that were partially generated by costs incurred in the Administration Program.

Program Outcome: Collection of various taxes and fees in the unincorporated areas of the County.

Service Delivery Standard: Coordinate County processing of applications for license issuance or submittal to the Business License Commission for approval within 90 days of receipt 90 percent of the time.

Explanatory Note: The Department began tracking statistical information for this workload measurement in January 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
$ 57,854,000	**$ 8,796,000**	**$ 28,734,000**	**$ 20,324,000**	**$ 7,850,000**	**$ 12,474,000**	**570.0**

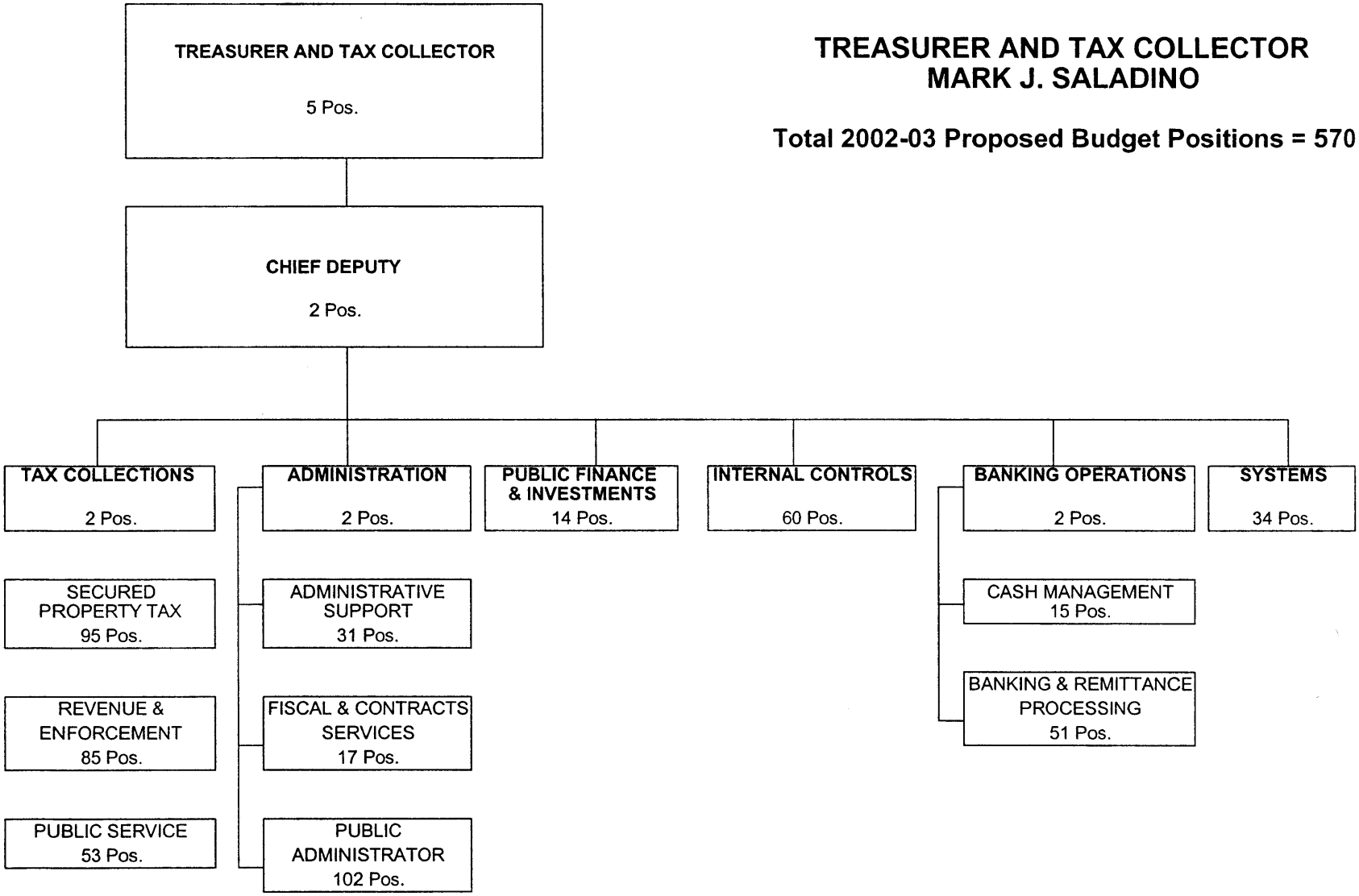
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-2002	Estimated Fiscal Year 2001-2002	Proposed Fiscal Year 2002-2003	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Salaries/Wages	25,626,000	22,210,000	25,932,900	306,900
Employee Benefits	8,780,000	8,877,000	10,060,100	1,280,100
Total Salaries and Employee Benefits	34,406,000	31,087,000	35,993,000	1,587,000
Services and Supplies				
Communications	675,000	675,000	675,000	0
Insurance	43,000	43,000	43,000	0
Maintenance-Bldgs and Improvements	532,000	532,000	515,000	-17,000
Maintenance-Equipment	333,000	333,000	333,000	0
Memberships	3,000	3,000	3,000	0
Office Expense-Other	545,000	545,000	545,000	0
Office Expense-Postage	2,527,000	2,527,000	2,527,000	0
Office Expense-Stat and Forms	400,000	400,000	400,000	0
Professional and Specialized Svcs	11,436,000	11,342,000	11,780,000	344,000
Publications and Legal Notice	1,184,000	1,184,000	1,184,000	0
Rents and Leases-Bldg and Improv	405,000	405,000	403,000	-2,000
Rents and Leases-Equipment	141,000	141,000	141,000	0
Special Departmental Expense	721,000	721,000	721,000	0
Training	100,000	100,000	100,000	0
Trans and Travel-Auto Mileage	25,000	25,000	25,000	0
Trans and Travel-Auto Service	38,000	38,000	38,000	0
Trans and Travel-Other	207,000	207,000	207,000	0
Trans and Travel-Traveling	18,000	18,000	18,000	0
Utilities	2,416,000	2,416,000	1,378,000	-1,038,000
Total Services and Supplies	21,749,000	21,655,000	21,036,000	-713,000
Other Charges				
Judgments and Damages	14,000	14,000	14,000	0
Other Charges	361,000	361,000	361,000	0
Total Other Charges	375,000	375,000	375,000	0
Fixed Assets				
Equipment				
Major Office Equipment	100,000	100,000	100,000	0
Computer Info and Data Processing Sys	0	0	350,000	350,000
Total Equipment	100,000	100,000	450,000	350,000
Total Fixed Assets	100,000	100,000	450,000	350,000
Other Financing Uses				
Operating Transfers Out	0	0	0	0
Other	0	0	0	0

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	0	0	0	0
Gross Total	**56,630,000**	**53,217,000**	**57,854,000**	**1,224,000**
Less: Intrafund Transfers	8,694,000	7,529,000	8,796,000	102,000
TOTAL NET REQUIREMENTS	47,936,000	45,688,000	49,058,000	1,122,000
REVENUES				
Licenses, Permits and Franchises	1,500,000	1,500,000	1,500,000	0
Fines, Forfeitures and Penalties	3,400,000	3,400,000	3,400,000	0
Revenue From Use of Money and Property	0	0	0	0
Intergovernmental Revenues:				
Federal	0	0	0	0
State	65,000	10,000	10,000	-55,000
Other	0	0	0	0
Charges For Services	17,982,000	16,368,000	18,906,000	924,000
Miscellaneous	4,790,000	4,821,000	4,918,000	128,000
Other Financing Sources	0	0	0	0
Residual Equity Tranfers	0	0	0	0
TOTAL REVENUES	27,737,000	26,099,000	28,734,000	997,000
NET COUNTY COST	**20,199,000**	**19,589,000**	**20,324,000**	**125,000**

TREASURER AND TAX COLLECTOR
MARK J. SALADINO

Total 2002-03 Proposed Budget Positions = 570



TRIAL COURT OPERATIONS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SALARIES & EMP BEN	$ 25,861,852	$ 30,530,000	$ 30,245,000	$ 31,248,000	$ 31,248,000	$ 1,003,000
SERVICES & SUPPLIES	60,133,165	65,225,000	63,046,000	63,689,000	63,689,000	643,000
OTHER CHARGES	262,882,219	257,124,000	255,582,000	257,332,000	257,332,000	1,750,000
GROSS TOTAL	$ 348,877,236	$ 352,879,000	$ 348,873,000	$ 352,269,000	$ 352,269,000	$ 3,396,000
REVENUE	177,130,067	175,212,000	180,465,000	175,717,000	175,717,000	-4,748,000
NET COUNTY COST	$ 171,747,169	$ 177,667,000	$ 168,408,000	$ 176,552,000	$ 176,552,000	$ 8,144,000
BUDGETED POSITIONS	69.0	69.0	69.0	61.0	61.0	-8.0
REVENUE DETAIL						
BUSINESS LICENSES	$ 13,200	$ 12,000	$ 12,000	$ 10,000	$ 10,000	$ -2,000
OTHER LIC & PERMITS	173,400	142,000	159,000	150,000	150,000	-9,000
VEHICLE CODE FINES	7,319,720	6,888,000	7,122,000	7,113,000	7,113,000	-9,000
OTHER COURT FINES	112,399,244	119,021,000	115,960,000	119,687,000	119,687,000	3,727,000
STATE-OTHER	6,324					
STATE-TRIAL COURTS	192					
FEDERAL-OTHER	875,827	972,000	972,000	800,000	800,000	-172,000
LEGAL SERVICES	3,113,495	2,573,000	3,121,000	2,600,000	2,600,000	-521,000
COURT FEES & COSTS	42,828,166	41,312,000	45,707,000	42,295,000	42,295,000	-3,412,000
RECORDING FEES	1,574,271	132,000	1,812,000	32,000	32,000	-1,780,000
CHRGS FOR SVCS-OTHER	1,343,968	169,000	1,461,000	45,000	45,000	-1,416,000
OTHER SALES	112,595	75,000	50,000	78,000	78,000	28,000
MISCELLANEOUS	3,817,985	1,433,000	1,606,000	1,422,000	1,422,000	-184,000
OPERATING TRANSFER IN	3,551,680	2,483,000	2,483,000	1,485,000	1,485,000	-998,000
TOTAL	$ 177,130,067	$ 175,212,000	$ 180,465,000	$ 175,717,000	$ 175,717,000	$ -4,748,000

2002-03 Budget Message

The Trial Court Funding Act (TCFA) of 1997 (Assembly Bill 233, Chapter 850, Statutes of 1997) provides long-term fiscal relief to counties by capping the counties' contribution for court operations. The TCFA requires counties to make an annual Maintenance of Effort (MOE) payment to the State for support of trial courts and to continue to fund certain court-related expenditures such as indigent defense, collections enhancement, local judicial benefits, and court facilities (including building/grounds maintenance and alterations/improvements) for judicial and court support positions created prior to July 1, 1996. Revenue from court fines and fees is used to partially finance the MOE obligation to the State and court-related expenditures.

The 2002-03 Proposed Budget reflects funding for the County's $246.3 million MOE payment to the State, $94.9 million for court-related expenditures that are the County's responsibility, and $11.0 million to the State which represents 50 percent of the AB 233 MOE fines and forfeitures revenue generated in excess of the MOE level, as required by the TCFA. The Proposed Budget also reflects the fourth year of the five-year phased elimination of $1.0 million operating transfer from the Criminal Justice Facilities Temporary Construction Fund (CJFTCF) to the General Fund. Additionally, it reflects a significant reduction in overall court fines and fees revenues primarily due to the following reductions: $0.5 million in Legal Services, $3.4 million in Court Fees and Costs, $1.8 million in Recording Fees, and $1.4 million in Charges for Services-Other. These reductions are partially offset by an increase in AB 233 MOE fines and forfeitures revenue attributable primarily to the increase in real estate-related filings. Due to this increase in real estate-related filings revenue, the County's payment obligation to the State for 50 percent of AB 233 MOE fines and forfeitures revenue generated in excess of the MOE level has increased.

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -602,000	$ --	$ -602,000	-8.0
Collection Enhancement Program: Reflects a reduction in costs as well as a realignment of positions associated with the newly centralized and more cost-effective collection enhancement program. *Supports Countywide Strategic Goal 4, Strategy 1.*				
2.	$ -172,000	$ -172,000	$ --	--
Drug Court: Reflects a decrease in contract drug treatment provider services based on the reduction in Local Law Enforcement Block Grant revenue. *Supports Countywide Strategic Goal 4, Strategy 1.*				
Other Changes				
1.	$ 314,000	$ --	$ 314,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in salaries and employee benefits.				
2.	$ 742,000	$ --	$ 742,000	--
Salaries and Employee Benefits: Reflects funding for negotiated increases in local judicial benefits.				
3.	$ -1,000,000	$ --	$ -1,000,000	--
Facilities Maintenance - Alterations and Improvement: Reflects a decrease for alterations and improvements expenditures necessary to balance the budget because of the significant decrease in civil assessment revenue.				
4.	$ 457,000	$ --	$ 457,000	--
Facilities Maintenance - Other: Reflects an increase in building and grounds maintenance and parking services costs. This increase includes costs associated with the Palmdale Court.				
5.	$ 2,816,000	$ --	$ 2,816,000	--
Other Court-Related Expenditures: Reflects an increase in criminal indigent defense costs partially offset by a $1.7 million transfer from Provisional Financing Uses.				
6.	$ --	$ -4,300,000	$ 4,300,000	--
Vehicle Code Section 42007: Reflects a redirection of revenue from Trial Court Operations to Health Services for the Maddy Emergency Medical Services Fund due to a change in Vehicle Code Section 42007.				
7.	$ 1,750,000	$ 3,500,000	$ -1,750,000	--
AB 233 Fines and Forfeitures: Reflects an increase in AB 233 fines and forfeitures revenue attributable primarily to the increase in real estate-related filings and also reflects an associated increase in the County's payment obligation to the State for 50 percent of the AB 233 fines and forfeitures revenue generated in excess of the MOE level.				

Changes From 2001-02 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes (cont'd)				
8.	$ --	$ -1,040,000	$ 1,040,000	--
	Eliminate CJFTCF Transfer to General Fund: Reflects the fourth year of the five-year phased elimination of the operating transfer from the CJFTCF to the General Fund, approved by the Board on June 29, 1998.			
9.	$ -909,000	$ -2,736,000	$ 1,827,000	--
	Accounting Adjustment: Reflects a realignment of appropriation and revenue based on actual expenditure and revenue patterns of the Court.			
Total	***$ 3,396,000***	***$ -4,748,000***	***$ 8,144,000***	***-8.0***

UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2000-01	ESTIMATED FISCAL YEAR 2001-02	BUDGET FISCAL YEAR 2001-02	REQUESTED FISCAL YEAR 2002-03	PROPOSED FISCAL YEAR 2002-03	CHANGE FROM BUDGET
SERVICES & SUPPLIES	$ 157,115,760	$ 128,808,000	$ 186,234,000	$ 155,792,000	$ 137,292,000	$ -48,942,000
LESS EXPENDITURE DIST	130,576,377	110,084,000	160,867,000	138,640,000	120,052,000	-40,815,000
TOT S & S	26,539,383	18,724,000	25,367,000	17,152,000	17,240,000	-8,127,000
OTHER CHARGES	1,570,601	1,092,000	2,092,000	2,092,000	2,092,000	
FIXED ASSETS-EQUIP		60,000	60,000	100,000		-60,000
OTHER FINANCING USES	709,202	856,000	856,000	845,000	845,000	-11,000
GROSS TOTAL	$ 28,819,186	$ 20,732,000	$ 28,375,000	$ 20,189,000	$ 20,177,000	$ -8,198,000
REVENUE	7,890,970	4,566,000	5,275,000	3,655,000	3,655,000	-1,620,000
NET COUNTY COST	$ 20,928,216	$ 16,166,000	$ 23,100,000	$ 16,534,000	$ 16,522,000	$ -6,578,000
REVENUE DETAIL						
INSTIT CARE & SVS	$ 847	$	$	$	$	$
CHRGS FOR SVCS-OTHER	2,513,147	145,000	172,000	259,000	259,000	87,000
MISCELLANEOUS	3,340,517	3,096,000	3,778,000	3,096,000	3,096,000	-682,000
OPERATING TRANSFER IN	2,036,459	1,325,000	1,325,000	300,000	300,000	-1,025,000
TOTAL	$ 7,890,970	$ 4,566,000	$ 5,275,000	$ 3,655,000	$ 3,655,000	$ -1,620,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

Mission Statement

Utilities is a centralized appropriation administered by the Internal Services Department to fund utility costs, including: electricity, natural gas, water, industrial waste collection, energy management leadership programs and related regulatory and legal activities, and day-to-day operations of County cogeneration and power plants.

2002-03 Budget Message

The 2002-03 Proposed Budget reflects a net County cost reduction of $6.6 million primarily attributable to decreased expenditures for natural gas based on stabilized pricing. The Proposed Budget also includes the consolidation of utility payments for the Fire Department and the Department of Public Library into the centralized Utilities Budget. All costs other than those incurred for the Courts are offset by expenditure distribution to County departments.

Critical Needs

In 2000-01, $6.7 million was allocated from the Extraordinary Maintenance Budget for energy retrofit projects. There continues to be a need for energy retrofits in County facilities to reduce energy consumption. The Internal Services Department has proposed a three-year program at $11.5 million per year for an energy retrofit program.

The Proposed Budget reflects a stabilization of energy prices in contrast with the market volatility that was experienced during 2000-01. However, there remains the possibility that market conditions or State decisions could result in costs that exceed the amounts incorporated in this budget.

Changes From 2001-02 Budget

	Gross Appropriation	Expenditure Distribution/Revenue	Net County Cost	Budgeted Positions
Program Changes				
1.	$ -1,850,000	$ -1,774,000	$ -76,000	--
	Electricity: Reflects a net reduction in funding for electricity based on current rates charged by Southern California Edison and the Department of Water and Power, partially offset by a 5 percent increase over the current year estimated expenditures based on the possibility of hotter weather in 2002-03 than was experienced in the Summer and Fall of 2001 and the potential erosion of conservation efforts with diminished public attention to the energy crisis. *Supports Countywide Strategic Plan Goal 4, Strategy 1*			
2.	$ -53,021,000	$ -45,536,000	$ -7,485,000	--
	Natural Gas: Reflects the decrease in natural gas prices since adoption of the 2001-02 budget and the continuation of current prices throughout 2002-03. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
3.	$ 5,661,000	$ 5,661,000	$ --	--
	Centralization of Utility Payments: Reflects the transfer of responsibility for making payments for electricity, natural gas, and water bills from the Fire Department and Public Library to the centralized Utilities Budget. *Supports Countywide Strategic Plan Goal 3, Strategy 3.*			
4.	$ 604,000	$ 533,000	$ 71,000	--
	Water and Other Utilities: Reflects increased costs for water based on current year experience. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
5.	$ 618,000	$ 490,000	$ 128,000	--
	Cogeneration and Power Plants: Reflects increased costs of operating the cogeneration and power plants, primarily attributable to cost-of-living increases for staff. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
6.	$ -1,025,000	$ -1,127,000	$ 102,000	--
	Energy Management Programs: Reflects the deletion of one-time funding for implementation of an Energy Management Information System, partially offset by ongoing costs to operate the system, cost-of-living increases for staff, and increased funding for specialized consulting in support of energy programs. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
7.	$ --	$ -682,000	$ 682,000	--
	Civic Center Cogeneration Revenue: Reflects a reduced projection of revenue for the Civic Center Cogeneration Plant from the Department of Water and Power, based on current and prior year actual revenue. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*			
Total	***$ -49,013,000***	***$ -42,435,000***	***$ -6,578,000***	***0.0***

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REQUIREMENTS:				
Salaries and Employee Benefits				
Total Salaries and Employee Benefits	0	0	0	0
Services and Supplies				
Admin and General	223,000	239,000	230,000	7,000
Communications	85,000	76,000	82,000	-3,000
Information Technology Services	319,000	302,000	302,000	-17,000
Insurance	255,000	311,000	365,000	110,000
Maintenance-Bldgs and Improvements	10,790,000	10,861,000	10,695,000	-95,000
Professional and Specialized Services	13,303,000	12,658,000	12,966,000	-337,000
Telecommunications	53,000	41,000	52,000	-1,000
Utilities	161,206,000	104,320,000	112,600,000	-48,606,000
Total Services and Supplies	186,234,000	128,808,000	137,292,000	-48,942,000
Other Charges				
Capital Lease Payments	2,092,000	1,092,000	2,092,000	0
Total Other Charges	2,092,000	1,092,000	2,092,000	0
Fixed Assets				
Equipment:				
Vehicle-Automobile	60,000	60,000	0	-60,000
Total Equipment	60,000	60,000	0	-60,000
Total Fixed Assets	60,000	60,000	0	-60,000
Other Financing Uses				
Operating Transfers Out	856,000	856,000	845,000	-11,000
Total Other Financing Uses	856,000	856,000	845,000	-11,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Less: Expenditure Distributions	160,867,000	110,084,000	120,052,000	-40,815,000
Gross Total	**28,375,000**	**20,732,000**	**20,177,000**	**-8,198,000**
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	28,375,000	20,732,000	20,177,000	-8,198,000

Subaccount	Budgeted Fiscal Year 2001-02	Estimated Fiscal Year 2001-02	Proposed Fiscal Year 2002-03	Change From Budget
REVENUES:				
Charges for Services	172,000	145,000	259,000	87,000
Miscellaneous	3,778,000	3,096,000	3,096,000	-682,000
Other Financing Sources	1,325,000	1,325,000	300,000	-1,025,000
TOTAL REVENUES	5,275,000	4,566,000	3,655,000	-1,620,000
NET COUNTY COST	**23,100,000**	**16,166,000**	**16,522,000**	**-6,578,000**

Appendix/Index

STATISTICS

GEOGRAPHY: The County of Los Angeles has an area of 4,081.5 square miles with altitudes that vary from nine feet below to 10,080 feet above sea level.

WEATHER:

Annual mean temperature (for calendar year 2000)	65.1 degrees F.
Annual precipitation (for calendar year 2000)	11.93 inches

GOVERNMENT: On November 5, 1912, voters approved the Charter County form of government, which took effect June 2, 1913, with a five-member Board of Supervisors. Supervisors are elected by district to serve four-year alternating terms at elections held every two years. On March 5, 2002, the voters amended the Charter of the County of Los Angeles to include term limits.

COUNTY SEAT: The voter-approved County seat is in the City of Los Angeles.

ELECTED OFFICIALS:

County

5 Supervisors
1 Sheriff
1 District Attorney
1 Assessor

Congressional Delegation

17 Representatives

State

14 Senators
25 Assembly Members
429 Superior Court Judges

REGISTERED VOTERS: 4,160,637 as of January 4, 2002

ASSESSED VALUATION: (2001-2002)

Local Assessed - Secured	$566,721,536,123
Local Assessed - Unsecured	42,612,021,853
State Assessed	13,028,538,495
Total	$622,362,096,471

CITIES: There are 88 cities within the County (see page 61.1).

POPULATION: (Estimate as of 1/1/02)

Incorporated areas	8,730,200
Unincorporated areas	1,018,800
Total	9,749,000

ESTIMATED POPULATION OF THE 88 CITIES OF THE COUNTY OF LOS ANGELES

INCORPORATED CITIES	POPULATION*	INCORPORATED CITIES	POPULATION*
Agoura Hills	20,800	Lancaster	121,400
Alhambra	87,500	Lawndale	32,400
Arcadia	53,900	Lomita	20,400
Artesia	16,800	Long Beach	471,000
Avalon	3,200	Los Angeles	3,781,600
Azusa	45,800	Lynwood	72,000
Baldwin Park	78,400	Malibu	12,800
Bell	37,700	Manhattan Beach	34,600
Bell Gardens	45,400	Maywood	28,900
Bellflower	74,500	Monrovia	37,600
Beverly Hills	34,400	Montebello	63,800
Bradbury	900	Monterey Park	61,900
Burbank	101,800	Norwalk	105,800
Calabasas	20,300	Palmdale	120,700
Carson	93,000	Palos Verdes Estates	13,500
Cerritos	52,300	Paramount	56,800
Claremont	35,100	Pasadena	136,500
Commerce	13,000	Pico Rivera	65,300
Compton	96,200	Pomona	153,800
Covina	47,800	Rancho Palos Verdes	41,800
Cudahy	25,200	Redondo Beach	64,300
Culver City	39,500	Rolling Hills	1,900
Diamond Bar	57,300	Rolling Hills Estates	7,800
Downey	110,000	Rosemead	55,100
Duarte	21,900	San Dimas	35,600
El Monte	119,100	San Fernando	24,300
El Segundo	16,300	San Gabriel	40,600
Gardena	59,300	San Marino	13,100
Glendale	197,900	Santa Clarita	154,200
Glendora	50,300	Santa Fe Springs	17,900
Hawaiian Gardens	15,200	Santa Monica	85,700
Hawthorne	86,200	Sierra Madre	10,700
Hermosa Beach	18,800	Signal Hill	9,700
Hidden Hills	1,900	South El Monte	21,800
Huntington Park	63,200	South Gate	99,200
Industry	800	South Pasadena	24,700
Inglewood	115,600	Temple City	33,900
Irwindale	1,500	Torrance	140,100
La Cañada Flintridge	20,600	Vernon	100
La Habra Heights	5,800	Walnut	30,500
La Mirada	47,600	West Covina	108,400
La Puente	42,300	West Hollywood	36,100
La Verne	32,200	Westlake Village	8,500
Lakewood	80,700	Whittier	85,400

* Source: County of Los Angeles Chief Administrative Office, Urban Research Division, as of January 1, 2002

CULTURAL AND RECREATIONAL OPPORTUNITIES

Los Angeles County offers a wealth of cultural and recreational opportunities rivaled by few other places in the world. Its geographic and ever-expanding economic diversities have aided in the development of a rich heritage of educational, artistic, and athletic organizations and sites, of which only a few are shown below (as of March 2002). Underlined items are operated by the County of Los Angeles.

CULTURAL/RECREATIONAL ATTRACTIONS

Angeles National Forest
Arboretum of Los Angeles County
Cabrillo Marine Aquarium
Descanso Gardens
El Pueblo de Los Angeles
Greek Theatre
Griffith Observatory (closed for renovation, reopens 2005)
Hollywood Bowl
Huntington Library, Art Collections, and Botanical Gardens
John Anson Ford Amphitheatre
Kodak Theatre
Long Beach Aquarium of the Pacific
Los Angeles County Fairplex
Los Angeles Philharmonic Orchestra
Los Angeles Zoo
Mt. Wilson Observatory
Music Center
- Ahmanson Theatre
- Walt Disney Concert Hall (opens 2003)
- Dorothy Chandler Pavilion
- Mark Taper Forum

Pantages Theatre
Queen Mary
Raging Waters
Santa Monica Mountains National Recreation Area
Shrine Auditorium
Six Flags Magic Mountain
South Coast Botanic Garden
Universal Amphitheater/Citywalk/Studios
Virginia Robinson Gardens

MOTION PICTURE STUDIOS

Disney
Dreamworks SKG
MGM
Paramount
Sony
Twentieth Century Fox
Universal
Warner Brothers

SPORTS

Los Angeles Avengers
Los Angeles Clippers
Los Angeles Dodgers
Los Angeles Galaxy
Los Angeles Kings
Los Angeles Lakers
Los Angeles Sparks

MUSEUMS

Autry Museum of Western Heritage
California African American Museum
California State Museum of Science and Industry
George C. Page Museum of La Brea Discoveries
Japanese American National Museum
J. Paul Getty Museum
Latino Museum of History, Art and Culture
Los Angeles Children's Museum
Los Angeles County Museum of Art
Los Angeles County Museum of Natural History
Los Angeles Maritime Museum
Museum of Contemporary Art
Museum of Tolerance
Norton Simon Museum of Art
Pacific Asia Museum
Petersen Automotive Museum
Southwest Museum
UCLA/ Armand Hammer Museum
Western Museum of Flight
William S. Hart Museum

UNIVERSITIES AND COLLEGES

Art Center College of Design
California Institute of Technology
California Institute of the Arts
California State Polytechnic University at Pomona
California State Universities at:
- Dominguez Hills
- Long Beach
- Los Angeles
- Northridge

Claremont Colleges
- Claremont Graduate School
- Claremont McKenna College
- Harvey Mudd College
- Pitzer College
- Pomona College
- Scripps College

La Verne University
Loyola Marymount University
Occidental College
Otis College of Art and Design
Pepperdine University
University of California at Los Angeles
University of Southern California
Whittier College

* Not listed are more than 100 parks, 19 golf courses, 21 beaches covering 30 miles of coastline, Marina del Rey Harbor, 84 public libraries, and 4 bookmobiles owned and/or operated by the County of Los Angeles.

GLOSSARY

ACTIVITY: A major work effort performed to meet a program objective.

ACTUAL FISCAL YEAR: Amounts represent actual expenditures and revenues for two fiscal years prior to proposed budget fiscal year.

APPROPRIATION: A legal authorization to make expenditures and incur obligations for specific purposes.

APPROPRIATION FOR CONTINGENCIES: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements. Abbreviation: APPR FOR CONTINGENCY

AUDITOR-CONTROLLER SCHEDULES: Provide summary and detail countywide financing and use information necessary to meet mandated State Controller requirements.

AVAILABLE FINANCING: Reflects the total resources (e.g., revenue, taxes, and unreserved/undesignated fund balance) utilized to finance expenditure needs. Primarily used in the displays for Special Districts and Special Funds. Abbreviations: AVAIL FINANCING, AVAIL FINANCE, AVAIL FIN

AVAILABLE FUND BALANCE: That portion of the fund balance that is not reserved or designated and therefore is available for financing the budgetary requirements.

BOND ANTICIPATION NOTES (BANs): An interim financing instrument issued in anticipation of permanent long-term financing. BANs are issued by Joint Powers Authorities (JPAs) and Nonprofit Corporations (NPCs) as authorized by the Government and Corporations Codes, respectively.

BUDGET FISCAL YEAR: Provides the current year's budgeted amounts as a yardstick for measuring the recommendations for next year's proposed budget. Reflects the Board-adopted budget, and does not incorporate any budget adjustments or changes that may occur during the year.

BUDGET MESSAGE: A general discussion of the proposed budget as presented in writing to the legislative body. The budget message contains an explanation of the principal budget items and its financial status at the time of the message.

BUDGET SUMMARY SCHEDULES: Provide summary and detail information on financing requirements/uses, available financing, and budgeted positions.

BUDGETED POSITIONS: A unit of measure used to standardize positions with different bases (e.g., hours, months). All items are converted to full-time equivalent positions, which are represented as budgeted positions in departmental operations. A full-time equivalent represents one item working full time for one year; this facilitates analytical comparisons.

CANCEL RESERVES/DESIGNATION: An accounting transaction to release reserved or designated balances to finance appropriations. Abbreviation: CANCEL RES/DES

CAPITAL PROJECT: Capital improvements to buildings that result in an increase of square footage; construction of new facilities and the acquisition of land. Abbreviation: CAP PROJ

CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM: Publication which provides summary and detail information on capital improvement and refurbishment projects. Funds for these projects are appropriated in the Capital Projects/Refurbishments budget as fixed assets-land and fixed assets-buildings and improvements.

CHANGE FROM BUDGET: The resulting variance when the Proposed Budget is compared to the current Budget.

CRITICAL NEEDS: Department's critical requirements not currently addressed in the budget.

DEBT SERVICE FUND: A fund used to account for the accumulation of resources to make payments of principal and interest on general obligation bonds and other long-term debt.

DESIGNATIONS: Portions of fund balance set aside to indicate tentative plans for future spending.

ENTERPRISE FUNDS: Those operations that are financed and run like commercial entities, where the intent is to recover the cost of providing ongoing services, primarily by user charges.

ESTIMATED DELINQUENCIES: The amount of estimated property taxes which will remain uncollected at the end of the fiscal year. Abbreviation: EST DELINQUENCY

ESTIMATED FISCAL YEAR: Reflects estimated expenditures and revenues for the entire current fiscal year.

EXPENDITURE: The spending or disbursement of financial resources.

EXPENDITURE DISTRIBUTION: Transactions that constitute reimbursement for expenditures or expenses initially made from a fund or organization, which are properly charged to another fund or organization. Abbreviation: EXPENDITURE DIST

FINANCING REQUIREMENTS: Total needs requiring financing for the fiscal year. Abbreviation: FINANCE REQMTS

FISCAL YEAR: The 12-month period, beginning on July 1 and lasting through June 30 of the next year, to which the annual operating budget applies. Abbreviation: FY

FIXED ASSETS-BUILDINGS AND IMPROVEMENTS: Expenditures for the acquisition of buildings and improvements. Abbreviation: FIXED ASSETS - B & I

FIXED ASSETS-EQUIPMENT: Expenditures for the acquisition of physical property of a permanent nature, other than land, buildings, and improvements. Abbreviation: FIXED ASSETS - EQUIP

FIXED ASSETS-LAND: Expenditures for the acquisition of land.

FUNCTION: A group of related activities aimed at accomplishing a major service or regulatory program.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording financing sources, requirements, assets and liabilities.

FUND BALANCE: The amount remaining at year-end representing the difference between current assets and liabilities.

GENERAL COUNTY: Term referencing all General Fund operations, general obligation bond and other long-term debt service requirements and Hospital Enterprise Fund operations.

GENERAL FUND: The fund used to account for all countywide operations except those required to be accounted for in another fund.

GENERAL PURPOSE (DISCRETIONARY) REVENUE: Monies that are not legally earmarked by the State or Federal government for a specified program or use. Included in this category are a part of motor vehicle license fees, sales and use taxes, business license and utility user taxes, and property taxes.

GENERAL RESERVES: A fund equity restriction to provide for legally declared emergency expenditures. Board authorization is required to expend these monies.

GOAL: A long-term organizational target or direction. It states what the organization wants to accomplish or become over the next several years. Goals provide the direction for an organization and define the nature, scope, and relative priorities of all projects and activities. Everything the organization does should help it move toward attainment of one or more goals.

INTERNAL SERVICE FUND: A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, or to other governments, on a cost-reimbursement basis.

INTRAFUND TRANSFER (IFT): An accounting mechanism used to reflect expenditure transfers between operations within the same fund, thereby identifying the true location of actual cost. For example, the cost of some data processing services is budgeted in the Internal Services Department. To the extent those services are rendered to other General Fund departments, the related costs are also transferred to the appropriate departmental budget units to more accurately reflect total operating expenditures. Abbreviation: INTRAFD TRANSFER

JOINT POWERS AUTHORITY (JPA): A separate legal entity, authorized by the Government Code, which is empowered to act on behalf of a governmental entity to acquire capital assets, utilizing long-term financing.

MISSION STATEMENT: A description of the basic purpose and responsibility of the budget unit.

MODIFIED ACCRUAL BASIS OF ACCOUNTING: The County's basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures. Expenditures are generally recognized when incurred, except for self-insurance, litigation, and employee benefits, which are accounted for on a cash basis.

NET COUNTY COST (NCC): The amount of the operation financed by general purpose revenues, such as property taxes.

NONOPERATING EXPENSES: Expenses that are not directly related to the fund's primary activities.

NONOPERATING REVENUES: Revenues that are not directly related to the fund's primary activities.

NONPROFIT CORPORATION (NPC): A separate legal entity, authorized by the Corporations Code, which is empowered to act on behalf of a governmental entity to acquire or construct capital assets, utilizing long-term financing.

OBJECTIVE: A measurable target that must be met on the way to implementing a strategy and attaining a goal.

OPERATING BUDGET: Reflects plans for expenditures and the means of financing them. The operating budget is the primary means by which most of the financing of acquisitions, spending, and service delivery activities of the County is controlled.

OPERATING TRANSFERS: All interfund transfers, other than residual equity transfers, legally authorized from a fund receiving revenue to the fund through which the resources are to be expended.

OTHER CHANGES: Reflects changes such as: across-the-board salaries and employee benefit changes; accounting adjustments; ministerial appropriation, intrafund transfer, and revenue changes; and other changes that do not directly affect programs and service levels.

OTHER CHARGES: An object of expense which reflects costs not directly associated with the daily expenses of running an operation. Includes payments for CalWORKs, In-Home Supportive Services, General Relief, Foster Care, interest and principal charges, capital lease payments, payments to other governmental agencies, and judgments and/or settlements.

OTHER FINANCING USES: Operating transfers out from one governmental fund to another.

OTHER FUNDS: Includes the Community Development Commission and the Housing Authority, which are under the control of the Board of Supervisors.

OTHER PROPRIETARY FUNDS: Funds to account for those governmental activities which are similar to those found in the private sector (includes enterprise funds, other than hospital enterprise and internal service funds).

PERFORMANCE MEASURE: The specific measure that allows an organization to assess its success in achieving the desired outcome of an activity, service or program. Performance measures assess how well programs operate as part of a larger strategy to improve outcomes. Performance measurements typically address matters of timeliness, cost-effectiveness, compliance with standards, and client or customer results.

PROGRAM: A combination of resources, personnel, materials and facilities that are combined to provide a service for an identifiable group or target population.

PROGRAM CHANGES: Includes operational changes, curtailments, and other changes that directly impact programs and services.

PROGRAM OUTCOME: A desired end result; a bottom-line, measurable condition of well-being for a specific population that may cross over agency and program lines and may require coordinated efforts of several agencies (e.g., improved children's health and well-being, improved safety of residents).

PROGRAM PRIORITIZATION: The process of evaluating and ranking programs based upon program objectives, required resources, and effectiveness. The intent is to identify low-priority programs for possible reduction or elimination if funding is not available and use the resulting savings to maintain or enhance high-priority programs.

PROGRAM REALIGNMENT: Transfer of program funding between the State and the counties to more accurately reflect responsibilities. Realigned programs include Mental Health, Indigent Health, Foster Care, Child Welfare Services, California Work Opportunity and Responsibility to Kids (CalWORKs), In-Home Supportive Services, certain juvenile justice programs, and other miscellaneous programs. Revenue from increased vehicle license fees and sales taxes finances the increased County program responsibilities.

PROPOSED BUDGET: Upon approval by the Board of Supervisors, the recommendations of the Chief Administrative Officer become the official Board proposals for appropriation and revenue for the next fiscal year. The Board of Supervisors normally approves the Proposed Budget in April. It may be amended following public budget hearings and Board deliberations anticipated in May and June, respectively.

REFURBISHMENT: A renovation of existing space that costs in excess of $100,000. Refurbishments are characterized by an overall enhancement in space decor, functional design, configuration, etc., for the purpose of improving aesthetic image, operational efficiency, or staff productivity.

REGULAR (EQUALIZED) ASSESSMENT ROLL: The listing of the assessed values of all properties within the County as of January 1 of each year. The regular roll contains values for both secured (real) and unsecured (personal) properties.

REQUESTED FISCAL YEAR: Respective operation's official request for appropriation and revenue to implement its stated objectives for the next fiscal year.

RESERVES: Portions of fund balance set aside due to legal or contractual restrictions and not available for appropriation.

RESIDUAL EQUITY TRANSFERS: Nonrecurring or nonroutine transfers of equity between funds (e.g., contributions of enterprise or internal service fund capital by the General Fund), subsequent return of all or part of such contributions to the General Fund, and transfers of residual balances of discontinued funds to the General Fund or a debt service fund. Abbreviation: RESIDUAL EQUITY TRANS

REVENUE: Source of income to an operation.

SALARIES AND EMPLOYEE BENEFITS: An object of expense reflecting the County's costs for employee compensation. Includes salaries and wages, insurance (health, dental, life, and unemployment), workers' compensation, retirement, bonuses, overtime, flexible benefit plans, and deferred compensation plans. Abbreviation: SALARIES & EMP BEN

SERVICE DELIVERY STANDARDS: Identifies a defined performance expectation or benchmark for how a department or agency provides its services to clients (e.g., respond to public inquiries within 24 hours, process client paperwork within three business days, refer all customer requests to appropriate department within one hour). Describes the "desired state" of service delivery.

SERVICES AND SUPPLIES: An object of expense reflecting purchase of goods and services within the year.

SPECIAL ASSESSMENTS: Fees that are charged to property owners in certain geographical areas for public improvements. A fee is levied only to those property owners that receive a direct benefit.

SPECIAL DISTRICTS: An independent unit of local government established to perform a single specified service. The special districts listed in this document are governed by the Board of Supervisors.

SPECIAL FUNDS: Funds used to account for the proceeds of specific revenue sources that are restricted in the way they may be spent.

STRATEGIC PLAN: The framework which outlines how the County will move in the direction defined by the County's Vision Statement. The plan describes the desired goals, strategies to accomplish the goals, and measurable objectives to accomplish each strategy.

STRATEGY: The means by which the County intends to accomplish a goal as it moves to achieve outcomes or results. A strategy captures a defined intent across policies, programs, projects, actions, decisions and resource allocations to achieve an outcome. A coherent collection of actions that have a reasonable expectation of improving outcomes.

SUBVENTION: A grant (usually from the State or Federal government).

SUPPLEMENTAL ROLL: Property taxes generated pursuant to Senate Bill 813 (Chapter 498, Statutes of 1983), whereby changes to property taxes are made effective the date the property ownership title is transferred.

BUDGET INDEX
Volume 1 and Volume II

- A -

Administrative Officer I-1
Affirmative Action Compliance Office I-2
Agricultural Commissioner-Vehicle A.C.O. Fund II-2.11
Agricultural Commissioner/Weights and Measures I-3
Air Quality Improvement Fund II-2.12

Alternate Public Defender I-4
Analysis of Financing Sources by Source by Fund-General County II-7.1
Analysis of Financing Sources by Source by Fund-General Fund-Schedule 5 ..... II-6.2
Analysis of Financing Sources by Source by Fund-Other Funds-Schedule 5 ..... II-11.1
Analysis of Financing Sources by Source by Fund-Other Proprietary Funds-Schedule 5 ..... II-10.1

Analysis of Financing Sources by Source by Fund-Special Districts-Schedule 16 ..... II-9.1
Analysis of Financing Sources by Source by Fund-Special Funds-Schedule 5 ..... II-8.3
Analysis of Fund Balance Unreserved/Undesignated-Hospital and Other Enterprise Funds-Schedule 11B II-24
Analysis of Fund Balance Unreserved/Undesignated-Internal Service Funds-Schedule 10B II-21
Analysis of Fund Balance Unreserved/Undesignated-Schedule 2 ..... II-13

Analysis of Fund Balance Unreserved/Undesignated-Special Districts-Schedule 14 ..... II-28
Analysis of Revenue by Fund-Schedule 4A II-16
Animal Care and Control I-5
Arts Commission I-6
Assessor I-7

Asset Development Implementation Fund II-2.13
Auditor-Controller I-8
Auditor-Controller-Transportation Clearing Account I-8.3

- B -

Beaches and Harbors I-9
Board of Supervisors I-10
Budgeted Positions II-6.27

- C -

Cable TV Franchise Fund II-2.14
Capital Projects ..... Capital Projects Addendum
Capital Projects/Refurbishments I-11
Chief Information Officer I-12
Child Abuse/Neglect Prevention Program Fund II-2.15

Child Support Services I-13
Children and Family Services-Administration I-14.1
Children and Family Services-Adoption Assistance Program I-14.14
Children and Family Services-Assistance Summary I-14.12
Children and Family Services-Child Abuse Prevention Program I-14.14

Children and Family Services-Foster Care I-14.15
Children and Family Services-MacLaren Children's Center I-14.16
Children and Family Services-Seriously Emotionally Disturbed Children I-14.15
Children and Family Services Summary I-14
Children's Budget ..... Children's Budget Addendum

Civic Center Employee Parking Fund II-2.16
Community and Senior Services-Administration I-15.1
Community and Senior Services-Assistance Summary I-15.13
Community and Senior Services-Community Action Agency I-15.14
Community and Senior Services-Older American Act I-15.15

Community and Senior Services-Refugee Assistance I-15.16
Community and Senior Services-Workforce Investment Act I-15.15
Community and Senior Services Summary I-15
Community Development Commission Fund II-5.1
Consolidated Budget Summary-Schedule A II-12

Consumer Affairs I-16
Coroner I-17
County Counsel I-18
Courthouse Construction Fund II-2.17
Criminal Justice Facilities Temporary Construction Fund II-2.18
Cultural and Recreational Opportunities I-61

- D -

Debt Service Funds II-1
Del Valle A.C.O. Fund II-2.19
Dependency Court Facilities Program II-2.20
Detail of Provisions for Reserves/Designations-Hospital and Other Enterprise Funds-Schedule 11C II-25
Detail of Provisions for Reserves/Designations-Internal Service Funds-Schedule 10C II-22

Detail of Provisions for Reserves/Designations-Schedule 3 ..... II-14
Detail of Provisions for Reserves/Designations-Special Districts-Schedule 15 ..... II-29
Detention Facilities Debt Service Fund II-1.1
Dispute Resolution Fund II-2.21
District Attorney I-19

District Attorney-Asset Forfeiture Fund II-2.22
District Attorney-Drug Abuse/Gang Diversion Fund II-2.23
Domestic Violence Program Fund II-2.24

- E -

Emergency Preparedness and Response I-20
Employee Benefits I-21
Employee Home Computer Purchase Program I-22
Energy Management Fund II-2.25
Extraordinary Maintenance I-23

- F -

Federal and State Disaster Aid I-24
Financing Elements I-25
Fire Department I-26, II-3.2
Fire Department A.C.O. Fund II-3.3
Fire Department Developer Fee Summary II-2.26

Fire Department Helicopter A.C.O. Fund II-2.27
Fire Department-Administrative Budget Unit I-26.12
Fire Department-Clearing Account Budget Unit I-26.13
Fire Department-Executive Budget Unit I-26.21
Fire Department-Financing Elements Budget Unit I-26.14

Fire Department-Health Hazardous Materials Budget Unit I-26.15
Fire Department-Lifeguard Budget Unit I-26.16
Fire Department-Lifeguards I-26.22
Fire Department-Operations Budget Unit I-26.17
Fire Department-Prevention Budget Unit I-26.18

Fire Department-Services Budget Unit I-26.19
Fire Department-Special Operations Budget Unit I-26.20
Fish and Game Propagation Fund II-2.28
Ford Theater Development Fund II-2.29

- G -

General County Financing Requirements Comparison II-7
General Fund Financing Requirements and Available Financing Comparison II-6
Glossary I-62
Grand Jury I-27

- H -

Hazardous Waste Special Fund II-2.30
Health Care Self-Insurance Fund II-4.1
Health Services-Administration I-28.6
Health Services-Alcohol Abuse Education and Prevention Fund II-2.31
Health Services-Alcohol and Drug First Offender Driving Under the Influence Fund II-2.32

Health Services-Alcohol and Drug Penal Code Fund II-2.35
Health Services-Alcohol and Drug Problem Assessment Fund II-2.36
Health Services-Alcohol and Drug Programs Administration I-28.10
Health Services-Alcohol and Drug Proposition 36 Substance Abuse Treatment Fund II-2.37
Health Services-Alcohol and Drug Second Offender Driving Under the Influence Fund II-2.33

Health Services-Alcohol and Drug Third Offender Driving Under the Influence Fund II-2.34
Health Services-Antelope Valley Cluster Enterprise Fund Operating Plan I-28.18
Health Services-Antelope Valley Cluster Health Centers I-28.20
Health Services-Antelope Valley Rehabilitation Centers I-28.21
Health Services-Child Seat Restraint Loaner Fund II-2.38

Health Services-Children's Medical Services I-28.13
Health Services-Coastal Cluster Enterprise Fund Operating Plan I-28.22
Health Services-Coastal Cluster Health Centers I-28.24
Health Services-Contributions to Hospital Enterprise Funds I-28.15
Health Services-Drug Abuse Education and Prevention Fund II-2.39

Health Services-EMS Vehicle Replacement Fund II-2.40
Health Services-General Fund Summary I-28.5
Health Services-Harbor/UCLA Medical Center I-28.24
Health Services-Health Care I-28.14
Health Services-High Desert Hospital I-28.20

Health Services-Hospital Services Account II-2.41
Health Services-Juvenile Court Health Services I-28.12
Health Services-LAC+USC Healthcare Network Enterprise Fund Operating Plan I-28.25
Health Services-LAC+USC Healthcare Network Health Centers I-28.27
Health Services-LAC+USC Medical Center I-28.27

Health Services-Martin Luther King, Jr./Drew Medical Center I-28.35
Health Services-Office of AIDS Programs and Policy I-28.9
Health Services-Office of Managed Care I-28.7
Health Services-Olive View/UCLA Medical Center I-28.32
Health Services-Physician Services Account II-2.42

Health Services-Public Health Programs and Services I-28.11
Health Services-Rancho Los Amigos Enterprise Fund Operating Plan I-28.28
Health Services-Realignment I-28.14
Health Services-San Fernando Valley Cluster Enterprise Fund Operating Plan I-28.30
Health Services-San Fernando Valley Cluster Health Centers I-28.32

Health Services-SB 855 Enterprise Fund Operating Plan I-28.36
Health Services-Southwest Cluster Enterprise Fund Operating Plan I-28.33
Health Services-Southwest Cluster Health Centers I-28.35
Health Services-Statham AIDS Education Fund II-2.43
Health Services-Statham Fund II-2.44

Health Services Summary I-28
Health Services-Summary of Enterprise Hospitals I-28.16
Health Services-Tobacco Settlement Programs I-28.8
Housing Authority Fund II-5.2
Human Relations Commission I-29

Human Resources I-30
Human Resources-Office of Public Safety I-30.7

- I -

Information Systems Advisory Body I-31
Information Systems Advisory Body (ISAB) Marketing Fund II-2.45
Information Technology Infrastructure Fund II-2.46
Insurance I-33.2
Internal Services I-32
Internal Services-Customer Direct Services and Supplies I-32.5

- J -

Judgments and Damages I-33.1
Judgments and Damages/Insurance I-33
Jury Operations Improvement Fund II-2.47

- L -

LAC+USC Replacement Fund II-2.48
Linkages Support Program Fund II-2.49
Local Agency Formation Commission I-34
Long-Range Capital Construction Program ..... Capital Projects Addendum
Los Angeles County Capital Asset Leasing I-35
Los Angeles County Capital Asset Leasing Summary of Authorized Transactions II-6.29

- M -

Marina del Rey Debt Service Fund II-1.2
Marina Replacement A.C.O. Fund II-2.50
Mental Health I-36
Military and Veterans Affairs I-37
Motor Vehicles A.C.O. Fund II-2.51

Museum of Art I-38
Museum of Natural History I-39
Music Center I-40

- N -

Nondepartmental Revenue I-41
Nondepartmental Special Accounts I-42

- O -

Ombudsman I-43
Other Funds II-5
Other Funds Financing Requirements Comparison II-11
Other Proprietary Funds II-4
Other Proprietary Funds Financing Requirements Comparison II-10

- P -

Park In-Lieu Fees A.C.O. Fund II-2.52
Parks and Recreation I-44
Parks and Recreation-County Trails Special Fund II-2.53
Parks and Recreation-Golf Course Fund II-2.54
Parks and Recreation-Landscape Maintenance Districts and LLAD Summary II-3.4

Parks and Recreation-Natural Areas Special Fund II-2.55
Parks and Recreation-Oak Forest Mitigation Fund II-2.56
Parks and Recreation-Off-Highway Vehicle Fund II-2.57
Parks and Recreation-Recreation and Parks Districts and LLAD Summary II-3.5
Parks and Recreation-Recreation Fund II-2.58

Parks and Recreation-San Gabriel Canyon Recreation Fund II-2.59
Parks and Recreation-Special Development Fund-Regional Parks II-2.60
Population of the 88 Cities in the County of Los Angeles I-60.1
Probation-Care of Juvenile Court Wards I-45.14
Probation-Community-Based Contracts I-45.15

Probation-Detention Bureau I-45.13
Probation-Main I-45.12
Probation-Residential Treatment Bureau I-45.14
Probation Summary I-45
Productivity Investment Fund II-2.61

Project and Facility Development I-46
Provisional Financing Uses I-47
Public Defender I-48
Public Library I-49, II-2.62
Public Library A.C.O. Fund II-2.63

Public Library Developer Fee Summary II-2.64
Public Social Services-Administration I-50.1
Public Social Services-Assistance Summary I-50.9
Public Social Services-California Work Opportunity and Responsibility to Kids I-50.11
Public Social Services-In-Home Supportive Services I-50.12

Public Social Services-Indigent Aid I-50.12
Public Social Services-Refugee Resettlement Program I-50.13
Public Social Services-Special Circumstances I-50.13
Public Social Services Summary I-50
Public Works-Article 3-Bikeway Fund II-2.65

Public Works-Aviation Capital Projects Fund II-2.66
Public Works-Aviation Enterprise Fund II-4.2
Public Works-County Engineer I-51
Public Works-Facility Project Management I-51.13
Public Works-Flood Control/Debt Services Summary II-3.6

Public Works-Flood Control District Summary I-51.24, II-3.7
Public Works-Garbage Disposal Districts Summary II-3.8
Public Works-Internal Service Fund I-51.31, II-4.3
Public Works-Off-Street Meter and Preferential Parking Districts Fund II-2.67
Public Works-Other Special Districts Summary II-3.9

Public Works-Pre-County Improvement District Studies I-51.17
Public Works-Proposition C Local Return Fund II-2.68
Public Works-Public Ways/Public Facilities I-51.17
Public Works-Reimbursement for Sewer Construction I-51.18
Public Works-Road Fund I-51.35, II-2.69

Public Works-Sewer Maintenance Districts Summary II-3.10
Public Works-Solid Waste Management Fund II-2.70
Public Works-Special Road District Summary II-2.71
Public Works-Street Lighting Districts/LLAD Summary II-3.11
Public Works-Transit Operations Fund II-4.4
Public Works-Waterworks Districts Summary II-4.5

- R -

Regional Park and Open Space District Summary II-3.12
Regional Planning I-52
Registrar-Recorder/County Clerk I-53
Rent Expense I-54

- S -

Schedule of County Specific Financing Uses by Budget Unit by Function and Activity-Schedule 8A II-19
Sheriff-Administration I-55.5
Sheriff-Automated Fingerprint Identification System Fund II-2.72
Sheriff-Automation Fund II-2.73
Sheriff-Clearing Account I-55.5

Sheriff-Countywide Warrant System Fund II-2.74
Sheriff-Court Services I-55.6
Sheriff-Custody I-55.7
Sheriff-Detective Services I-55.8
Sheriff-General Support Services I-55.9

Sheriff-Inmate Welfare Fund II-2.75
Sheriff-Jail Store Fund II-2.76
Sheriff-Narcotics Enforcement Special Fund II-2.77
Sheriff-Patrol I-55.10
Sheriff-Processing Fee Fund II-2.78

Sheriff-Special Training Fund II-2.79
Sheriff Summary I-55
Sheriff-Vehicle Theft Program Fund II-2.80
Small Claims Advisor Program Fund II-2.81
Special Assessments I-54.2

Special District Summaries and Detail (Auditor-Controller schedules) II-30
Special Districts II-3
Special Districts Financing Requirements Comparison II-9
Special Funds II-2
Special Funds Financing Requirements Comparison II-8

Statistics I-60
Status of Special District Expenditures from Bond (Construction) Proceeds-Schedule 17 ..... II-32
Summary of County Budget by Funds-Schedule 1 ..... II-12.2
Summary of County Financing Requirements by Function and Fund-Schedule 7 ..... II-17
Summary of County Financing Requirements-Schedule 8 ..... II-18

Summary of Estimated Additional Financing Sources-Schedule 4 ..... II-15
Summary of Hospital and Other Enterprise Funds-Schedule 11A II-23
Summary of Internal Service Funds-Schedule 10A II-20
Summary of Special District Budget Financing Requirements II-31
Summary of Special District Budgets-Schedule 13 ..... II-27

- T -

Telephone Utilities I-56
Treasurer and Tax Collector I-57
Trial Court Operations-Summary I-58

- U -

Utilities I-59

- W -

Waterworks Enterprise Operating Plans (Detail) II-26