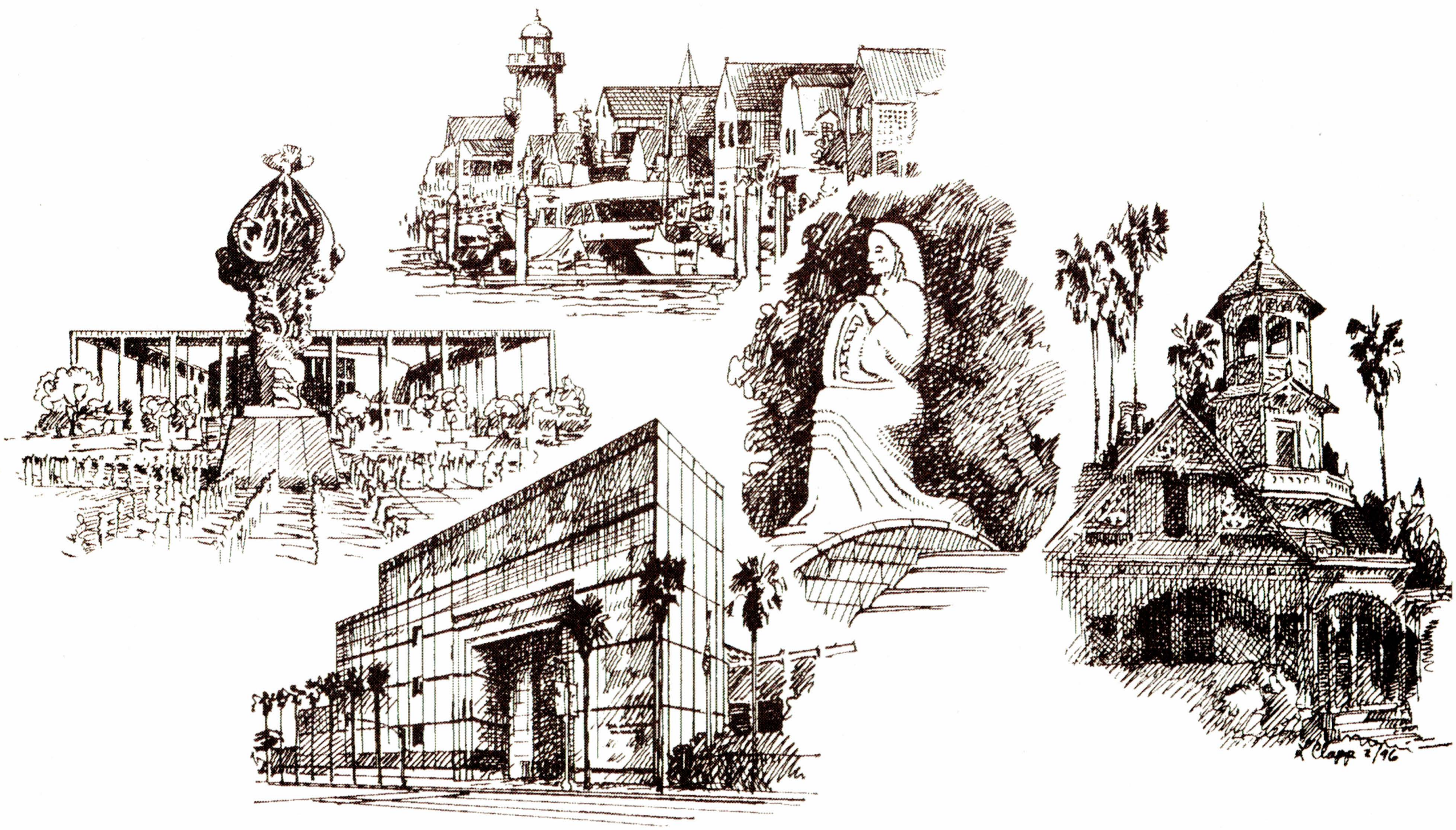
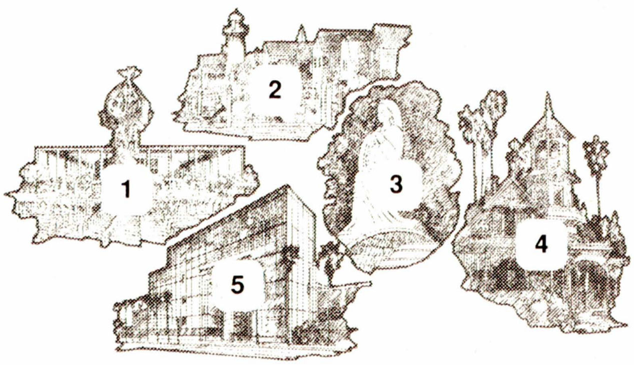
County of Los Angeles

1996-97
Proposed Budget

April 1996

Volume One





On the Cover

1 Music Center
2 Marina del Rey
3 Hollywood Bowl
4 Arboretum
5 Museum of Art

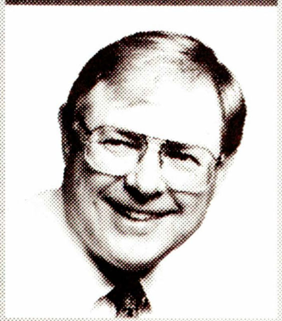
County of Los Angeles Board of Supervisors

Gloria Molina
Supervisor, First District
Population: 1,969,500
Square Miles: 215

Yvonne Brathwaite Burke
Supervisor, Second District
Population: 1,909,100
Square Miles: 157

Zev Yaroslavsky
Supervisor, Third District
Population: 1,811,800
Square Miles: 432

Deane Dana
Supervisor, Fourth District
Population: 1,829,800
Square Miles: 426



Michael D. Antonovich
Supervisor, Fifth District
Population: 1,917,300
Square Miles: 2,853

County of Los Angeles

1996-97 Proposed Budget

April 1996

Presented to the

Los Angeles County Board of Supervisors

by

Sally R. Reed
Chief Administrative Officer

and

Alan T. Sasaki
Auditor-Controller

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COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE
713 KENNETH HAHN HALL OF ADMINISTRATION/LOS ANGELES, CALIFORNIA 90012
(213) 974-1101

April 25, 1996

SALLY R. REED
CHIEF ADMINISTRATIVE OFFICER

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

Dear Supervisors:

1996-97 PROPOSED COUNTY BUDGET (3-VOTES)

The Los Angeles County Proposed Budget for 1996-97 totals $11.9 billion, reflecting a decrease of $220.5 million in total requirements.

TOTAL REQUIREMENTS - ALL FUNDS - 1996-97
(Millions of dollars)

Fund	1995-96 Ad . Allow.	1996-97 Proposed	Change	% Change
Total General County	$ 9,887.6	$ 9,668.7	$ (218.9)	(2.2)
Special Districts and Funds	2,241.3	2,239.7	(1.6)	(0.1)
Total Budgets	$ 12,128.9	$ 11,908.4	$ (220.5)	(1.8)
Budgeted Positions	84,393.3	80,587.2	(3,806.1)	(4.5)

Overview and *Vision 2000* - "A Pivotal Juncture for Strategic County Restructuring"

The 1996-97 Proposed Budget essentially maintains County operations at the current year level, including selective funding of certain high priority program increases. We believe the proposed funding levels are required largely due to maintenance of effort (MOE) and federal and State matching requirements. Curtailments were largely avoidable through use of one-time funding for ongoing operations -- a practice which must be phased out over the next few years if the County's financial situation is to be stabilized. The rationale upon which these recommendations are based reflects a compromise -- a balance between what would represent professional fiscal best practice and what we believe meets your Board's priorities, as well as what is operationally and practically achievable in terms of additional, substantial cuts within a one-year time frame.

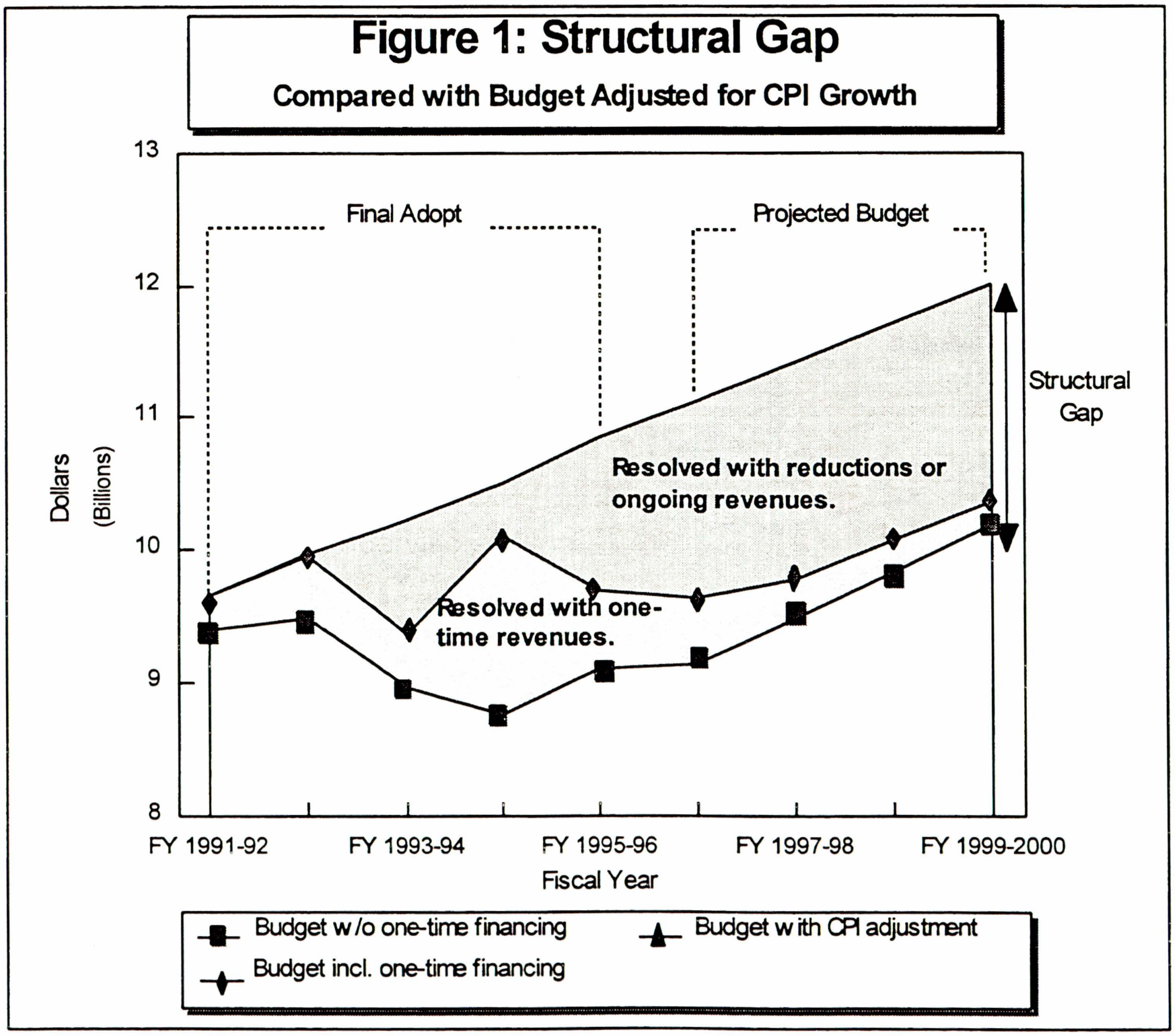
In view of the significant reductions already experienced by departments over the past several years, as further outlined in this letter, and our somewhat optimistic projections regarding such factors as fund balance and excess retirement system earnings, the Proposed Budget is stretched as far as it will go. With regard to use of one-time revenues for ongoing expenses, while we cannot recommend complete diversion of such funds exclusively to one-time uses this year, our recommendations include a commitment to achieve this redirection over the next few years, as further explained below.

This multi-year initiative is an example of the strategic restructuring the County will be pursuing consistent with Vision 2000 -- a strategic planning effort adopted by your Board on the initiative of Chairman Michael D. Antonovich. Vision 2000 will enable us to escape the current annual budget crisis mode and chart a *preferred* future, based on the priority County values of quality public service, cost-effectiveness and containment, sustainable revenues, and overall prudent fiscal policy. We have referenced below some of the more compelling examples where departments have embarked on creative new initiatives and other multi-year budget strategies embracing Vision 2000 principles.

<u>Structural Gap Has Been Addressed With Both Ongoing and One-Time Solutions</u>

The County's structural gap of approximately $1 billion, and the manner in which the County has been addressing it, is shown on Figure 1, page 3. This structural imbalance was largely created by the State's property tax shift and exacerbated by the recession and declining federal funds. Figure 1 begins with fiscal year 1991-92 -- the last year when the County was able to provide for essential, critical needs with reliable revenues; even at that level, the County was focusing on achieving efficiencies wherever possible.

Were it not for the property tax shift, County expenditures would likely have gradually risen consistent with the Consumer Price Index (CPI). Due to the structural gap, actual expenditures were, of necessity, less. Figure 1 demonstrates the degree to which the structural gap in funding for ongoing operations was addressed with both ongoing and one-time solutions. Ongoing solutions have included efficiencies, service reductions/ curtailments, and additional revenues, while one-time solutions included use of one-time revenues for operational costs, as well as borrowing, deferrals, and mortgaging. Relying on one-time revenues for operating expenses is imprudent for two reasons. First, it represents a deferral of the actions necessary to achieve fiscal stability. Second, and equally important, it denies funding for one-time expenditures, such as capital facilities and automation projects, which are required to efficiently function in the future.



Closing of this gap with diversion of one-time revenues to non-operating costs represents our Vision 2000 approach to gradually end reliance on one-time revenues for ongoing expenses, as further illustrated in subsequent figures.

Redirection of One-Time Revenue to One-Time Uses

Figure 2 on page 4 displays the consequences of continuing our reliance on one-time revenues for ongoing expenses into the future, leaving a significant proportion of the County budget and its critical services vulnerable to the fluctuations and uncertainties of one-time revenues. Failure to address this problem would result in a loss of confidence in the wider community with regard to the County's ability and intention to wean itself from such reliance. The recent audit of the County conducted by the State Auditor entitled, " Los Angeles County: Balanced Budgets Will Be a Continuing Challenge," states that "the

County has relied heavily on short-term solutions to reduce budget shortfalls." This audit was required by legislation allowing transfer of $50 million in Metropolitan Transportation Authority (MTA) funds to the County in the current fiscal year.

Figure 2: Continued Use of One-Time Financing

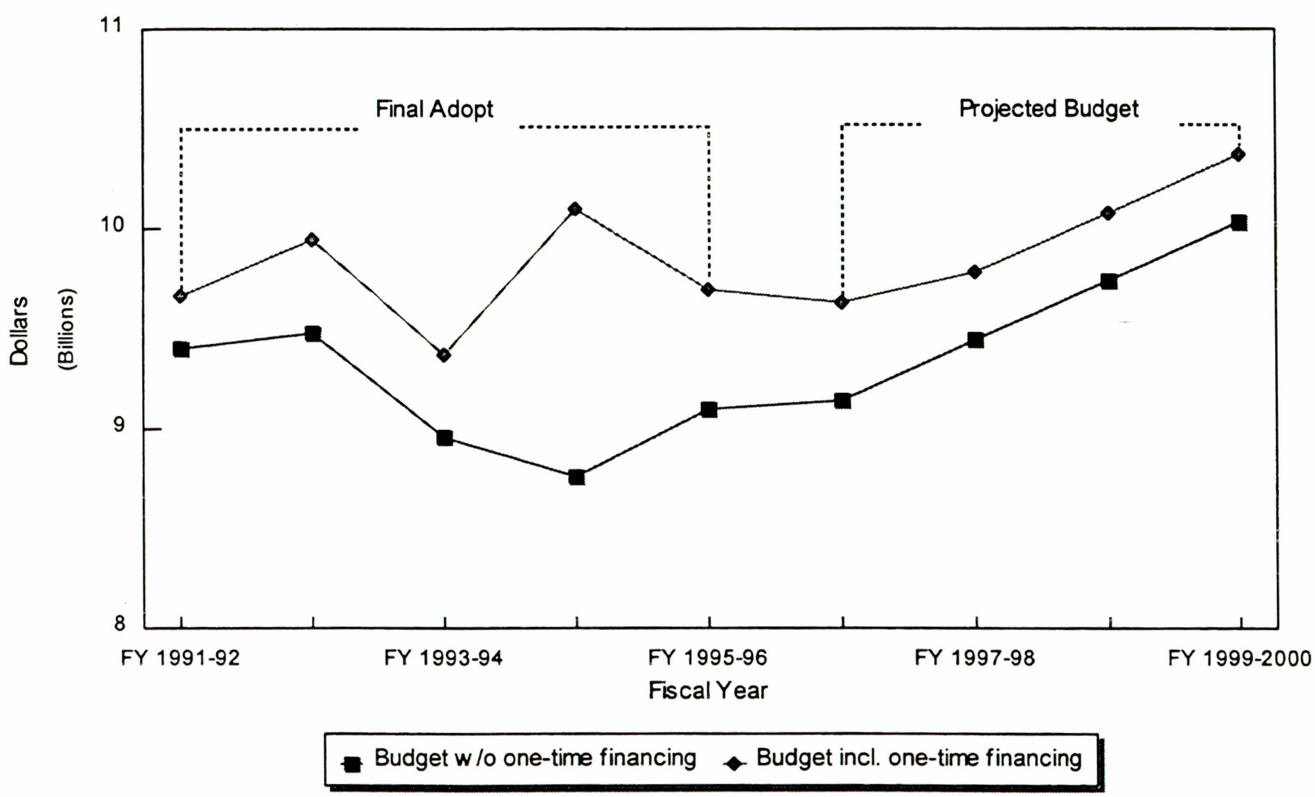
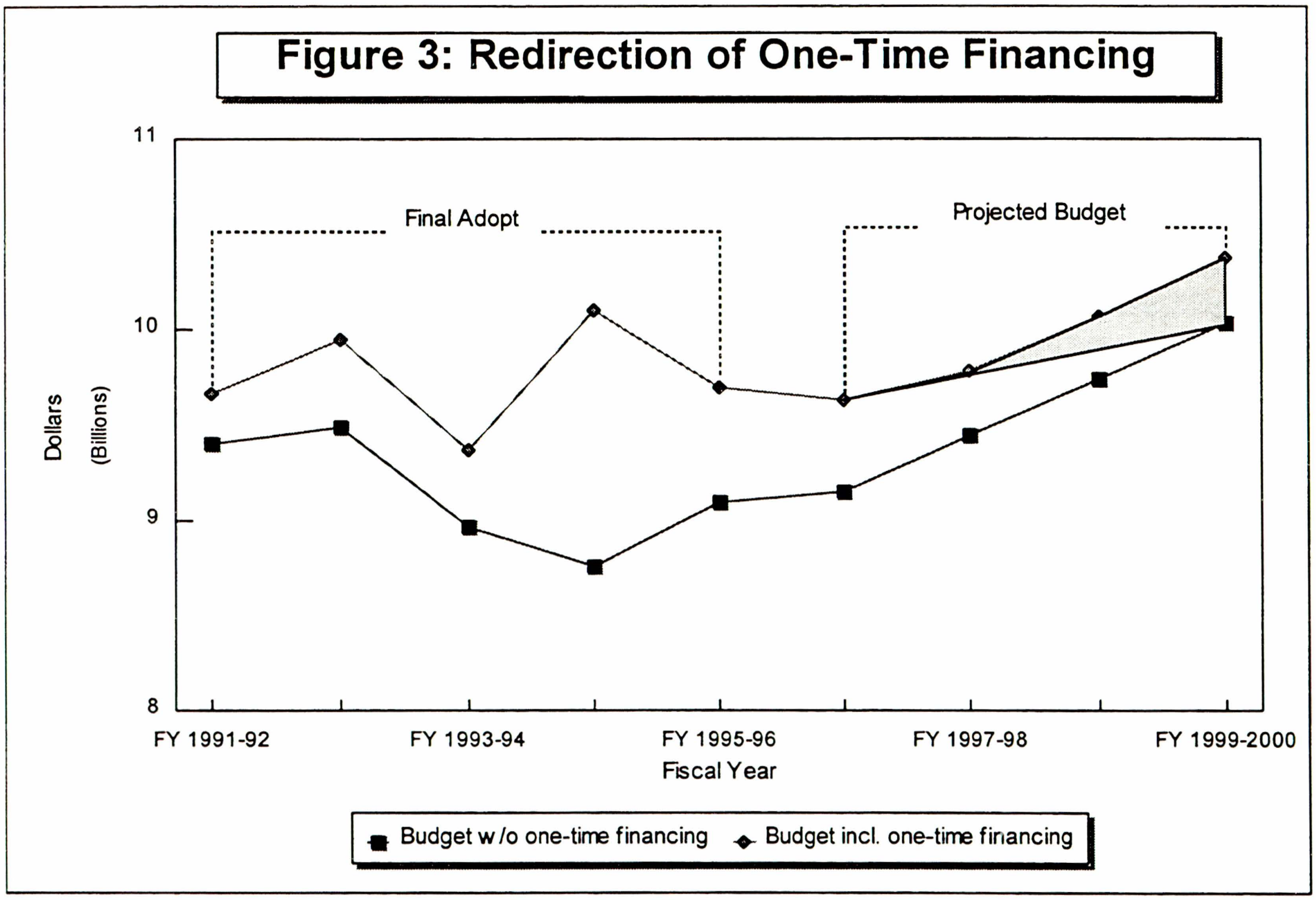


Figure 3 on page 5 depicts our strategy to redirect fund balance over the next few years increasingly to urgent capital projects and information technology (IT) investments, with commensurate decreases in use of one-time monies for ongoing expenses. Specifically, we are recommending that no more than $150 million in fund balance be used for General Fund operating expenses in 1996-97, with any excess fund balance allocated as follows:

-- 50 percent to departments generating the savings for one-time uses in the next fiscal year; and

-- 50 percent to a central designation for capital projects and IT efforts, to be allocated subsequently by your Board.



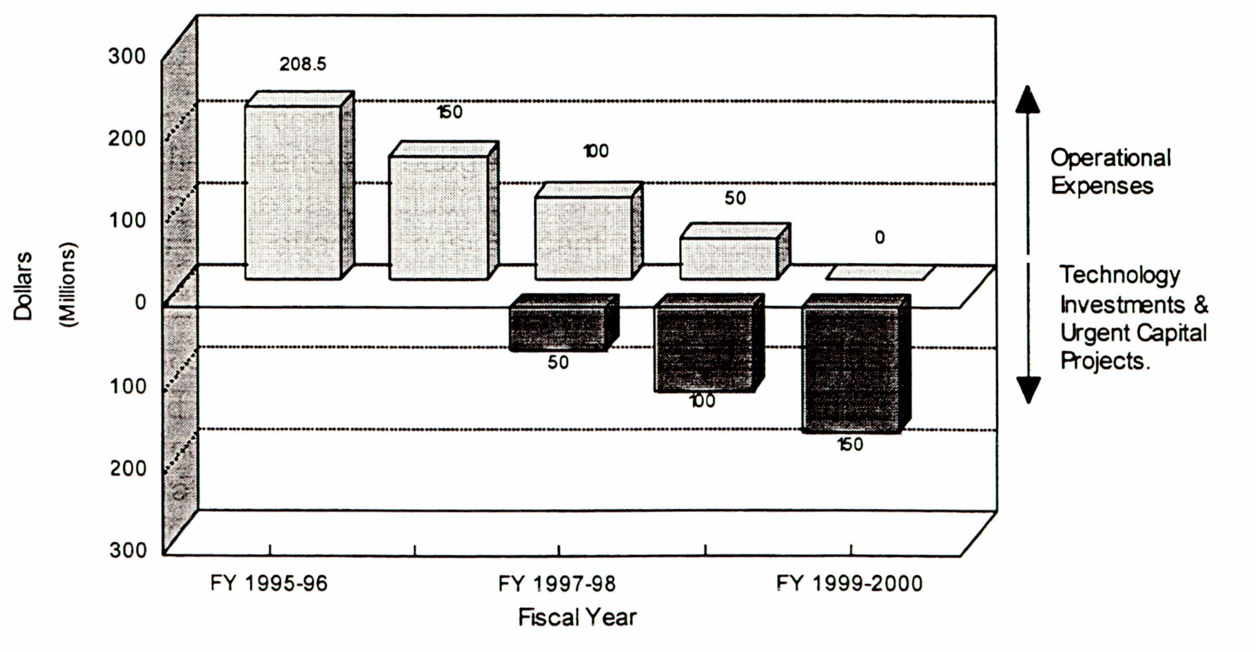
The reliance on fund balance for operating expenses should be reduced to $100 million in 1997-98, and $50 million in 1998-99, with all fund balance diverted to one-time uses in 1999-2000. Similarly, we are recommending that our reliance on annual excess earnings from the Los Angeles County Employees Retirement Association (LACERA) be reduced, optimally by achieving ongoing reductions in annual LACERA contributions by County departments; it is our hope that LACERA's current actuarial report will provide a foundation for such permanent reductions.

Achievement of reduced reliance on one-time revenues for ongoing expenses will depend on the diligent efforts of all departments to employ their Vision 2000 strategies in further reducing costs, maximizing economies, and generating new sustainable revenues. It will also depend on your Board continuing to hold County salaries down -- this has proven to be one of the most successful cost-containment tools employed by your Board in addressing the County's fiscal challenges. Again, the State Auditor's report indicated that, "the County's efforts to address employee compensation issues are starting to show savings." If, at some point in the future, salary increases are recommended, I believe an equal amount of reductions, efficiencies, or additional revenue over the amount needed to offset the loss of one-time revenues must be shown to finance such increases.

In addition to holding compensation costs down, your Board has also taken strong action, particularly in the current year budget, to largely reject quick-fix solutions which the County had relied upon in the past, including deferrals, loans, mortgaging assets, and other one-time solutions, and effected a significant downsizing of County operations to match available financing.

As further discussed below, we do not believe increases in major County revenue sources can be counted upon to backfill reduced reliance on one-time revenues. Figure 3 reflects our plan to bring operational costs down to the level of sustainable revenues. This plan is further illustrated in Figure 4 below, which depicts, not only the diminishing reliance on fund balance for operating expenses, but also the corresponding increases in diversion of such revenues to long-delayed investments in the County physical infrastructure, as well as potentially cost-saving and efficiency-enhancing technology investments.

Figure 4: General Fund Reliance on Fund Balance for Operations



Redirection of All One-Time Monies in One Year Would be Impractical

While pure fiscal prudence might dictate ending our reliance on one-time revenues for ongoing costs all at once in 1996-97, the programmatic consequences of such a step would be devastating to County departments and the public, and I do not believe such cuts would be sustainable with your Board. First, MOE and County match requirements

severely limit reduction options. Failure to maintain MOE levels or County match funding results in revenue losses from State or federal sources several times the net County cost (NCC) savings.

In order to redirect all one-time monies in the budget to one-time uses, it would require NCC cuts of approximately 40 percent in all unrestricted General Fund departments. On top of the significant reductions and curtailments already experienced by County departments in recent years, as further outlined below, such cuts are simply not operationally realistic or practical.

As discussed under "Financing Assumptions in Proposed Budget," we are projecting a certain level of excess LACERA earnings to be used as a general financing source, although we also believe contribution rates could be permanently reduced to an appropriate level rather than rely on annual excess earnings. We should note that LACERA's recommendation was to include no excess earnings in the Proposed Budget, and rather to wait until actual excess earnings are determined in August 1996, placing any such revenue in reserves. While I would have preferred this approach as well, it was not pursued due to the level of curtailments this would have required in the Proposed Budget.

Departments Have Been Tightly Squeezed Over Last Five Years

As we have previously stressed to your Board, the growth of unfunded mandates, required matches, and MOE requirements continue to seriously erode that portion of the budget where your Board can exercise any discretion or flexibility. The State Auditor's report acknowledges that, "designated revenues and [MOE] limit the County's flexibility." Reliance by County departments on NCC has been generally trending downward over the past several years, further reducing remaining flexibility and non-service impact-related cost-savings opportunities. Budgeted position levels have been similarly reduced. Figure 5 demonstrates these reductions since fiscal year 1991-92. It should be noted that the figures included in the table are simply a budget to budget comparison, and may not precisely reflect the true impact of reductions that departments have experienced due to absorption of inflationary increases, expanded or new programs, or loss of revenue. However, overall, it provides useful insight into the impact of the County's prolonged budget problems on departmental operations.

As shown on the chart, the most dramatic reductions have been among general government departments with NCC reductions of 36.47 percent and position reductions of 19.20 percent. This is due to the lack of independent funding and absence of match or MOE requirements for most of these departments. While some law and justice, as well as social service departments, have also experienced substantial reductions, overall, these

programs show small increases. This is largely due to MOE and match requirements in these programs combined with the entitlement nature of the revenues. With regard to the Department of Health Services (DHS), although NCC has grown slightly over the years, the Department's net operating expenditures have decreased by 8.10 percent and will decrease further in 1996-97.

Figure 5: Budget and Position Comparison

	ADOPTED 1991-92	*ADJ ALLOW 1995-96*	*CHANGE*	*PERCENTAGE CHANGE*
GENERAL GOVERNMENT				
Net County Cost	$287,516,000	$182,658,000	($104,858,000)	-36.47%
Budgeted Positions	10,437.0	8,433.2	(2,003.8)	-19.20%
HEALTH SRVCS/ENT HOSP SUM				
Net Appropriation	$2,549,750,000	$2,343,112,000	($206,638,000)	-8.10%
Budgeted Positions	26,517.2	25,733.9	(783.3)	-2.95%
LAW AND JUSTICE				
Net County Cost	$1,468,610,000	$1,497,639,000	$29,029,000	1.98%
Budgeted Positions	25,883.3	25,766.7	(116.6)	-0.45%
SOCIAL SERVICES				
Net County Cost	$166,220,000	$178,385,000	$12,165,000	7.32%
Budgeted Positions	14,141.4	16,195.5	2,054.1	14.53%

As the County's budget challenges deepened in recent years, County departments have been increasingly forced to reduce their reliance on NCC by downsizing operations, pursuing maximum efficiencies, absorbing inflationary and caseload increases, and aggressively generating alternative sources of revenue. These previous actions leave little room for additional sizeable curtailments, particularly in general government departments.

Federal and State Laws Limit County Ability to Reduce Cost

As noted previously, the constraints placed on the County by MOE and match requirements shackle your Board's ability to reduce cost. In all large departments, a reduction in NCC leads to a devastating downward spiral. If the Sheriff or District Attorney are allocated less than required MOE funding, a like amount of public safety sales tax dollars are reallocated to other taxing agencies; therefore, a one dollar reduction in County funding results in a two dollar loss to services. If DHS or Mental Health is allocated less than the required County match, the entire realignment revenues of $848.4 million would be lost to the County in 1996-97. In Children Services and Public Social Services,

reductions in required matches generate losses of two to five times that amount in lost federal and State resources.

Although the MOEs for Public Social Services and Probation are only applicable to 1995-96, Probation's is likely to be reinstated with camps funding for 1996-97 and Public Social Services' is pending current legislative efforts to continue the County match waiver. While the State has been critical of the County's failure to reduce cost, it has continued to add MOE and match requirements each year. The Assessor, Public Social Services, and Probation were added to the list in 1995-96, and any funding for court costs is expected to include a match requirement. The history of these MOE provisions is instructive:

-- Probation	1996
-- Public Social Services	1995
-- Assessor	1995
-- District Attorney/Sheriff	1994 (Proposition 172)
-- Mental Health/Health Services	1991 (Realignment)
-- Health Services	1979 (AB 8)

It is recommended that the Board pursue across-the-board elimination of MOEs in this year's legislative effort. While the State insists that the County reduce its costs, it repeatedly constrains our ability to do so.

Summary of Major County Programs/Operations in Proposed Budget

We believe our recommendations for the 1996-97 Proposed Budget meet your Board's program priorities and provide departments with the funding which they agree will allow them to generally maintain current services. The following summarizes some of our key recommendations as they relate to the County's major program areas.

-- Law and Justice: We had considered recommending funding for both the Sheriff and District Attorney only at the minimum MOE level. However, in view of the high priority placed by your Board on these programs, we did not believe that the level of funding and service curtailment that this would have required would be approved since our recommended reductions would have been similar to those rejected last year. Through increased revenues, reallocation of existing resources, as well as overmatch funding, a number of critical justice and public safety programs were funded. For example:

  - The Sheriff used increased public safety sales tax revenues to fund Three-Strikes costs; staffing for the work release program; crime lab equipment replacement; as well as custody facility infrastructure improvement programs, including

improvements to the Men's Central Jail and remedial efforts to address subsidence problems at Sybil Brand Institute.

- The District Attorney's Asset Forfeiture Fund, public safety sales tax revenues, and Family Support budget savings were used to help finance the Criminal budget.

- The Public Defender's budget reflects a $5 million increase for adding attorneys and support staff in order to eliminate Public Defender-declared unavailability in juvenile and misdemeanor courts throughout the County.

- The reallocation of savings in the Coroner's budget provided funding for 7.0 positions for the forensic laboratories and improved response time for removal of decedents and the issuance of forensic and mortuary death certificates.

- The Probation Department budget recommendations assume continuation of Title IV-A Emergency Assistance revenues in the form of a block grant, but at a reduced level. Due to this fact, as well as cost increases, our recommendations include the elimination of the supervised release section of pretrial services, elimination of the work furlough contract, removal of 18-year olds from placement, and a small reduction in adult supervision.

- Through a joint agreement with the Superior Court, we are recommending $9.1 million in funding to bring their budget to the 1995-96 expenditure level. Although this funding level is insufficient to meet all of the $26.3 million in needs identified by the Court, they are committed to operating within their budget next fiscal year.

Due to prior year curtailments, the Sheriff's Department has had to close three custody facilities which housed over 5,000 inmates; this severe reduction in jail capacity has, in part, led to the early release of sentenced prisoners and the potential inability to house some felony offenders pending trial. Therefore, a high public safety priority for 1996-97 is to fund the opening and operation of one of the towers in the new Twin Towers detention facility. Should the Legislature act to allow counties to continue collection of local taxes imposed or increased following passage of Proposition 62, we recommend that $18 million in such revenues be committed to opening one of the towers.

-- Health Services: The Department is working to obtain approval before June 30, 1996 from the federal Health and Human Services Agency for Phase II of the 1115 Waiver to secure stabilization revenue for 1996-97 to provide the time necessary to restructure our health care system. In accordance with your Board's approved program, the budget anticipates: 1) the privatization of 22 health centers, and 2) a further reduction

in the NCC commitment to Rancho Los Amigos Medical Center ($28.8 million) which will entail service reductions at this facility.

-- Social Services: The Department of Public Social Services (DPSS) is working to obtain another County match waiver for 1996-97. However, if unsuccessful, we are recommending as an alternative, that the Department pursue a three-month time limit for employable General Relief (GR) recipients, as allowed by SB 681; should the waiver be approved, we would not recommend this restriction at this time. With the exception of a 6 percent increase in the In Home Supportive Services program caseload, the Department projects a decline in other assistance caseloads.

In order to prevent service curtailments resulting from the reduced 1996-97 State MOE requirement, the Department of Mental Health's budget provides an overmatch of $2.1 million, anticipated Vehicle License Fee realignment revenue, retirement savings, and Section 1115 Medicaid Waiver revenues.

-- General Government: The 1996-97 Proposed Budget primarily recommends funding to maintain services at the current level for general government departments. Of particular significance are the following:

- The Department of Beaches and Harbors is projecting a revenue increase of 18 percent, after payment of debt service on Marina del Rey Certificates of Participation. This is primarily due to better-than-anticipated rental rate arbitration results for Marina leaseholds, full-year revenue from the eight beaches acquired from the State of California, and increased revenue from the new marketing and parking contracts.

- The Assessor's budget reflects funding for staffing resources necessary to qualify for the second year of the three-year State-County Property Tax Administration Loan Program.

Vision 2000 New Initiatives and Multi-Year Budget Planning Efforts

As a consequence of your Board's continued focus on maximum efficiency, cost-effectiveness, and revenue generation -- coupled with the strategic planning framework provided by Vision 2000 -- County departments have devised a number of significant creative new initiatives and multi-year budget planning efforts to enable them to continue providing essential services while reducing reliance on additional NCC. Many of these initiatives involve redirecting expenditures to investments in multi-year restructuring and efficiencies with the objective of achieving more stable and sustainable financial footing over time.

A few of the most prominent examples:

-- Section 1115 Medicaid Waiver: Health Services is aggressively pursuing a Medicaid demonstration project to address the County's fiscal crisis by helping to stabilize our health care system and to foster a unique restructuring process to transform our large, decentralized operations into an integrated system that will focus on the provision of comprehensive ambulatory and preventive health care to Medicaid and indigent populations through both public and private providers.

-- Medi-Cal Eligibility Determination Function at Hospitals: DPSS is working with DHS to allow DPSS eligibility workers to assume the Medi-Cal eligibility function at DHS hospitals, thereby accessing additional Medi-Cal revenue and generating cost savings for DHS. The departments plan to pilot this effort first at Martin Luther King, Jr./Drew and Harbor/UCLA Medical Centers. Position and funding adjustments necessary to implement this pilot will be recommended in final changes.

-- Increase in Federal Eligibility Rate for Children Served by County: The Proposed Budget does not include an increase in the Department of Children and Family Services (DCFS) Assistance Budget (payments to out-of-home care providers). To maintain the Assistance Budget at the 1995-96 level, the Department will improve federal and State revenue by increasing the federal eligibility rate for children served by the Department. DCFS will further seek to meet its Assistance Budget goals through a broader-based plan which includes increasing adoptions, promoting community-based placement, and expanding family preservation and emancipation services.

-- Transfer of Community Regional Parks to Cities: The Department of Parks and Recreation is reluctantly proposing a two-year effort to transition community regional parks to those cities in which they are located and to the State, thereby generating savings in facility, recreation and pool programs. As a phased approach, the Department is considering transferring four of eight community regional parks or sharing the costs of operating these facilities on a 50/50 partnership basis during 1996-97.

-- Enhanced Audit Function: The Auditor-Controller is seeking to expand management and performance audits, as well as examining methods to enhance audit staff independence by reducing the Department's reliance on payment for audit services.

-- Library Charges: The Public Library is seeking to work in cooperation with the California Library Association to develop legislation eliminating legal barriers and establishing broader authority for public libraries to charge library service fees.

-- Improved County Cash Flow: The Treasurer and Tax Collector is seeking to transition the County's collection and disbursement activities to an electronic funds transfer-based payment collection and data interchange processing system, which would enhance the County's cash flow and maximize revenues.

-- Job Order Contracting: The Internal Services Department is implementing a Job Order Contracting process to provide craft services based on demand, providing greater flexibility in responding to emergencies and meeting fluctuating workload needs, and allowing for cost reductions when demand diminishes.

-- Public Defender Fee: The Public Defender will aggressively pursue legislation authorizing an administrative registration fee of $25 for all clients able to pay.

Financing Assumptions in Proposed Budget

In January of this year, I advised your Board of a projected $516.7 shortfall, including DHS, based upon information available at the time. The Proposed Budget I am submitting closes this gap primarily through improved projections and assumptions relating to one-time funding sources -- predominately fund balance, excess LACERA earnings, and segments of the Section 1115 Medicaid Waiver for DHS.

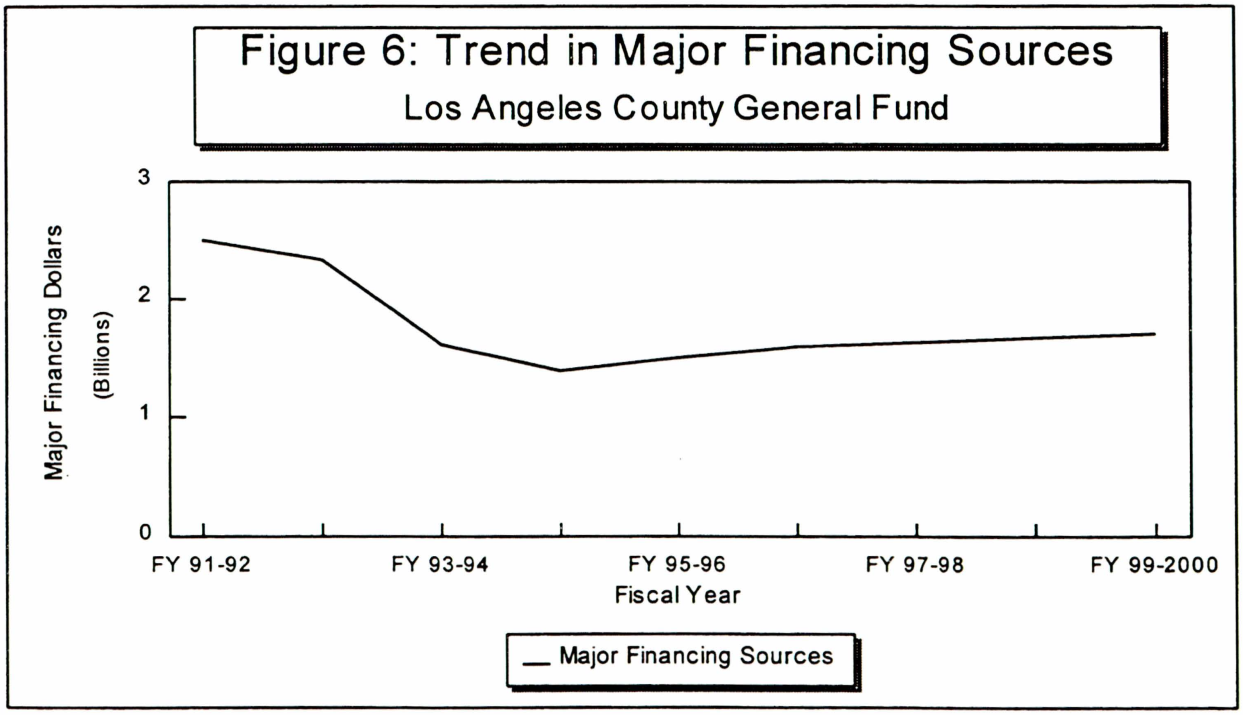
When we provided the forecast in January, we did not include fund balance or excess LACERA earnings as departments were not projecting savings, and LACERA indicated an inability to provide any estimate of excess earnings. Further, negotiations on the Medicaid Waiver were still in process. As stated above, we do not view continued use of such one-time funding for ongoing expenditures to be a healthy financing approach, and we urgently recommend that your Board commit to reducing this reliance over the next three years as explained above.

The Proposed Budget is balanced utilizing certain assumptions and projections which we view as reasonable, but which cannot be conclusively validated at this time; further, many unknown factors, including the ultimate shape of Medicare, Medicaid, and welfare reform at the federal level, have not been factored into our assumptions at this time.

Our assumptions include the following:

-- Trends in Major Revenue Sources: Figure 6 on page 14, provides a forecast of projected revenue from the County's major central financing elements -- property tax, sales tax, and vehicle license fees. As indicated, we do not see any basis for anticipating significant growth in these funding sources, apart from vehicle license fees. This underscores the need for the County to permanently readjust to limited levels of

expenditure. While we will continue to aggressively seek new or increased sources of sustainable revenue, it does not appear from our projections that it would be prudent to expect dramatic general revenue improvement to a degree which could restore the County to pre-recessionary/pre-property tax shift levels.



-- Uncertain Revenue Assumptions:

There are three major areas in which we have assumed revenue improvements which must be monitored and may require significant adjustment; these are:

- -- Waiver of County match for DPSS, as was provided in 1995-96;
- -- Federal Title IV-A Emergency Assistance funding for Probation camps; and
- -- Section 1115 Medicaid Waiver for DHS (especially the four component extensions).

In each case, we recommend that loss of revenue be accommodated through reductions in the affected department's expenditures.

-- Revenue-Raising Authority/Mandate Relief: We anticipate little in terms of new revenue, additional revenue-raising authority, or further mandate relief from the State and federal governments.

-- Fund Balance: Our budget assumptions include generation of at least $150 million in current year fund balance to assist in financing the 1996-97 General Fund budget.

Similarly, the DHS budget assumes fund balance of $146.4 million. In recent years, we have generated an average of $200 million in year end fund balance in the General Fund (not including DHS), and while the most recent estimated actuals from departments do not reflect this level of projected savings, we believe departmental projections are conservative. However, we do not believe we will generate as much this year as in the recent past due to departmental savings that the Board has already assumed and redirected, including savings from the hiring freeze and reductions in services and supplies.

As referenced above, we are recommending that any year-end fund balance generated in excess of this amount be set aside for IT projects and urgent capital expenditures.

-- Excess LACERA Earnings: Our existing agreement with LACERA provides for transfer of 75 percent of surplus investment earnings from LACERA on an annual basis which reduces the County's retirement contribution. LACERA has been reluctant to provide projections of excess retirement investment earnings or retirement cost savings; consequently, our initial forecast reflected no such surplus/savings for 1996-97; absence of this funding would have required additional absorption by departments.

We believe that LACERA will be able to generate a greater amount of surplus earnings and/or cost savings that can be made available to support County programs for 1996-97 as compared to the current year. We believe this projection is justified due to the increased level of realized gains that LACERA has experienced through the first seven months of the fiscal year as compared to the prior year.

Therefore, the Proposed Budget anticipates an estimated $249 million in excess LACERA earnings; this amount reflects an increase of $72.7 million over the current year level. We should note that the additional amount of projected savings in departmental budgets has not as yet been reduced from those affected units in the Proposed Budget. We will recommend appropriate adjustments in final changes.

-- Proposition 62: Funding is not included in the Proposed Budget from local taxes imposed or increased without voter approval following passage of Proposition 62. We believe such funds should be impounded pending final court resolution of this issue or legislation authorizing local jurisdictions to continue collecting such taxes already imposed. As referenced above, should the County be authorized to keep this revenue, estimated at $49 million annually, we are recommending that $18 million ($36 million annually) be committed to opening one tower in the Twin Towers Detention Facility, with the remainder allocated to your Board's reserve for budgetary uncertainties.

Among the factors for which we cannot predict specific impacts at this time, and therefore have not incorporated into our budget recommendations, are the following:

-- COPS Funding: Potential additional revenue for public safety departments which could result from the Governor's Citizens' Option for Public Safety (COPS) recommendation, which would allow taxpayers, on their personal tax forms, to allocate 1 percent of their income tax liability to local law enforcement purposes. As an alternative, the State Legislative Analyst's Office is recommending a $150 million reversal of the property tax shift, with local agencies authorized to spend the monies at their discretion.

-- Trial Court Funding: The Governor's 1996-97 Proposed State Budget includes a proposal to require counties to contribute to the Trial Court Trust Fund an amount equal to the level of funding provided for courts in 1994-95; in exchange, the State would bear all costs in excess of the County contribution, including future cost increases. As these provisions may undergo modifications as the Governor's Budget moves through the Legislature, our assumptions do not incorporate the impacts of this proposal at this point.

-- Three-Strikes Costs: As requested by your Board, we are currently evaluating alternative, and potentially cost-saving, implementation approaches pursued by other California counties which the County may wish to consider. The results of this evaluation are anticipated in late April. Therefore, except for a small enhancement in the Sheriff's budget and the potential allocation for Twin Towers, our assumptions do not include any prospective impact from implementation of alternative Three-Strikes approaches at this time.

-- Federal Health/Welfare Funding Changes: The federal government continues to examine various welfare and Medicaid/Medicare reform proposals; some involving block grants at levels sharply lower than current needs. The Governor's 1996-97 Proposed State Budget also reflects various welfare reforms and restrictions. As these proposals could be modified significantly before enactment, we cannot predict specific impacts at this time. However, most such proposals currently under discussion would severely reduce subvention to the County and potentially result in substantial increases in local General Relief costs, as federal/State welfare recipients are eliminated from those programs.

-- Blue Ribbon Budget Task Force: The Blue Ribbon Budget Task Force was appointed by your Board to assist in recommending long-term, strategic solutions to the County's budget challenges as you proceed with addressing the 1996-97 budget and those of subsequent years. Task Force recommendations were not available in time for consideration in conjunction with development of the 1996-97 Proposed Budget.

-- Constitutional Revision Commission: The Commission's recommendations, if adopted, could have significant impact on the scope of County program responsibility and authority, as well as upon major revenues and program costs. We anticipate significant modifications to the Commission's recommendations as they proceed through the Legislature; therefore, the Proposed Budget does not reflect any impacts from these recommendations.

We should caution your Board that, projections and assumptions being what they are, some may not materialize as we have anticipated. We plan to revisit our assumptions in late August 1996 once such major factors as year-end fund balance, LACERA excess earnings, and the Final State Budget are determined. Should any of these factors cause a gap in County funding, we will present recommendations to close this gap through means available at the time, including legislative relief, additional revenue, additional efficiencies, and cost reductions.

Strategy to Achieve Prudent Fiscal Management

The County has made enormous progress in its efforts to achieve prudent fiscal management. While much remains to be done, it is important to note the progress made:

-- No more borrowing to finance ongoing operations (e.g., rejection of the loan from the MTA);
-- No irresponsible revenue projections;
-- No selling or mortgaging of assets;
-- Aggressive efforts to undo pension enhancements;
-- Frozen salary levels; and
-- Major improvements in cash flow management.

This budget recommends a multi-year strategy to accomplish the additional steps necessary to achieve prudent fiscal management:

-- Phase out use of one-time monies for ongoing expenditures;
-- Invest in -- and protect -- our capital plant;
-- Improve efficiency through technology and improved operational practices; and
-- Build adequate reserves.

If some gradual improvement in revenue is achieved over the next few years, continuation of this year's base level of NCC appropriation by department will allow a phase-out of one-time funding allocated to operations and the development of adequate capital investment programs and reserves.

Summary

Once again, our recommendations in the 1996-97 Proposed Budget represent what can best be described as a compromise between what is most fiscally advisable, and what is operationally and practically feasible. While the budget continues to rely on a level of one-time funding that I strongly believe needs to be reduced, I also recognize that your Board has taken a number of steps to improve the County's fiscal health. My recommendations include a strong commitment to eliminate reliance on one-time funding for ongoing expenses over the next few years.

Our projections indicate little, if any, increase in general County revenues over the next few years, and there is a strong likelihood that we will experience revenue decreases particularly at the federal level. Therefore, we believe your Board's emphasis on multi-year strategic budget planning -- as embodied in the Vision 2000 effort -- will be instrumental in developing cost-saving, innovative, and collaborative approaches to ensuring maintenance of critical County services with sustainable revenues, yet without cost increases.

We believe the Proposed Budget meets your Board's program priorities and represents what departments have indicated they minimally need to maintain services, although all departments have identified critical needs beyond what this budget provides. In providing this level of service, and based on our financing assumptions -- some of which are somewhat optimistic -- I believe this budget is stretched as far as it will go.

The avoidance of serious curtailments in this budget was achievable only due to the continued use of one-time monies for operating expenses -- a practice we cannot continue in the coming years if the County is to regain the full confidence of our residents, the State and federal government, and the financial community. We must utilize Vision 2000 cost-saving and revenue-generating strategies to maintain our critical services within sustainable financing, rather than unpredictable and fluctuating one-time sources. This budget is an important step in that process, building upon the actions your Board has already taken in effecting a necessary downsizing of County operations to match available financing.

Budget Timetable

The 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 25
Commence public budget hearings and Beilenson Hearings	May 8
Commence final budget deliberations, and adopt final budget upon conclusion	June 24

Prior to your deliberations on the final budget for 1996-97, we will be filing supplemental reports including: the May revisions to the Governor's budget and updates on other 1996-97 State and federal budget legislation and the impact on the Proposed Budget; final revisions reflecting our latest estimates of requirements and available funds; issues raised in public hearings or written testimony; recommendations on the level of Bond Anticipation Note authorization; reports as required on specific matters with potential fiscal impact; and reports as instructed by your Board.

Approval of Proposed Budget

The matter before your Board is adoption of the Proposed Budget in order to make it available for consideration by the public at least ten 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.

THEREFORE, IT IS RECOMMENDED THAT YOUR BOARD:

1. Order such revisions, additions, and changes to the Chief Administrative Officer's budget recommendations as you deem necessary, and approve the revised figures as the Proposed Budget for 1996-97; instruct the Auditor-Controller to have the necessary copies printed; order the publication of the necessary notices and set May 8, 1996 as the date on which public hearings will begin.

2. Instruct the Auditor-Controller, via the Supplemental Budget Resolution, to allocate 50 percent of any fund balance generated in fiscal year 1995-96 in excess of the

$150 million budgeted in the General Fund in 1996-97, to *a Designation for Capital Projects and Information Technology.* Specific allocations from the Designation will be made by your Board on a project-by-project basis for urgent capital improvements, repayment of Bond Anticipation Notes, and/or new information technology projects.

3. Allocate the remaining 50 percent of fund balance generated in excess of $150 million to those departments generating the savings for commitment to one-time expenditures.

4. Should court or legislative action result in the County's ability to continue collecting local taxes imposed or increased without voter approval since passage of Proposition 62, instruct the Auditor-Controller to allocate $18 million of such revenue generated in 1996-97 to the Twin Towers Detention Facility budget, with the remainder of such revenue allocated to the designation for budgetary uncertainties.

5. Find that a specific need exists to continue the Fire Suppression Benefit Assessment at its existing amount, and that continuing the Fire Suppression Benefit Assessment at its current level is necessary to address service deficiencies that will have a serious adverse effect on public safety; levy the benefit assessment for the Consolidated Fire Protection District of the County of Los Angeles at its existing amount ranging from $5.20 to $4,706.12 on improved parcels.

Sincerely,

Sally R. Reed

SALLY R. REED
Chief Administrative Officer

General Information

PROPOSED BUDGET
Financial Summary 1996-97
GENERAL AND SPECIAL COUNTY FUNDS AND DISTRICTS

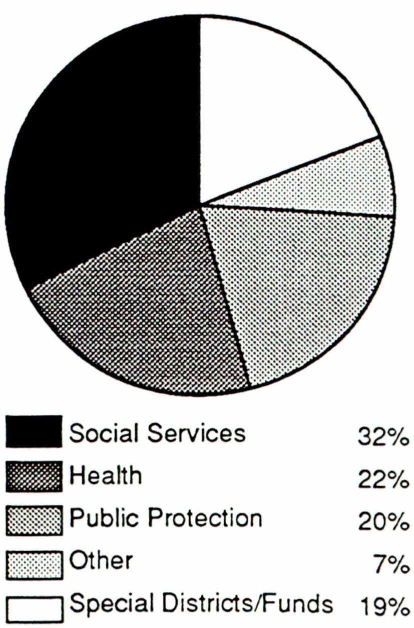
(in Millions of Dollars)

	1995-96 ADJUSTED ALLOWANCE	1996-97 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL COUNTY	$9,887.6	$ 9,668.7	$ (218.9)	-2.2%
SPECIAL FUNDS	561.9	573.0	11.1	2.0%
SPECIAL DISTRICTS	1,142.5	1,121.4	(21.1)	-1.8%
OTHER PROPRIETARY FUNDS	124.8	121.2	(3.6)	-2.9%
OTHER FUNDS	412.1	424.1	12.0	2.9%
TOTAL	**$12,128.9**	**$11,908.4**	**$(220.5)**	**-1.8%**

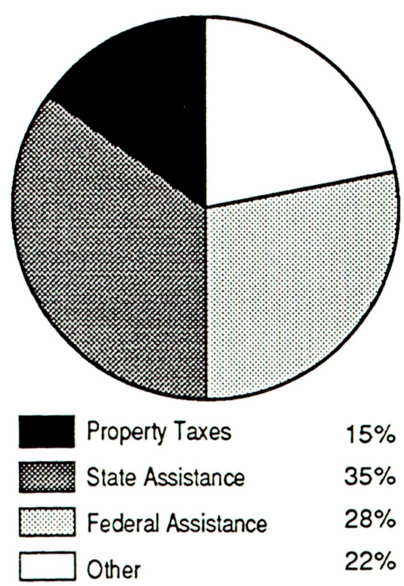
The 1996-97 proposed net operating budget totals $11.9 billion, a decrease of $220.5 million, or 1.8 percent less than the 1995-96 Adjusted Allowance. The budget represents a balanced plan, devoting limited resources to the highest priority programs while attempting to maintain basic services. These programs cover a wide range of functions, from road and flood maintenance, to ensuring the safety of County residents, to providing access to a variety of recreational and cultural opportunities. The proposals for 1996-97 are subject to public hearings, scheduled for May 1996, and adoption by the Board of Supervisors, anticipated in late June. Changes are detailed by department and/or funds within the 1996-97 Proposed Budget.

The figures displayed 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 $2.3 billion, artificially inflate the budget by 20 percent, resulting in an operating budget of $14.2 billion, which is reflected in the Auditor-Controller budget schedules, pursuant to State Controller requirements.

TOTAL COUNTY REQUIREMENTS: $11.9 Billion



TOTAL COUNTY RESOURCES: $11.9 Billion



PROPOSED BUDGET
Financial Summary 1996-97
GENERAL COUNTY

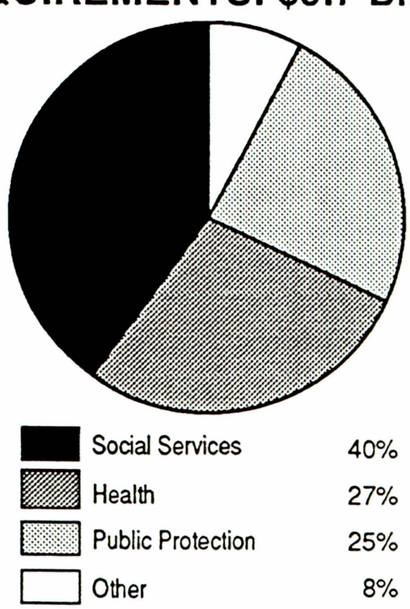
(in Millions of Dollars)

	1995-96 ADJUSTED ALLOWANCE	1996-97 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL FUND	$ 8,208.2	$ 8,151.7	$ (56.5)	-0.7%
HOSPITAL ENTERPRISE FUNDS	1,402.3	1,238.5	(163.8)	-11.7%
DEBT SERVICE FUNDS	34.1	35.3	1.2	3.5%
TRIAL COURT OPERATIONS FUND	243.0	243.2	0.2	0.1%
TOTAL	**$9,887.6**	**$ 9,668.7**	**$(218.9)**	**-2.2%**

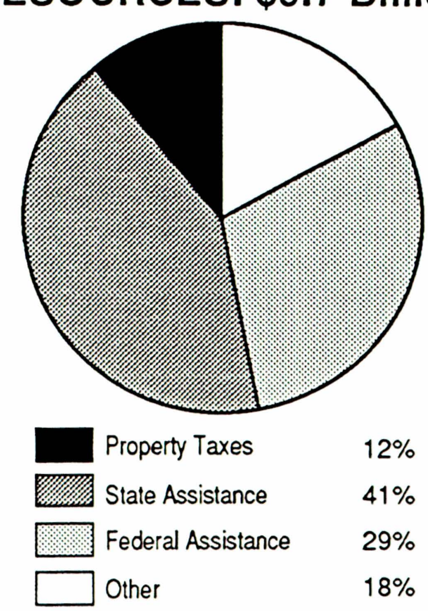
The 1996-97 proposed net operating budget for general County operations is $9.7 billion, a decrease of $218.9 million, or 2.2 percent less than the 1995-96 Adjusted Allowance. General County funds provide for a multitude of services to individuals and communities within the County of Los Angeles. These services include: 1) a law enforcement system; 2) comprehensive court and 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 in total expenditures primarily reflect the level of federal and State subventions. Available funds are allocated to meet the highest program priorities as well as State mandates. Changes are detailed by department within the Budget Summaries section of this document. Debt Service changes are detailed in Volume II.

The figures displayed 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 $1.9 billion, artificially inflate the budget by 20 percent, resulting in an operating budget of $11.6 billion.

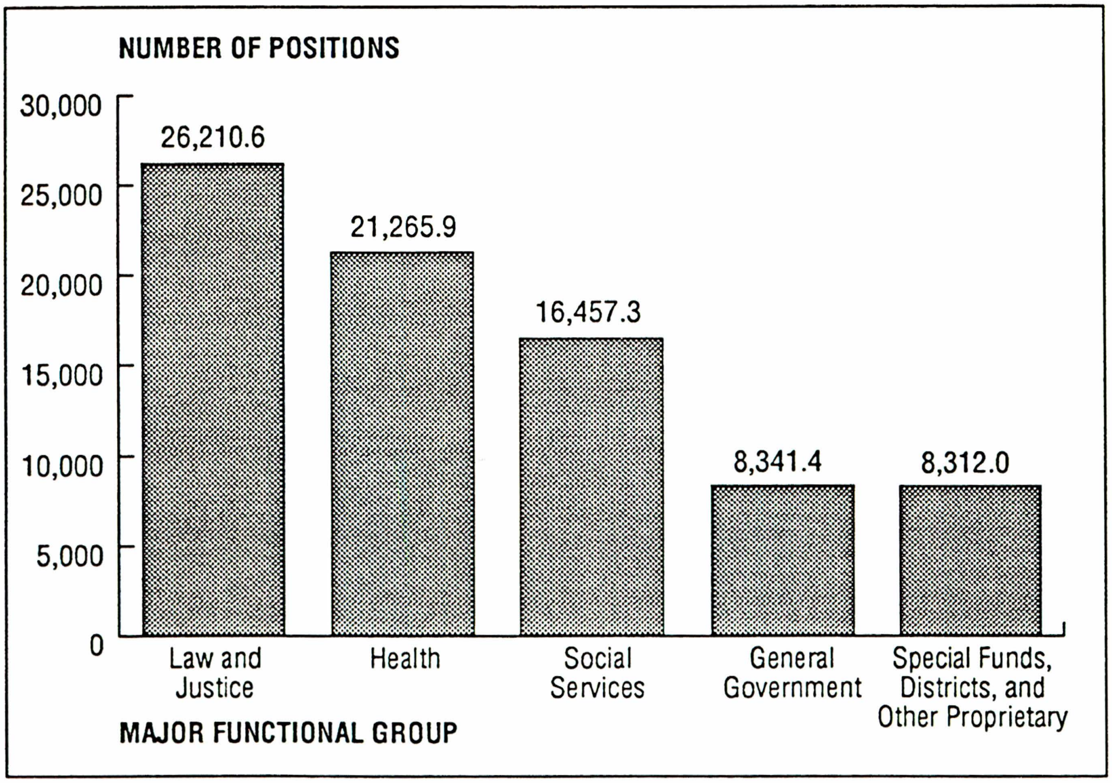
GENERAL COUNTY REQUIREMENTS: $9.7 Billion



GENERAL COUNTY RESOURCES: $9.7 Billion



BUDGETED POSITIONS
BY MAJOR FUNCTIONAL GROUP
TOTAL BUDGETED POSITIONS: 80,587.2



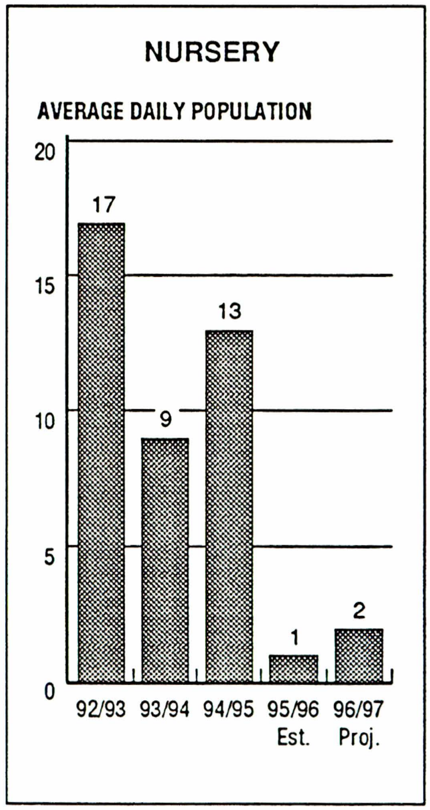
The 1996-97 Proposed Budget provides funding for 80,587.2 budgeted full-time-equivalent positions, which represents a reduction of 3,806.1 positions from the 1995-96 level of 84,393.3. As depicted in the chart, 59 percent of the budgeted positions in the County are in both the law and justice functional group (which includes Municipal and Superior Court positions) and health functional group (which includes Hospital Enterprise Fund positions). This is because a significant portion of law and justice and health activities, such as law enforcement, custody, detention, and hospital operations, requires 24-hour coverage.

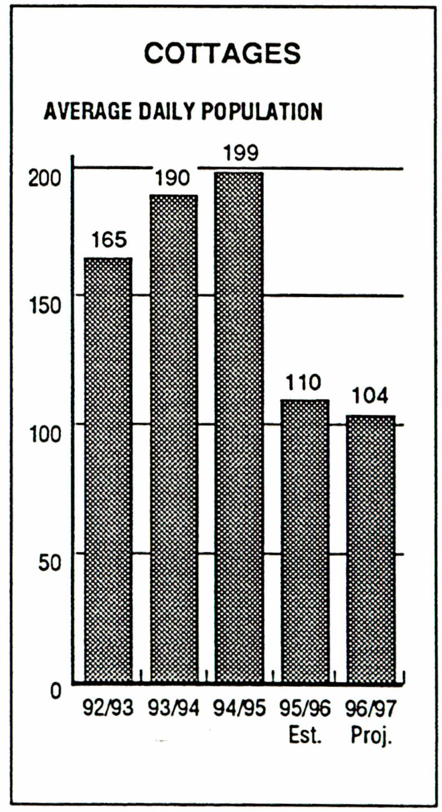
The overall reduction in budgeted positions is reflective of the County's continued downsizing efforts to match decreased local financing, as well as Health Services' privatization program and current staffing levels. The major position changes are Health Services (-4,468.0), Internal Services (-193.0), Probation (-40.1), and Parks and Recreation (-34.3), which are offset by Children and Family Services (+297.4), Sheriff (+224.0), District Attorney (+184.0), Assessor (+148.0), Fire Department (+63.0), Municipal and Superior Courts (+35.0), and Public Defender (+34.0).

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.



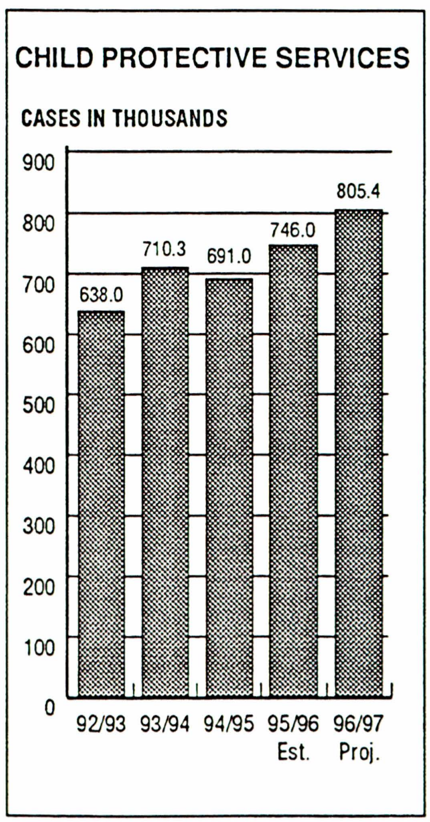


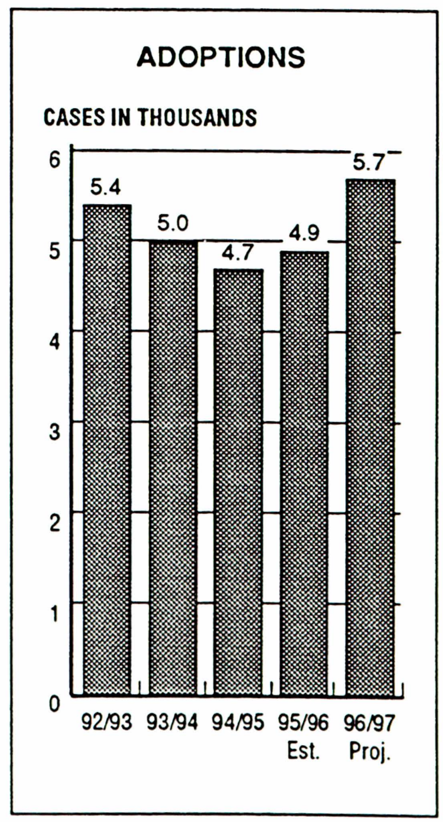
MAJOR CASELOADS

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.



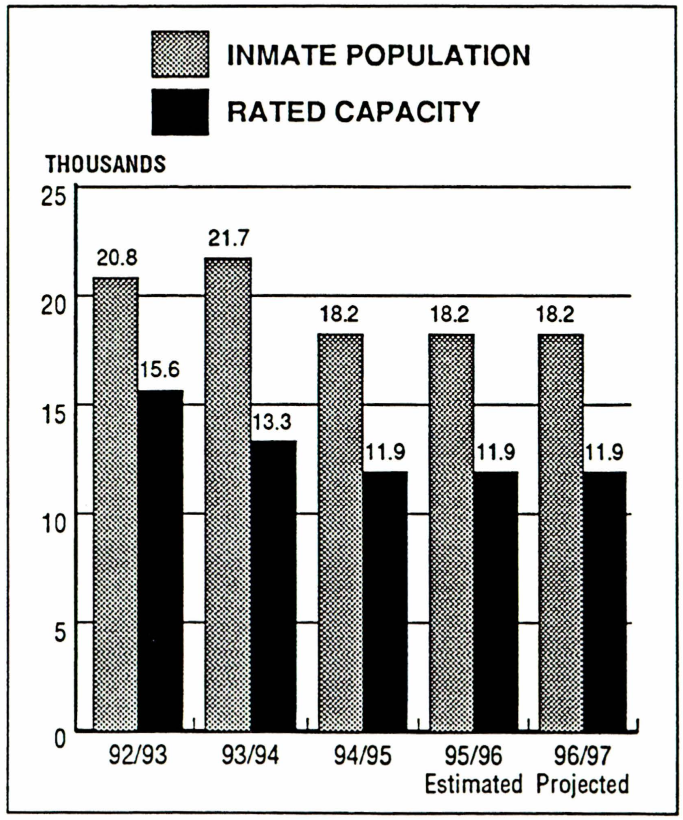


DETENTION POPULATION

SHERIFF INMATE POPULATION

The Sheriff's inmate population, including presentenced and sentenced prisoners, is held in seven custody facilities located at Central Jail, Sybil Brand Institute, Peter J. Pitchess Detention Center, and the Century Regional Detention Facility.

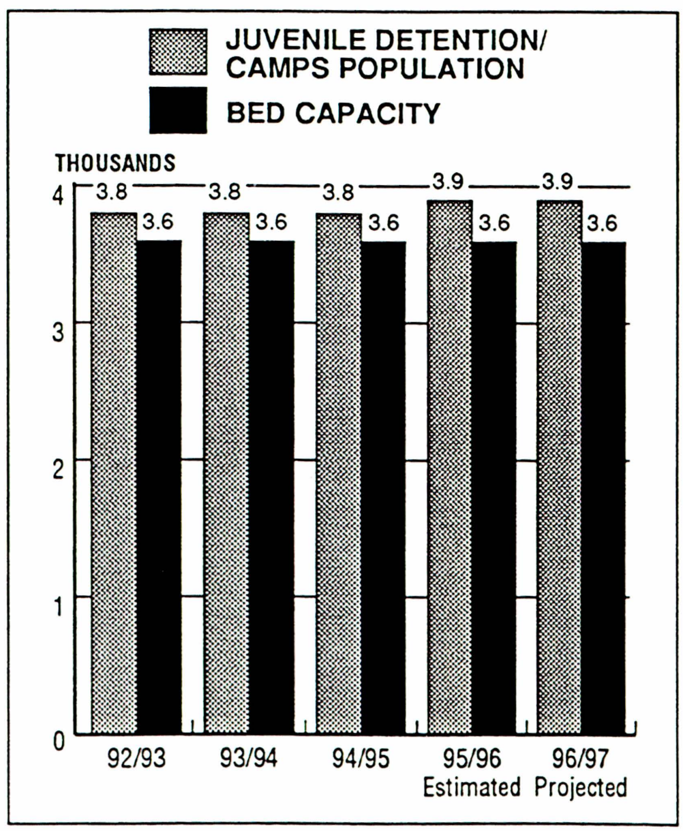
The projected inmate population reflects court-ordered maximum capacity, maintained through an early release program instituted in May 1988.



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 facilities as wards of the Juvenile Court for an average period of 23.5 weeks.

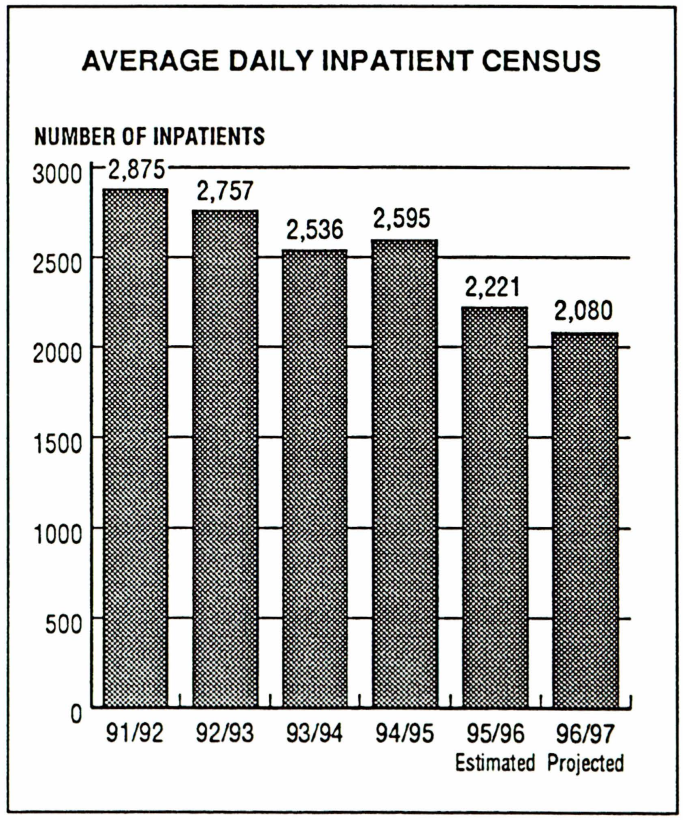


HEALTH SERVICES

INPATIENT CENSUS

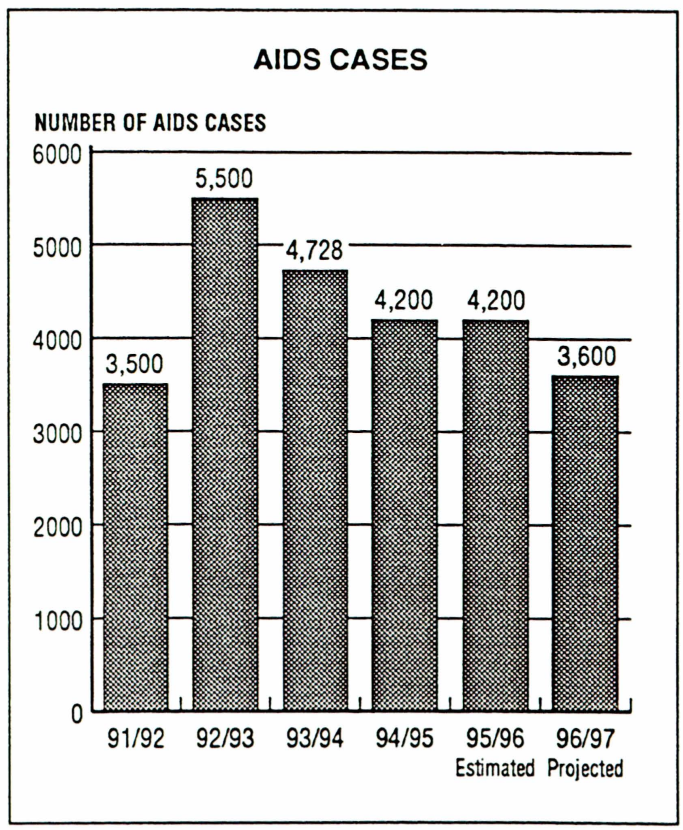
There has been a gradual decrease in hospital census due to the department's managed care efforts to emphasize outpatient services, a county-wide decline in births and vigorous recruitment of Medi-Cal patients by the private sector.

The fiscal year 1996/97 projected census is prior to any workload adjustment which may be necessary to balance the Department's expenditures with available financing.



ESTIMATED AIDS CASES FOR FISCAL YEARS 1996/1997

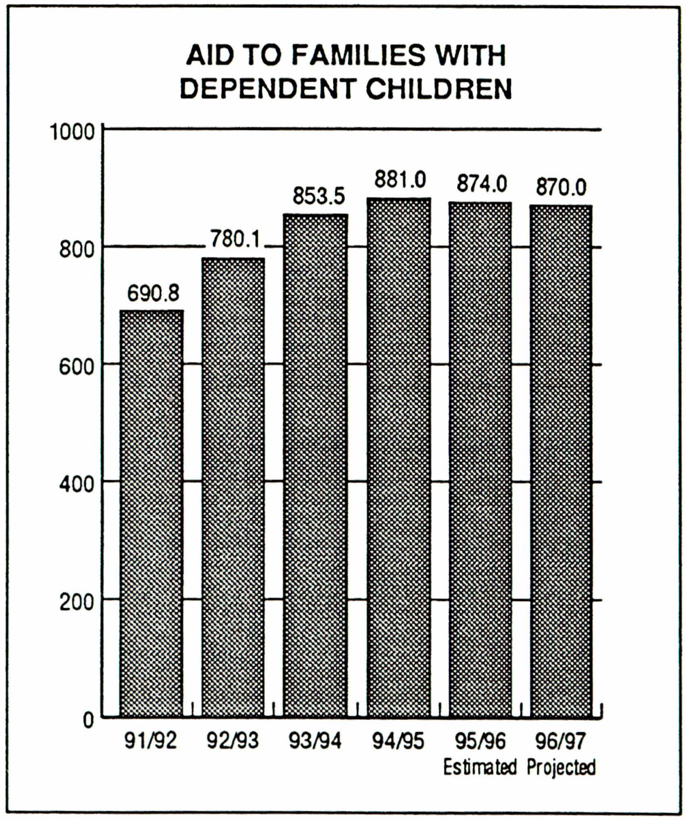
AIDS cases, as defined by the Centers for Disease Control and Prevention (CDC), are counted in the fiscal year that the case is first reported. The CDC definition of AIDS was expanded in 1993, which increased the number of eligible cases reported in fiscal years 1992/93 and 1993/94. The subsequent positive trend is reflective of several factors: a leveling of AIDS cases consistent with those prior to the 1993 change in AIDS definition, and successful prevention education efforts within Los Angeles County communities.



PUBLIC ASSISTANCE

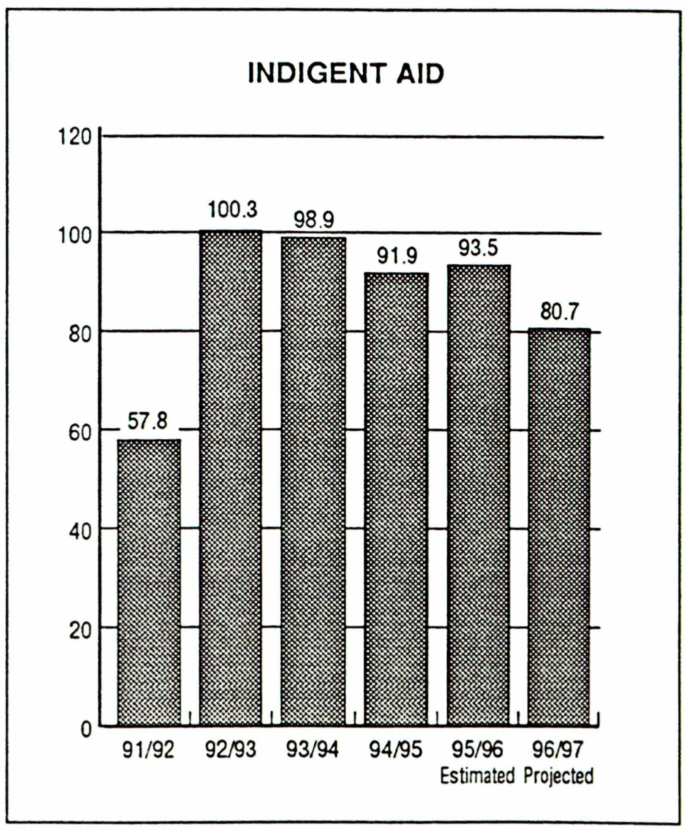
AID TO FAMILIES WITH DEPENDENT CHILDREN

Aid to Families with Dependent Children (AFDC) is authorized under Title IV of the Social Security Act. The State mandates that counties administer this program under Division 9, Part 3, Chapter 2 of the Welfare and Institutions Code. The purpose of AFDC is to provide financial support to families with children who are unable to provide their own support due to the unemployment, death or disability of a parent. 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 Budget and the Proposed Budget Capital Projects/Refurbishments Addendum comprise the proposed financial and operational plan for the County of Los Angeles for fiscal year 1996-97, which begins July 1, 1996 and ends June 30, 1997. 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 budget of the County of Los Angeles 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 which 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. An example of this type of fund is the County's Hospital Enterprise Fund.

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 providing public improvements and services which 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 financial status of the County by describing key priorities developed by the Board of Supervisors and the policies and actions necessary to achieve them. The transmittal letter presents a definite plan of action for the future based upon budgetary assumptions and financing resources and makes forecasts about future issues which the Board may need to address.

BUDGET SUMMARIES

The Budget Summaries section of the Proposed Budget provides detailed information about each operating budget. This information includes the mission of each department, a brief discussion on the 1996-97 recommended budget, critical needs, performance measurement statistics, and a display of the changes from the Adjusted Allowance which highlight major and other changes with specific details on each.

BUDGET SUMMARIES DETAIL

The Budget Summaries Detail section of the Proposed 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

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

AUDITOR-CONTROLLER SCHEDULES

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

CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM

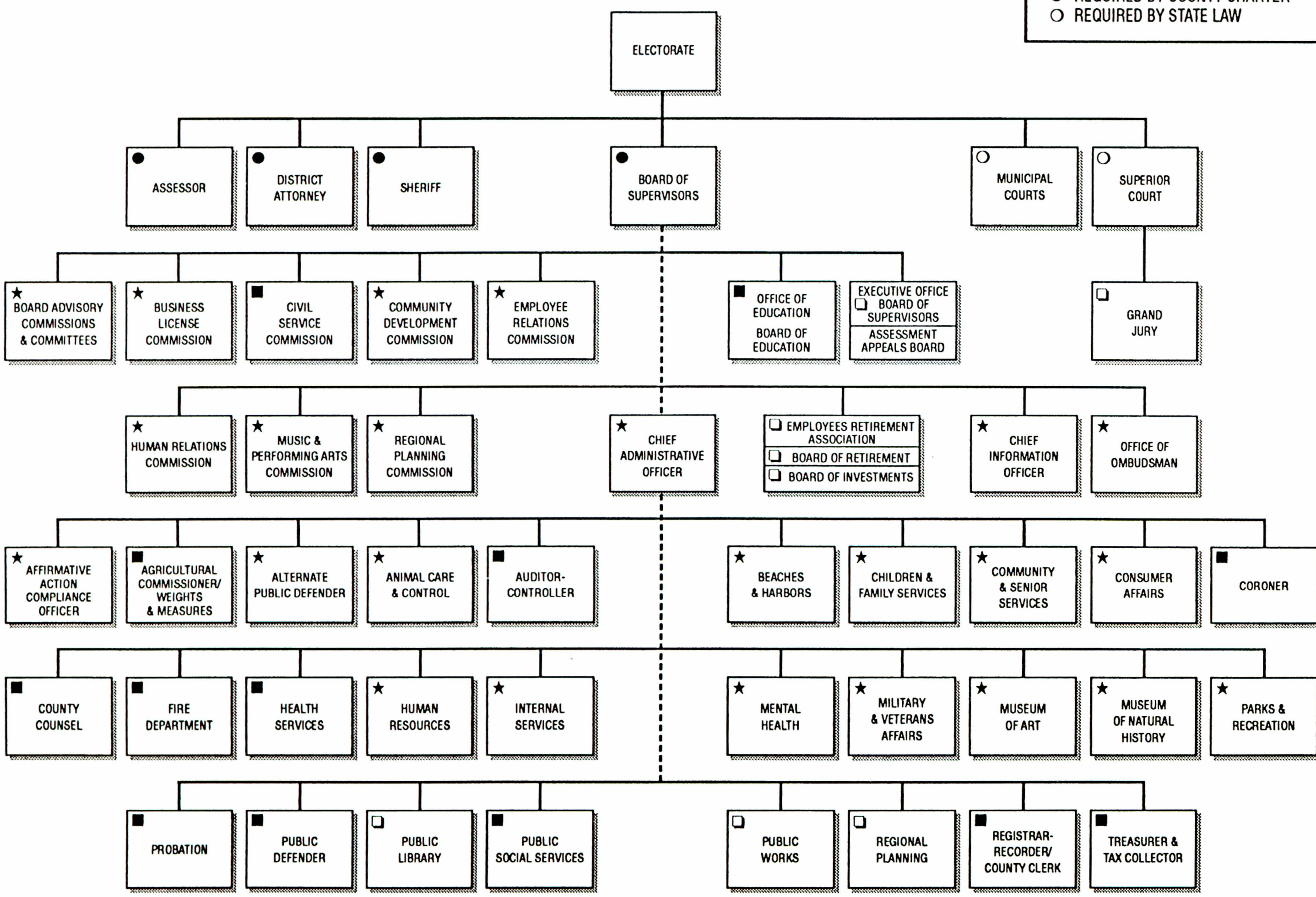
The Capital Projects/Refurbishments Addendum provides summary information about capital improvement and refurbishment projects. Funds for these projects are appropriated in a Capital Projects/Refurbishments budget as Fixed Assets-Land and Fixed Assets-Buildings and Improvements. In addition, the County of Los Angeles uses Joint Powers Authorities (JPAs) and Nonprofit Corporations (NPCs) to finance various capital projects. JPAs and NPCs, entities authorized by the California Government Code and Corporations Code respectively, are empowered to act on behalf of governmental jurisdictions to acquire or construct capital assets using long-term financing. The County repays the financing by making lease payments to the JPAs/NPCs and then takes title to the asset when the debt instruments are paid. Capital projects funded through JPAs/NPCs are displayed in the Proposed Bond-Financed Capital Projects section of the Capital Projects/Refurbishments Addendum.

COUNTY OF LOS ANGELES

LEGEND

APPOINTIVE
- ■ REQUIRED BY COUNTY CHARTER
- ❑ REQUIRED OR AUTHORIZED BY STATE LAW
- ★ ESTABLISHED BY ORDINANCE OF THE BOARD OF SUPERVISORS

ELECTIVE
- ● REQUIRED BY COUNTY CHARTER
- ○ REQUIRED BY STATE LAW



THE BUDGET PROCESS

THE BUDGET PROCESS

ACTIONS

1 **ASSESS PUBLIC WANTS AND NEEDS**

Departments identify public wants and needs through ongoing contact with the Board of Supervisors and the population they serve.

2 **DETERMINE RESOURCES AND SERVICE PRIORITIES**

Departments review long-term objectives, identify costs of public wants and needs, establish goals, identify potential financing sources, and submit their requirements and evaluation data on programs to the Chief Administrative Office.

Chief Administrative Office evaluates departmental data and the County's fiscal condition, and prepares the fiscal forecast.

3 **ESTABLISH ANNUAL FISCAL AND POLICY GOALS**

Chief Administrative Office updates budget preparation guidelines and provides general policy goals and budget target levels. Departments submit budget requests.

4 **PROPOSED BUDGET RECOMMENDATIONS**

Chief Administrative Office analyzes budget requests, meets with departments on budget issues, and prepares and submits budget recommendations to the Board of Supervisors.

5 **PUBLIC REVIEW AND INPUT**

Board of Supervisors considers recommendations, approves a Proposed County Budget, publishes required notices, and conducts public hearings for a maximum of ten days.

6 **DELIBERATE, REVISE, AND ADOPT BUDGET**

Chief Administrative Office updates budget recommendations based on the latest changes in requirements, available funds, and the final State Budget.

Board of Supervisors considers input from the public and departments and adopts the budget.

7 **SUPPLEMENTAL ACTIONS PURSUANT TO LAW**

Board of Supervisors adopts the supplemental budget resolution setting appropriation limits reflecting final estimates of fund balance and property taxes.

8 **BUDGET ADJUSTMENTS**

Departments submit budget adjustment requests. Auditor-Controller verifies the availability of funds for transfer or the propriety of revenue changes.

Chief Administrative Office analyzes and submits budget adjustments to the Board of Supervisors. Board of Supervisors reviews and approves budget adjustments.

9 **IMPLEMENT BUDGET**

Departments implement their budgets, providing service to meet public wants and needs.

Budget Summaries

ADMINISTRATIVE OFFICER
SALLY R. REED, CHIEF ADMINISTRATIVE OFFICER

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 15,208,287	$ 19,567,000	$ 21,489,000	$ 19,900,000	$ 19,818,000	$ -1,671,000
SVCS & SUPPS	5,563,099	6,207,000	8,155,000	6,600,000	6,303,000	-1,852,000
OTHER CHARGES	704,244	951,000	998,000	950,000	943,000	-55,000
FA - EQUIPMENT	6,425			50,000		
GROSS TOTAL	$ 21,482,055	$ 26,725,000	$ 30,642,000	$ 27,500,000	$ 27,064,000	$ -3,578,000
LESS INT TRFS	8,501,643	12,930,000	17,253,000	13,300,000	13,237,000	-4,016,000
NET TOTAL	$ 12,980,412	$ 13,795,000	$ 13,389,000	$ 14,200,000	$ 13,827,000	$ 438,000
REVENUE	8,215,563	10,065,000	9,659,000	10,000,000	9,873,000	214,000
NET CO COST	$ 4,764,849	$ 3,730,000	$ 3,730,000	$ 4,200,000	$ 3,954,000	$ 224,000
POSITIONS			283.5	273.0	270.5	-13.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	LEGISLATIVE & ADMINISTRATIVE

Mission Statement

To provide the Board of Supervisors 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 of Supervisors; monitor and control Countywide expenditures; analyze and advocate legislation; coordinate capital projects, debt management, and asset management efforts; coordinate County space utilization and occupancies; conduct urban research studies; coordinate County leasing and space management; coordinate Countywide emergency preparedness activities and cost recovery efforts following major emergencies and disasters; and, manage the County's employee relations and compensation systems, and insurance management programs.

1996-97 Budget Message

The 1996-97 Proposed Budget for the Chief Administrative Office reflects a rollover budget. Although the Department's net County cost increased $224,000 from fiscal year 1995-96, this increase will be offset by increased charges to the Department due to the reallocation and increase of pension obligation bond costs. Additionally, if the Department continues to experience a reduction in staffing, the capacity to generate IFT/Revenues will diminish necessitating further reductions in costs. However, the Department will continue to make every effort to maintain its current level of service in high priority areas.

Also reflected in the 1996-97 Proposed Budget is the Board-approved mid-year transfer of 8.0 budgeted positions supporting the capital project and real property management function to the Department of Public Works to consolidate operations and provide for greater organizational accountability. Additionally, 9.0 budgeted construction and real property administrative positions which were transferred to the Chief Administrative Office are being deleted. These changes more appropriately realign our budget to reflect the Internal Services Department restructuring effort.

Beginning in fiscal year 1996-97, the Department will initiate a long-range planning effort to focus primarily on the fiscal stability of the County by exploring creative approaches to enhance revenues while simultaneously reducing costs. The Department will also be looking at opportunities to improve Countywide administrative oversight and leadership in construction management and multi-year budget planning.

In planning for the future, major program changes are not anticipated for fiscal year 1997-98. However, diminishing resources including the potential loss of talented staff will be a major issue in maintaining critical service levels. The Department will continue to make every attempt to remain flexible by managing its resources to meet the changing needs of County government.

Objectives for 1996-97

1. Coordinate the planning, development, and implementation of a countywide functional exercise to test the capabilities of the new County Emergency Operations Center including 28 remote sites, cities, and external agencies by November 1996.

2. Coordinate the implementation and training of the Standardized Emergency Management System for County Departments, cities, and special districts within Los Angeles County by December 31, 1996 to ensure compliance with State requirements.

3. Renegotiate ten major commercial leases and achieve an overall average reduction in rental costs of ten percent by the end of fiscal year 1996-97.

4. Achieve a three percent reduction in the County's existing inventory of 5,043,000 square feet of commercial leased space (as of June 30, 1995) by the end of fiscal year 1996-97.

5. Reduce the percentage of one-time funding in the County budget.

6. Reduce the tort liability percentage of the Countywide budget by two percent.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-753,000)	$ (-753,000)	$ --	(-8.0)

Construction and Real Property Management: Reflects the October 19, 1995 Board-approved mid-year transfer of staff to support capital project and real property activities to the Department of Public Works. These positions were originally transferred to the Chief Administrative Office in the Internal Services Department restructuring effort.

2.	$ (-1,210,000)	$ (-1,210,000)	$ --	(-9.0)

Construction and Real Property Administration: Reflects the elimination of the function and nine positions in Construction and Real Property Administration consistent with the Internal Services Department restructuring effort and with the Board-approved mid-year transfer of the management functions and staff to the Department of Public Works.

3.	$ 200,000	$ 200,000	$ --	--

County Store: Reflects initial costs for the establishment of a County Store offset by a loan from the Productivity Investment Fund. The County Store will provide an outlet to market various County goods to the public to enhance the County's image and generate additional revenues.

	Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*

Other Changes

1.	$	(-500,000)	$	(-500,000)	$	--	--

Contract Elimination: Reflects the elimination of appropriation offset by IFT for a consultant services agreement which provides oversight to the IBAX migration project. As a result of streamlining the billing process, consultant costs will be direct-billed to the Department of Health Services' Systems Recovery Budget.

2.	$	--	$	(-860,000)	$	860,000	--

Health Services Reductions: Reflects the reduction of services (primarily budget-related) provided to the Department of Health Services as a result of their curtailment of costs and downsizing.

3.	$	(-658,000)	$	(-468,000)	$	(-190,000)	1.0

Federal Emergency Management Assistance (FEMA) Adjustments: Primarily reflects the elimination of appropriation offset by IFT for services rendered to the FEMA operation; departments will direct-bill costs to the FEMA budget. Also included is a budgeted position for staff transferred mid-year from the Internal Services Department to provide technical expertise in the area of FEMA recovery. This position is IFT/Revenue offset and will not result in a net County cost increase.

4.	$	(-766,000)	$	(-599,000)	$	(-167,000)	3.0

Leasing and Space Management Adjustments: Primarily realigns salaries and employee benefits and services and supplies to more accurately reflect the cost of services provided and includes 3.0 technical budgeted positions for staff transferred mid-year without budgeted positions from the Internal Services Department. These positions are offset by IFT/Revenue and will not result in a net County cost increase. Also reflected is an adjustment for the mid-year transfer of Cable TV Franchise revenues to the Department of Consumer Affairs.

5.	$	109,000	$	388,000	$	(-279,000)	--

Departmentwide Adjustments: Reflects increases in IFT due to maximization of billings to fully recover costs for services rendered and a slight increase in revenues is projected. Also includes increased costs in employee benefits.

Total	***$***	***(-3,578,000)***	***$***	***(-3,802,000)***	***$***	***224,000***	***(-13.0)***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 1,311,120	$ 1,451,000	$ 1,547,000	$ 2,385,000	$ 1,613,000	$ 66,000
SVCS & SUPPS	818,824	734,000	666,000	895,000	610,000	-56,000
OTHER CHARGES	46,908	48,000	48,000	44,000	42,000	-6,000
FA - EQUIPMENT	6,951					
OTH FIN USES	97,000	33,000	31,000	33,000	33,000	2,000
GROSS TOTAL	$ 2,280,803	$ 2,266,000	$ 2,292,000	$ 3,357,000	$ 2,298,000	$ 6,000
LESS INT TRFS	574,060	564,000	564,000	545,000	641,000	77,000
NET TOTAL	$ 1,706,743	$ 1,702,000	$ 1,728,000	$ 2,812,000	$ 1,657,000	$ -71,000
REVENUE	1,161,283	1,070,000	1,096,000	985,000	996,000	-100,000
NET CO COST	$ 545,460	$ 632,000	$ 632,000	$ 1,827,000	$ 661,000	$ 29,000
POSITIONS			23.0	35.0	24.0	1.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PERSONNEL

Mission Statement

To develop, monitor and enforce the County's Affirmative Action, Civil Rights, and Community Business Enterprise programs, including compliance with the Americans with Disabilities Act (ADA), in conjunction with County departments and agencies. To administer the Los Angeles City/County Native American Indian Commission and the Community Services American Indian Block Grant programs.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects funding essentially at the 1995-96 level.

Multi-Year Budget Planning

The Proposed Budget allows the Department to proceed with its Vision 2000 strategic plan objectives to provide diversity training for County departments and implement a pilot diversity plan for the Departments of Health Services, Probation, and Public Works.

The Department projects an increase in revenue from diversity and ADA training over the next three years and plans to expand training for these programs countywide.

Critical Needs

Consistent with their mission, the Department is responsible for providing statistical data relative to the County's compliance with federal, State and local Equal Employment Opportunity/Affirmative Action regulations and Board mandates. The Department has identified a critical need for in-house automation to generate statistical information for the diversity and ADA programs, investigations and contract compliance.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of Diversity Training Staff	2	2	2	2
Number of Allegations of Discrimination Referred by Outside Agencies (1)	n/a	n/a	243	220
Workload/Output				
County Employees Annually Trained on Diversity	1,416	1,886	1,500	2,000
Number of Staff Hours Spent on Allegations of Discrimination	n/a	n/a	1,045	735
Efficiency				
Employees Trained Annually Per Diversity Training Staff	708	943	750	1000
Number of Staff Hours Per Allegation of Discrimination	n/a	n/a	4.3	3.3
Effectiveness/Outcome				
Percentage of Employees who Viewed Training as Beneficial	85%	89%	90%	90%
Percentage of Case Closure	n/a	n/a	54%	58%

Objectives for 1996-97

-- Increase the amount of diversity-related training for County work force.

-- Increase percentage of case closure.

Explanatory Notes

(1) An outside agency such as the Equal Employment Opportunity Commission may refer one complaint alleging several elements of discrimination (i.e., gender, age, ethnicity). The Department's investigative staff reviews each allegation of discrimination.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ 17,000	$ --	$ 17,000	1.0

Administrative Support: Reflects the addition of a clerical position, partially offset by the deletion of a student professional worker, to provide administrative support to the Executive Office.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Other Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-27,000)	$ (-27,000)	$ --	--

Community Services American Indian Block Grant (CSAIBG): Reflects a reduction in CSAIBG funding for three contract Native American service agencies due to a decrease in a block grant from the State Department of Economic Opportunity.

3.	$ (-18,000)	$ (-18,000)	$ --	--

Services to the Department of Health Services (DHS): Reflects a decrease in Affirmative Action/Equal Employment Opportunity services, such as training, provided to DHS, as a result of the termination of DHS' three-year agreement with the Equal Employment Opportunity Commission.

4.	$ --	$ 22,000	$ (-22,000)	--

Diversity Training and Contract Compliance: Reflects an increase in reimbursement for diversity and American with Disabilities Act training provided to County departments partially offset by a decrease in revenue for contract compliance reviews primarily for the Department of Public Works.

5.	$ 49,000	$ --	$ 49,000	--

Salaries and Employee Benefits: Reflects various increases in employee benefits.

6.	$ (-11,000)	$ --	$ (-11,000)	--

Services and Supplies Reductions: Reflects a reduction in various services and supplies expenditures, primarily in office expense.

7.	$ (-4,000)	$ --	$ (-4,000)	--

Other Reductions: Reflects primarily a decrease in capital lease payments and judgments and damages partially offset by an increase in payment for a Productivity Investment Fund loan to develop the Community Business Enterprise Directory.

Total	***$ 6,000***	***$ (-23,000)***	***$ 29,000***	***1.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 11,117,548	$ 11,405,000	$ 12,599,000	$ 13,653,000	$ 12,908,000	$ 309,000
SVCS & SUPPS	3,588,944	3,653,000	3,742,000	3,808,000	3,759,000	17,000
OTHER CHARGES	79,582	110,000	130,000	130,000	130,000	
FA - EQUIPMENT	412,010	241,000		601,000	83,000	83,000
OTH FIN USES	8,000					
GROSS TOTAL	$ 15,206,084	$ 15,409,000	$ 16,471,000	$ 18,192,000	$ 16,880,000	$ 409,000
LESS INT TRFS	472,352	436,000	636,000	594,000	594,000	-42,000
NET TOTAL	$ 14,733,732	$ 14,973,000	$ 15,835,000	$ 17,598,000	$ 16,286,000	$ 451,000
REVENUE	12,997,910	13,340,000	13,752,000	14,173,000	14,173,000	421,000
NET CO COST	$ 1,735,822	$ 1,633,000	$ 2,083,000	$ 3,425,000	$ 2,113,000	$ 30,000
POSITIONS			290.0	290.0	281.0	-9.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	PROTECTION INSPECTION

Mission Statement

To provide environmental and consumer protection services through the enforcement of federal and State laws, County ordinances, and Board orders in the areas of health, safety, and environmental and economic protection. This is achieved through the Department's highly diverse public services including maintenance of food and water quality standards; prevention of fraud and misrepresentation in the marketplace; control and eradication of hazardous weeds, brush, and pests; and providing consumer and environmental information.

1996-97 Budget Message

The 1996-97 Proposed Budget essentially maintains operations at the current level of service. The recommendations reflect the reorganization of the Weed Abatement Program resulting in a net reduction of 11.0 budgeted positions.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, the Department will establish a partnership with the South Coast Air Quality Management District to perform air quality inspections on petroleum fuel dispensers in 1996-97. The Department also continues to search for methods to more effectively perform its mission. Long-term strategies include the development of an ongoing employee development/training program and the merger of the Agricultural and Weights and Measures Inspector classifications to better utilize a shrinking technical staff.

The Department will continue to work toward the passage of State legislation which will adopt and provide funding for the new national price verification inspection procedures established in July 1995. The Department anticipates that additional resources would be required in fiscal year 1997-98 to expand these services to all retail stores if this legislation is enacted.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Weed abatement direct labor costs recovered	$1,097,259	$746,684	$680,919	$524,846
Total environmental toxicological laboratory direct labor	27,094 hrs	28,575 hrs	30,485 hrs	30,485 hrs
Hours to perform analyses[1]				
Total business practices/investigations inspections hours[2]	9,814	6,865	5,389	5,337
Workload/Output				
Total parcels cleared	10,110	8,934	8,900	8,875
Total analyses performed	59,674	121,810	130,000	130,000
Number of businesses inspected[2]	3,309	2,168	1,636	1,750
Efficiency				
Direct labor cost per parcel	$108.53	$83.57	$76.51	$59.14
Average time to perform an analysis	27.3 min	14.1 min	14.1 min	14.1 min
Inspection time per business	2.9 hrs	3.2 hrs	3.3 hrs	3.0 hrs
Effectiveness/Outcome				
Average direct labor cost per parcel compared to standard of $81.93	75%	98%	107%	$139%
Average time to perform an analysis compared to standard of 17.4 minutes	64%	123%	123%	123%
Inspection hours per business compared to standard of 3 hours	103%	94%[3]	91%[3]	100%

Objectives for 1996-97

- Continue to reduce labor costs through the use of vendors, resulting in a reduction of future equipment costs and workers' compensation costs.
- Maintain current effectiveness level in performing Environmental Toxicology Laboratory analyses.
- Achieve 100% effectiveness in performing Business Practices/Investigations inspections.

Explanatory Notes

[1]Convert hours to minutes to compute efficiency measures
[2]Decrease reflects loss of inspection personnel due to budget curtailments
[3]Reduction due to the adoption of a new testing procedure and field testing of new computer software.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ 74,000	$ 132,000	$ (-58,000)	2.0

Pest Exclusion and Produce Quality Staffing: Reflects additional staff for pest exclusion and produce quality activities in the Consumer and Plant Protection Bureau, and an increase in revenue for inspection of salad products, cotton, and other products at the Port of Los Angeles.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ (-341,000)	$ (-16,000)	$ (-325,000)	(-11.0)

Weed Abatement Program: Reflects a net reduction in temporary staff due to reorganization of the weed abatement program, and increased utilization of cost-effective vendors to provide weed abatement services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 83,000	$ --	$ 83,000	--

Equipment: Reflects costs related to replacement of inoperable scientific equipment in the environmental toxicology laboratory, as well as obsolete, high maintenance equipment for weed hazard abatement and pest management activities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 108,000	$ --	$ 108,000	--

Africanized Honey Bee Program: Reflects full-year funding for the AHB (Killer Bee) program to implement a public awareness/public relations program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 485,000	$ --	$ 485,000	--

Employee Benefits: Reflects primarily increases in retirement benefits including workers' compensation and unemployment insurance.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ --	$ 263,000	$ (-263,000)	--

Other Revenue Changes: Reflects increases in revenue for unclaimed gas tax, annual device registration fees, and services provided by the metrology laboratory to other agencies.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 409,000***	***$ 379,000***	***$ 30,000***	***(-9.0)***

ALTERNATE PUBLIC DEFENDER
BRUCE A. HOFFMAN, ALTERNATE PUBLIC DEFENDER

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 7,676,347	$ 17,362,000	$ 17,557,000	$ 20,130,000	$ 17,724,000	$ 167,000
SVCS & SUPPS	1,495,352	1,959,000	1,959,000	1,959,000	1,959,000	
OTHER CHARGES	39,801	10,000	10,000	57,000	10,000	
FA - EQUIPMENT	12,729	280,000	280,000	230,000	230,000	-50,000
GROSS TOTAL	$ 9,224,229	$ 19,611,000	$ 19,806,000	$ 22,376,000	$ 19,923,000	$ 117,000
REVENUE	698,027					
NET CO COST	$ 8,526,202	$ 19,611,000	$ 19,806,000	$ 22,376,000	$ 19,923,000	$ 117,000
POSITIONS			189.0	189.0	189.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

The Alternate Public Defender provides legal representation to indigent defendants the Public Defender is unable to represent due to a conflict of interest in Superior and Municipal Courts proceedings, and in appeals to higher courts.

1996-97 Budget Message

The 1996-97 Proposed Budget essentially maintains the Alternate Public Defender at the 1995-96 funding level. The Proposed Budget reflects cost increases in salaries and employee benefits including pension obligation bonds, offset by a reduction in fixed asset costs.

Multi-Year Budget Planning

During the next four years, the Alternate Public Defender will continue to strive to provide quality legal representation for indigent defendants at all courthouses at substantial savings to the County. The Alternate Public Defender will also seek innovative approaches to increase efficiency and savings within the criminal justice system and will develop cost-saving staffing strategies and revenue-generating training programs.

Critical Needs

The impact of the "Three Strikes, You're Out" statute continues to increase the Alternate Public Defender's workload. In addition, further expansion of the Alternate Public Defender services is critical to produce additional County savings. The Department is reviewing the potential for expansion into all criminal courts and a more controlled effort in juvenile court.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total Attorneys	13.2	68.0	128.0	134.0
Felony Costs (Millions)	$1.0	$4.6	$9.2	$10.9
Misdemeanor Costs (Millions)	$0.2	$1.6	$3.6	$3.8
Workload/Output				
Felony Cases	2,365	11,086	15,075	17,750
Misdemeanor Cases	2,122	11,260	18,156	21,159
Efficiency				
Felony Cost/Case	$423	$415	$610*	$614+
Misdemeanor Cost/Case	$94	$142	$198*	$179+

Explanatory Notes

* Due to one-time-only start-up costs at expansion courthouses.

\+ Based on expected caseload trends with the inclusion of expansion courthouses.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ (-237,000)	$ --	$ (-237,000)	--
	Administration: Reflects increases in salary savings resulting from the Department retaining vacant positions and hiring at lower levels.			
2.	$ 404,000	$ --	$ 404,000	--
	Miscellaneous Costs Increases: Reflects miscellaneous cost increases in salaries and employee benefits, including pension obligation bonds.			
3.	$ (-50,000)	$ --	$ (-50,000)	--
	Fixed Assets: Reflects a reduction in one-time funding for fixed assets related to the expansion into Compton and Torrance Courts.			
Total	***$ 117,000***	***$ 0***	***$ 117,000***	***0.0***

ANIMAL CARE AND CONTROL
FRANK R. ANDREWS, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 7,569,566	$ 7,944,000	$ 8,189,000	$ 8,480,000	$ 8,208,000	$ 19,000
SVCS & SUPPS	2,424,619	2,519,000	2,469,000	2,679,000	2,578,000	109,000
OTHER CHARGES	89,231	67,000	67,000	178,000	178,000	111,000
FA - EQUIPMENT	72,602	24,000	60,000	120,000		-60,000
OTH FIN USES	80,000					
GROSS TOTAL	$ 10,236,018	$ 10,554,000	$ 10,785,000	$ 11,457,000	$ 10,964,000	$ 179,000
LESS INT TRFS	40,000	40,000	40,000	40,000	40,000	
NET TOTAL	$ 10,196,018	$ 10,514,000	$ 10,745,000	$ 11,417,000	$ 10,924,000	$ 179,000
REVENUE	8,009,472	8,882,000	9,066,000	9,364,000	9,220,000	154,000
NET CO COST	$ 2,186,546	$ 1,632,000	$ 1,679,000	$ 2,053,000	$ 1,704,000	$ 25,000
POSITIONS			212.0	212.0	200.0	-12.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

The Department, operating under State law and County ordinance, provides for the rabies vaccination and licensing of dogs and cats, and the public safety-related removal and impoundment of domestic animals and livestock in the unincorporated territory of the County and in contract cities. Dangerous animal control, animal sheltering, placement, lost animal recovery, and public education programs are also provided through the shelters. In addition, the Department operates six animal spay and neuter clinics. Departmental costs are offset by revenue from pet licenses, contract city income, plus fees, fines and penalties collected for animals in the shelters.

1996-97 Budget Message

The 1996-97 Proposed Budget funds operations at the 1995-96 level; due to prior year cost-effective restructuring of animal control operations, the Department is eliminating 12 vacant kennel and field positions.

Multi-Year Budget Planning

The Proposed Budget will enable the Department to commence its Vision 2000 strategic plan, which emphasizes the utilization of information technology for animal care and control and computerized record maintenance. Over the next couple of years, the Department will attempt to increase the number of contract cities served, ultimately striving to become a self-supporting department.

Critical Needs

The Department's critical needs consist of 1) replacing/renovating aging animal shelters, some of which are fifty years old and in serious need of repair, and 2) replacing animal control vehicles which have exceeded 100,000 miles and are increasingly susceptible to expensive mechanical repairs.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
VETERINARY MEDICAL				
Input				
Number of Veterinarians	5	5	5	5
Workload/Output				
Veterinary Medical Income	$637,851	$666,195	$700,000	$735,000
Efficiency				
Income per veterinarian	$127,570	$133,239	$140,000	$147,000
Effectiveness/Outcome	--	4%	5%	5%

Objectives for 1996-97

Continued rise in productivity leading to eventual unit self-sufficiency.

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
CENTRAL OPERATIONS CENTER				
Input				
Number of Operators	21	21	21	21
Workload/Output				
Calls Fielded	409,208	438,898	469,000	500,000
Efficiency				
Calls Handled per Operator	19,486	20,890	22,333	23,810
Effectiveness/Outcome	--	7%	7%	6%

Objectives for 1996-97

Installation of automated voice mail system will increase productivity of response to service request calls.

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
ANIMAL LICENSE SALES				
Input				
Number of Canvassing Hours	45,700	44,700	46,000	48,000
Workload/Output				
Amount Collected	$2,326,157	$2,321,348	$2,433,400	$2,616,000
Efficiency				
Amount Collected Per Hour	$50.90	$51.93	$52.90	$54.50
Effectiveness/Outcome	--	2%	2%	3%

Objectives for 1996-97

Complete restructuring of Department's Revenue Services Division which will increase productivity.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
Major Changes						
1.	$	(-300,000)	$	--	$ (-300,000)	(-12.0)

Animal Control Operations: Reflects the deletion of 12 vacant kennel and field positions through the cost-effective restructuring of animal control operations.

Other Changes						
1.	$	319,000	$	--	$ 319,000	--

Salaries and Employee Benefits: Reflects primarily an increase in employee benefits based on actual experience.

2.	$	109,000	$	--	$ 109,000	--

Services and Supplies: Reflects primarily an increase in building maintenance, auto insurance, and other miscellaneous services and supplies to more accurately reflect projected expenditures.

3.	$	111,000	$	--	$ 111,000	--

Judgments and Damages and CWIRS costs: Reflects an increase in judgments and damages costs and the shift of CWIRS costs from services and supplies to other charges.

4.	$	(-60,000)	$	--	$ (-60,000)	--

Fixed Assets: Reflects a reduction in fixed assets.

5.	$	--	$	71,000	$ (-71,000)	--

Spay/Neuter Program: Reflects an increase in revenue for spay/neuter services.

6.	$	--	$	153,000	$ (-153,000)	--

Contract Cities Revenue: Reflects an increase in various fees for services rendered to contract cities based on rates established by the Auditor-Controller.

7.	$	--	$	(-70,000)	$ 70,000	--

Miscellaneous Revenue: Reflects primarily a reduction in donations.

Total	***$***	***179,000***	***$***	***154,000***	***$ 25,000***	***(-12.0)***

ASSESSOR
KENNETH P. HAHN, ASSESSOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 72,183,760	$ 61,363,000	$ 61,818,000	$ 79,732,000	$ 77,039,000	$ 15,221,000
SVCS & SUPPS	15,083,341	14,299,000	15,458,000	17,900,000	17,460,000	2,002,000
OTHER CHARGES	2,392,112	2,516,000	2,574,000	2,091,000	2,091,000	-483,000
FA - EQUIPMENT	33,198			24,000	24,000	24,000
OTH FIN USES	31,726	63,000	63,000	28,000	28,000	-35,000
GROSS TOTAL	$ 89,724,137	$ 78,241,000	$ 79,913,000	$ 99,775,000	$ 96,642,000	$ 16,729,000
LESS INT TRFS	2,158,792	109,000	182,000	64,000	64,000	-118,000
NET TOTAL	$ 87,565,345	$ 78,132,000	$ 79,731,000	$ 99,711,000	$ 96,578,000	$ 16,847,000
REVENUE	40,389,253	31,894,000	33,493,000	48,453,000	48,453,000	14,960,000
NET CO COST	$ 47,176,092	$ 46,238,000	$ 46,238,000	$ 51,258,000	$ 48,125,000	$ 1,887,000
POSITIONS			1,380.0	1,528.0	1,528.0	148.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

To provide for the equitable, accurate, and timely assessment of all taxable property within the County, prepare the Property Assessment Roll, process exemption claims and ownership changes, update map records and legal property descriptions; and represent the County and defend the County's interest at Assessment Appeals Board hearings.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects additional funding necessary to provide staffing resources in support of the second year of the three-year State-County Property Tax Administration Program (AB 818).

Multi-Year Budget Planning

In keeping with its Vision 2000 strategic plan, the Department will continue to aggressively identify alternative sources of revenue, minimize cost, generate savings, and improve public service. In addition, the Assessor will also continue to address operational constraints created by unprecedented numbers of assessment appeals cases being filed each year.

Critical Needs

The Department requires additional resources to achieve the long-range goal of developing a property database system over the next five to nine years at a projected cost of $20 million. The lien date change from March will be effective January 1, 1997, and modification of the Assessor's programs to reflect the turn of the century also will require additional resources.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input[a]				
New construction (NC) assessments staff	n/a	47	90	84
Reappraisable transfer staff	n/a	217	223	229
Appeals defended staff	n/a	154	165	159
Property statements staff	n/a	28	28	28
Parcel changes staff	n/a	64	65	66
Exemption claims staff	n/a	47	44	44
Workload/Output				
Total number of completed NC assessments	n/a	51,312	86,860	81,207
Total number of completed reappraisable transfers	n/a	309,659	306,100	321,100
Total number of appeals defended	n/a	62,974	75,063	71,300
Total number of completed late and "no reply" property statements	n/a	151,887	150,862	154,633
Total number of completed parcel changes	n/a	12,017	12,070	12,070
Total number of processed exemption claims	n/a	108,157	95,640	95,640
Efficiency				
Completed NC assessments per staff	n/a	1,092	965[b]	967[b]
Completed reappraisable transfers per staff	n/a	1,427	1,373	1,402
Defended appeals per staff	n/a	409	455	448
Completed late and "no reply" property statements per staff	n/a	5,425	5,388	5,523
Completed parcel changes per staff	n/a	188	186	183
Completed exemption claims per staff	n/a	2,301	2,174	2,174
Effectiveness/Outcome				
NC assessments	n/a	37,672	26,500	17,500
Reappraisable transfers	n/a	23,908	21,000	12,000
Appeals defended	n/a	0	0	0
Completed property statements	n/a	13,696	11,700	7,300
Completed parcel changes	n/a	0	0	0
Processed exemption claims	n/a	2,300	2,210	2,080

Objectives for 1996-97

- To reduce the fiscal year 1995-96 estimated backlog of 26,500 new construction assessments to 17,500 by June 30, 1997.
- To reduce the fiscal year 1995-96 estimated backlog of 21,000 reappraisable transfers to 12,000 by June 30, 1997.
- To prepare a defense for all assessment appeal cases that are scheduled by the Assessment Appeals Board.
- To reduce the fiscal year 1995-96 estimated backlog of 13,696 late and "no reply" property statements to 11,700 by June 30, 1997.
- To complete all 1997 parcel changes by June 30, 1997.
- To reduce the fiscal year 1995-96 estimated backlog of 2,210 exemption claims to 2,080.

Performance Measures (cont'd)

Explanatory Notes

[a] Reflects total staff hours divided by productive work hours (PWH) of 1,789 established by the Auditor-Controller's Office.

[b] Reduction in rate due to inclusion of hours for appraiser trainees hired for AB 818 program.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 15,246,000	$ 15,246,000	$ --	148.0

State-County Property Tax Administration Program: Reflects Board-approved participation in the State-County Property Tax Administration Program (AB 818). Also reflects the carryover of $1.794 million in unexpended AB 818 funds from 1995-96, consistent with the terms of agreement with the State.

Other Changes

1.	$ 2,882,000	$ --	$ 2,882,000	--

Salaries and Employee Benefits: Reflects a net increase in salaries and employee benefits based on actual experience and cost of the pension obligation bonds.

2.	$ (-905,000)	$ --	$ (-905,000)	--

Services and Supplies: Reflects a net reduction in expenditures, primarily attributable to reduced rates for information technology services provided by the Internal Services Department.

3.	$ (-483,000)	$ --	$ (-483,000)	--

Other Charges: Reflects primarily a decrease in capital and LAC-CAL lease expenditures and liability costs.

4.	$ 24,000	$ --	$ 24,000	--

Fixed Assets: Reflects an increase for computer-related equipment.

5.	$ (-35,000)	$ --	$ (-35,000)	--

Other Financing Uses: Reflects completion of a Productivity Investment Fund loan payment.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
6.	$ --	$ (-118,000)	$ 118,000	--

Miscellaneous Services: Reflects a decrease in services requested by other County departments.

7.	$ --	$ (-286,000)	$ 286,000	--

Revenue: Reflects primarily a decrease in SB 2557 property tax administration reimbursement, partially offset by an increase in revenue associated with SB 813 supplemental property tax administration reimbursement, SB 90 reimbursement, and community redevelopment agencies.

Total	***$ 16,729,000***	***$ 14,842,000***	***$ 1,887,000***	***148.0***

AUDITOR-CONTROLLER
ALAN T. SASAKI, AUDITOR-CONTROLLER

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	20,342,749	$	20,280,000	$	20,666,000	$	22,056,000	$	21,946,000	$	1,280,000
SVCS & SUPPS		14,316,765		14,121,000		14,231,000		13,451,000		13,363,000		-868,000
OTHER CHARGES		696,800		647,000		614,000		617,000		617,000		3,000
FA - EQUIPMENT				68,000								
GROSS TOTAL	$	35,356,314	$	35,116,000	$	35,511,000	$	36,124,000	$	35,926,000	$	415,000
LESS INT TRFS		16,608,286		15,075,000		18,499,000		16,610,000		17,439,000		-1,060,000
NET TOTAL	$	18,748,028	$	20,041,000	$	17,012,000	$	19,514,000	$	18,487,000	$	1,475,000
REVENUE		9,766,092		12,876,000		9,796,000		10,960,000		10,960,000		1,164,000
NET CO COST	$	8,981,936	$	7,165,000	$	7,216,000	$	8,554,000	$	7,527,000	$	311,000
POSITIONS						351.0		356.0		364.0		13.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

To provide professional financial leadership for the County of Los Angeles through monitoring financial performance, reporting financial results, promoting economy and efficiency, and fulfilling the legal duties of the Auditor-Controller.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects funding essentially at the 1995-96 level and an increased level of service for audits of County departments.

In addition, the Proposed Budget includes one-time funding for the final year of the Secured Tax Roll (STR) Phase III project and commences implementation of the Department's Vision 2000 strategic plan, such as establishing the property tax function as a separate division, consolidating two existing divisions, updating the County's Fiscal Manual, use of contractors on routine audits in order to redirect in-house resources to management and performance audits, and redirecting emphasis from processing to analysis.

Multi-Year Budget Planning

Consistent with the Board's emphasis on the audit function, in the next year, the Auditor-Controller and the Chief Administrative Office will be examining different options for expanding the function and enhancing audit staff independence by reducing the Department's reliance upon payment for audit services.

As part of its Vision 2000 strategic plan over the next four years, the Department also plans to expand staff for systems analysis, accounting, and disbursement functions; and increase funding for services from the Internal Services Department/Information Technology Service, as well as for essential equipment and training.

The Department will also continue to pursue additional sources of revenue to offset costs, such as increasing the service charge for placing assessments on the tax bill for taxing agencies.

Critical Needs

The Department's critical needs consist of major systems modification and development, and replacement of aging office equipment.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of staff hours:				
Payroll issuances	n/a	51,070	49,000	48,000
Vendor/Trust issuances	n/a	49,349	46,000	45,000
Welfare issuances	50,523	47,539	46,000	48,000
Property tax transactions	n/a	89,733	95,000	95,000
Planned performance audit staff hours (1)	n/a	36,050	44,500	32,500
Workload/Output				
Payroll warrants issued	n/a	2,018,000	2,013,000	2,000,000
Vendor/Trust warrants issued	n/a	2,209,460	2,210,000	2,322,000
Welfare warrants/notices issued	13,876,000	12,707,000	12,414,000	13,203,000
Property tax transactions	n/a	16,049,453	16,457,000	16,322,000
Number of performance audit reports (1)	n/a	17	17	20
Actual performance audit hours (1)	n/a	21,340	25,500	32,500
Actual performance audit staff-FTE (1)	n/a	12	14	18
Actual cost of performance audits (1)	n/a	n/a	$1,713,000	$2,165,000
Efficiency				
Staff hours per 1,000:				
Payroll warrants issued	n/a	25.31	24.34	24.0
Vendor/Trust warrants issued	n/a	22.34	20.81	19.38
Welfare warrants/notices issued	3.64	3.74	3.71	3.64
Property tax transactions	n/a	5.59	5.77	5.82
Labor costs per 1,000:				
Payroll warrants issued	n/a	$739	$707	$701
Vendor/Trust warrants issued	n/a	$448	$412	$410
Welfare warrants/notices issued	$69	$70	$77	$75
Property tax transactions	n/a	$143	$146	$147
Actual performance audit hours per report (1)	n/a	1,255	1,508	1,620
Savings identified/performance audit (1)	n/a	$750,000	$357,000	$389,000
Effectiveness/Outcome				
Percentage change in staff hours per 1,000:				
Payroll issuances	n/a	n/a	-3.81%	-1.40%
Vendor/Trust issuances	n/a	n/a	-6.81%	-6.89%
Welfare issuance	n/a	2.75%	-0.95%	-1.89%
Property tax transactions	n/a	n/a	3.25%	0.83%

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Percentage change in labor cost per 1,000:				
Payroll warrants issued	n/a	n/a	-4.33%	-0.85%
Vendor/Trust warrants issued	n/a	n/a	-8.04%	-0.49%
Welfare warrants/notices issued	n/a	1.45%	10.0%	-2.60%
Property tax transactions	n/a	n/a	2.10%	0.68%
Savings identified from performance audits (1)	n/a	$9,000,000	$5,000,000	$7,000,000
Savings identified per performance audit compared to the cost per performance audit (1)	n/a	n/a	$3	$3
Percent of actual performance audit hours to planned performance audit hours (1)	n/a	59.20%	57.30%	100.0%

Objectives for 1996-97

- Control and account for budgeted appropriations and expenditures and provide timely information on appropriations/expenditures and the County's financial position.
- Reduce the cost of disbursing funds.
- Identify savings that exceed the cost of Performance Audits.

Explanatory Notes

(1) Performance Measures relate only to the Performance Audit function and the assigned staff for that portion of the total Audit function, which is approximately 25 percent of the Audit function.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 682,000	$ 682,000	$ --	11.0
2.	$ 135,000	$ 135,000	$ --	1.0
3.	$ --	$ 184,000	$ (-184,000)	--

1. Auditing Services: Reflects addition of reimbursable audit positions in response to Board priorities and department requests.

2. Children's Services Inspector General: Reflects the addition of a reimbursable position, approved by the Board of Supervisors on March 5, 1996, to conduct independent investigations and make findings concerning the deaths by abuse or neglect of children under the current or past jurisdiction of the Dependency Court or the Department of Children and Family Services.

3. Charges to Departments: Reflects implementation of two new charges billed to County departments and districts associated with envelopes for direct deposit paystubs, payroll warrants and W-2's; and cost rate studies, such as indirect cost proposals.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 63,000	$ --	$ 63,000	1.0

Systems Development: As part of the Department's Vision 2000 strategic plan, reflects the addition of a systems analyst position to assist in technological improvements, e.g., consolidation of the County's two automated payroll systems.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-1,159,000)	$ (-1,070,000)	$ (-89,000)	--

Other Reductions: Reflects a reduced level of management audit contracts requested by departments, as well as a decrease in estimated charges for information technology services, payroll printing, microfiche, and data conversion.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ --	$ 888,000	$ (-888,000)	--

Revenue Enhancements: Reflects primarily additional revenue for property tax administration for cities and community redevelopment agencies, and homeowner exemption processing charges.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ --	$ (-715,000)	$ 715,000	--

Other Reductions: Reflects reduction in excess interest earnings from the Interpleader Interest Fund, assessment and tax collection fees, charges for issuance of supplemental warrants, and travel commissions paid by the County vendor.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 284,000	$ --	$ 284,000	--

Unavoidable Cost Increases: Reflects various increases in services and supplies expenditures, including procurement of warrant stock as a result of bank account changes, larger volume of mailings, maintenance contracts for aging office equipment and capital lease payments.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 410,000	$ --	$ 410,000	--

Salaries and Employee Benefits: Reflects various increases in employee benefits, partially offset by savings from the downward reclassification of two positions.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 415,000***	***$ 104,000***	***$ 311,000***	***13.0***

BEACHES AND HARBORS
STAN WISNIEWSKI, DIRECTOR

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	6,452,772	$	6,391,000	$	6,391,000	$	7,199,000	$	7,010,000	$	619,000
SVCS & SUPPS		6,709,491		6,765,000		6,305,000		6,903,000		6,858,000		553,000
OTHER CHARGES		463,061		536,000		536,000		767,000		767,000		231,000
FA - EQUIPMENT		208,083		70,000		70,000		2,467,000		70,000		
OTH FIN USES		43,593		47,000		47,000		4,739,000		412,000		365,000
GROSS TOTAL	$	13,877,000	$	13,809,000	$	13,349,000	$	22,075,000	$	15,117,000	$	1,768,000
LESS INT TRFS		106,196										
NET TOTAL	$	13,770,804	$	13,809,000	$	13,349,000	$	22,075,000	$	15,117,000	$	1,768,000
REVENUE		9,630,590		10,090,000		9,329,000		11,016,000		11,016,000		1,687,000
NET CO COST	$	4,140,214	$	3,719,000	$	4,020,000	$	11,059,000	$	4,101,000	$	81,000
POSITIONS						130.0		132.0		132.0		2.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	RECREATION FACILITIES

Mission Statement

Manage County-owned and operated property, including beaches and Marina del Rey, to: 1) ensure public health and safety; 2) maximize public access and enjoyment; and 3) maximize revenue generation through prudent asset management.

1996-97 Budget Message

The 1996-97 Proposed Budget maintains services at fiscal year 1995-96 levels. Increased costs are primarily due to the acquisition of eight beaches from the State of California in September 1995, additional Marina del Rey dredging-related costs, and other miscellaneous cost increases. Overall revenue, after payment of debt service on Marina del Rey Certificates of Participation in the amount of $21 million, is projected to increase by 18 percent over 1995-96. This increase is primarily due to better-than-anticipated rental rate arbitration results for Marina leaseholds, full-year revenue from the eight beaches acquired from the State of California, increased revenue from new marketing and parking contracts, and a variety of other revenue programs.

Multi-Year Budget Planning

In accordance with the Vision 2000 strategic plan, the Department intends to establish itself as the preeminent public sector property manager, known for fostering and implementing successful public/private sector partnerships that maximize both County revenues and public use of Marina del Rey and beach facilities. Elements of this plan include:

- Managing implementation of the Marina Asset Management Strategy that maximizes revenue and public use through the setting of guidelines/incentives for leasehold development/refurbishment, including the pursuit of two development projects to establish Marina del Rey as an exciting and popular recreational destination point.

- Promoting Marina del Rey and beach properties through public/private partnerships that generate increased patronage.

- Developing new revenues that finance beach and Marina del Rey operating and infrastructure costs.
- Seeking and implementing new technology that assists the Department in achieving its strategic plan.
- Expanding the scope and attendance of inner-city youth programs, without increasing County costs.

Critical Needs

The Department's critical needs consist of: 1) dredging 300,000 cubic yards of contaminated sediment from the marina's entrance channels to design depth (this exceeds the scope of the current project); 2) transfer of sufficient funds to the Marina Replacement Accumulative Capital Outlay (ACO) Fund for replacement or renovation of aging marina infrastructure components, some of which are in excess of 30 years old; and 3) replacement of a substantial portion of the Department's beach maintenance off-highway equipment, most of which have far exceeded their useful lives and are, therefore, increasingly costly to repair.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
ASSET MANAGEMENT				
Input				
Leases scheduled for rental adjustment	7	2	4	3
Workload/Output				
Lease rental adjustments completed	1	3	5	12
Efficiency				
Scheduled rental adjustments completed	17%	150%	125%	400%
Effectiveness/Outcome				
Year end lease rental adjustment backlog	18	17	16	7
Objective for 1996-97				
Decrease time and backlog for Marina del Rey leasehold rental adjustment renegotiations.				
REVENUE GENERATION (Marketing)				
Input				
Marketing personnel costs	$211,000	$218,000	$193,000	$224,000
Workload/Output				
Marketing revenue	$646,000	$628,000	$647,000	$751,000
Efficiency				
Marketing revenue per dollar of labor	$3.06	$2.88	$3.35	$3.35
Effectiveness/Outcome				
Change in marketing revenue per dollar of labor	n/a	-6%	16%	0%

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
REVENUE GENERATION (Marketing)				

Objective for 1996-97

Increase beach net marketing revenue by 12 percent.

Explanatory Notes

Personnel costs for 1995-96 are unusually low due to unfilled vacancies which when filled will expedite new marketing programs.

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
LONG-TERM PLAN FOR CAPITAL FACILITIES/REVENUE GENERATION				
Input				
Construction contracts and lease awards scheduled	n/a	n/a	n/a	5
Workload/Output				
Construction contracts and leases awarded	n/a	n/a	n/a	5
Efficiency				
Scheduled construction contracts and leases awarded	n/a	n/a	n/a	100%
Effectiveness/Outcome				
Decrease in beach facility maintenance costs and increase in revenue from new Marina developments	n/a	n/a	n/a	n/a

Objective for 1996-97

Implement the first year of a four-year strategic plan for improving and refurbishing beach facilities and the Asset Management Strategy for Marina del Rey.

Explanatory Notes

The strategic plan requires the scheduling of beach capital projects for each of the four years. Implementation of the Marina del Rey Asset Management Strategy will yield award of a new hotel development lease in 1996-97 and lease awards for two development projects in subsequent years that will establish Marina del Rey as an exciting and popular recreational destination point.

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
COST-EFFECTIVE MIX OF PUBLIC-PRIVATE PARTNERSHIPS				
Input				
Youth program expenditures	$177,000	$221,000	$239,000	$266,000
Workload/Output				
Youth participation days	6,534	7,798	8,550	9,490

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
COST-EFFECTIVE MIX OF PUBLIC-PRIVATE PARTNERSHIPS				
Efficiency				
Youth program costs per youth day	$27	$28	$28	$28
Effectiveness/Outcome				
Youth participation days increase	n/a	19%	10%	11%

Objective for 1996-97

Increase youth programs participation days by at least ten percent.

Explanatory Notes

Youth program expenditures have been and are anticipated to be fully offset by non-County revenue sources; e.g., marketing sponsorships, donations, etc.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-137,000)	$ --	$ (-137,000)	2.0

In-house Off-Highway Equipment Repair Program: Reflects cost savings associated with the transfer of the repair and maintenance of off-highway vehicles from the Internal Services Department to Beaches and Harbors.

2.	$ 274,000	$ 297,000	$ (-23,000)	--

Acquisition of Eight Beaches from the State of California: Reflects the full-year funding and revenue increases associated with the acquisition of eight State beaches from the State of California in September 1995.

3.	$ 312,000	$ --	$ 312,000	--

Marina del Rey Dredging Program: Reflects funding necessary to participate in a cost-sharing agreement with the United States Army Corps of Engineers to proceed with a feasibility study related to the Marina del Rey dredging project.

4.	$ 160,000	$ --	$ 160,000	--

Marina Water Quality Testing Program: Reflects an increase in costs associated with a contract with the University of Southern California to perform water quality testing in Marina del Rey.

	Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*
Major Changes (cont'd)						
5.	$	365,000	$	--	$ 365,000	--

Other Financing Uses: Reflects the transfer of $402,000 to the Marina Replacement ACO Fund for future dredging projects, partially offset by a reduction due to retirement of Productivity Investment Fund loans.

6.	$	--	$	1,264,000	$ (-1,264,000)	--

Operating Transfer In - Marina del Rey Leasehold Rents: Reflects the increase in revenue primarily attributable to better-than-anticipated Marina del Rey rental rate arbitration results achieved in recent months.

Other Changes

1.	$	402,000	$	--	$ 402,000	--

Salaries and Employee Benefits: Reflects an increase in various employee benefits and a decrease in salary savings based on experience.

2.	$	161,000	$	--	$ 161,000	--

Services and Supplies: Reflects an increase in services and supplies primarily in building maintenance and professional and specialized services.

3.	$	231,000	$	--	$ 231,000	--

Other Charges: Reflects increased LAC-CAL payments associated with recent equipment purchases and an increase in loan payments to the State Boating and Waterways Agency.

4.	$	--	$	126,000	$ (-126,000)	--

Miscellaneous Revenue: Reflects increased revenue from the marketing program and other miscellaneous accounts.

Total	***$***	***1,768,000***	***$***	***1,687,000***	***$ 81,000***	***2.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 17,547,681	$ 18,876,000	$ 18,018,000	$ 19,685,000	$ 18,778,000	$ 760,000
SVCS & SUPPS	20,547,075	30,414,000	30,811,000	32,674,000	24,839,000	-5,972,000
LESS EXP DIST	3,807,183	3,842,000	3,894,000	3,843,000	3,843,000	-51,000
TOT S & S	16,739,892	26,572,000	26,917,000	28,831,000	20,996,000	-5,921,000
OTHER CHARGES	1,204,020	1,259,000	1,449,000	1,319,000	1,119,000	-330,000
FA - EQUIPMENT	51,421			360,000		
OTH FIN USES	137,000					
GROSS TOTAL	$ 35,680,014	$ 46,707,000	$ 46,384,000	$ 50,195,000	$ 40,893,000	$ -5,491,000
LESS INT TRFS	6,919,738	7,049,000	7,734,000	7,256,000	7,256,000	-478,000
NET TOTAL	$ 28,760,276	$ 39,658,000	$ 38,650,000	$ 42,939,000	$ 33,637,000	$ -5,013,000
REVENUE	3,282,041	2,180,000	1,072,000	1,362,000	1,362,000	290,000
NET CO COST	$ 25,478,235	$ 37,478,000	$ 37,578,000	$ 41,577,000	$ 32,275,000	$ -5,303,000
POSITIONS			242.3	259.3	244.3	2.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	LEGISLATIVE & ADMINISTRATIVE

Mission Statement

As the governing body of Los Angeles County, the Board of Supervisors directs the overall operations of County departments and districts.

The Executive Office supports the Board of Supervisors by preparing the Board agendas, statements of proceedings, minutes and communications, and maintaining the official records of the Board in an efficient manner; provides staff support to the Assessment Appeals Boards and responsive service to taxpayers seeking relief before those boards; and provides cost-effective administrative support services to Board-appointed commissions, committees, and task forces, and to other departments and small budget units.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects a reduction of $5,303,000 primarily in one-time, carryover funding which supported programs of community interest and benefit. However, to maintain the 1995-96 level of community assistance, the Proposed Budget includes $5.0 million in base level funding for these programs. The Proposed Budget also includes funding for seasonal support to the Assessment Appeals Board to reduce the continuing backlog of appeals filed and to ensure that cases are heard within the two-year statutory time frame, as well as funding for officewide automation systems consistent with the Department's Vision 2000 strategic plan.

The Proposed Budget reflects funding at existing levels for staff support provided to Board-appointed commissions and committees including the Countywide Criminal Justice Coordination Committee, Civil Service Commission, Employee Relations Commission, and the Economy and Efficiency Commission.

Multi-Year Budget Planning

Over the next couple of years, the Department will continue to support legislation to increase reimbursement for costs associated with the Assessment Appeals Program.

Critical Needs

The Department's critical needs consist of additional resources to expand and upgrade office automation to achieve greater service and operating efficiencies.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of Board operations staff to process agendas, staff meetings, and communicate official actions.	18	18	18	18
Number of Board support staff to respond to information requests/ referrals, and process claims and summons/complaints.	5	5	5	5
Number of Assessment Appeals staff to process applications.	28	53	51	51
Workload/Output				
Number of agenda items processed.	3,810	3,248	3,250	3,250
Number of information requests/ referrals, claims, and summons.	7,600	8,776	8,800	8,800
Number of assessment appeals resolved (parcels).	31,198	59,929	70,000	90,000
Efficiency				
Number of agenda items processed per staff person.	212	180	181	181
Number of information requests/ referrals, claims, and summons per staff person.	1,520	1,755	1,760	1,760
Number of assessment appeal applications resolved (parcels) per staff person.	1,114	1,130	1,373	1,764

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Effectiveness/Outcome				
Percentage of regular and supplemental agendas prepared by each staff person within required timeframe.	100%	100%	100%	100%
Percentage of responses to requests/referrals, claims, and summons responded to or processed by each staff person.	100%	100%	100%	100%
Percentage of assessment appeal applications processed by each staff person within statutory time limit.	100%	100%	100%	100%

Objectives for 1996-97

- Continue to process 100% of all agendas within mandated timeframes.
- Respond to 100% of all requests/referrals, claims and summons.
- Process 100% of all 1995 assessment appeal applications by May 1997.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ (-5,575,000)	$ --	$ (-5,575,000)	--

Community Programs: Reflects primarily a reduction in funding which supports various programs of community interest and benefit.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ (-171,000)	$ --	$ (-171,000)	--

Lease Payments: Reflects a reduction in funding requirements for LAC-CAL and capital lease payments.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 542,000	$ --	$ 542,000	--

Salaries and Employee Benefits: Reflects primarily an increase in employee benefits including pension bond obligation costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Other Changes (cont'd)

		Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
3.	$	(-212,000)	$	(-188,000)	$	(-24,000)	--

Charges for Services: Reflects primarily adjustments associated with services provided to other County departments based on actual experience.

		Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
4.	$	--	$	--	$	--	2.0

Information Systems Advisory Board: Reflects the reallocation of $218,000 from services and suppplies to salaries and employee benefits for two reimbursable staff positions associated with ISAB activities; these functions were formerly handled by consultants.

		Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
5.	$	(-75,000)	$	--	$	(-75,000)	--

Judgments and Damages: Reflects a reduction in litigation and settlement costs to more accurately reflect anticipated expenditures.

		Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
Total	***$***	***(-5,491,000)***	***$***	***(-188,000)***	***$***	***(-5,303,000)***	***2.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FA - LAND	$ 1,366,335	$	$ 9,670,000	$ 9,545,000	$ 9,545,000	$ -125,000
FA - B & I	3,066,578	12,310,000	111,380,000	512,214,000	133,764,000	22,384,000
TOT CAP PROJ	4,432,913	12,310,000	121,050,000	521,759,000	143,309,000	22,259,000
GROSS TOTAL	$ 4,432,913	$ 12,310,000	$ 121,050,000	$ 521,759,000	$ 143,309,000	$ 22,259,000
REVENUE	3,624,828	12,010,000	118,885,000	150,807,000	141,443,000	22,558,000
NET CO COST	$ 808,085	$ 300,000	$ 2,165,000	$ 370,952,000	$ 1,866,000	$ -299,000

Mission Statement

To provide financing for the County's acquisition, planning, construction and refurbishment requirements through the General Fund, State and federal grants and other available revenue sources.

1996-97 Budget Message

Recommendations for 1996-97 reflect the continuing centralization of capital projects/refurbishments from the General Fund operating budgets into the Capital Projects/Refurbishments budget unit. This consolidation allows for the development and implementation of a Countywide planning and policy setting mechanism to identify, prioritize and address the most critical capital needs within the General Fund's limited resources. The Chief Administrative Office oversees a review process to assess and justify the need for each project and the sufficiency of available financial resources to fund the project's requirements.

The 1996-97 recommendations reflect a $299,000 decrease in net County cost funding due to the progress of the refurbishment activities at the West Los Angeles Municipal Court. The Court renovation is financed through funding carried over from 1995-96. The 1996-97 recommendations also incorporate projects which are entirely offset by State, federal or other designated revenue. A detail of these projects and those funded through Accumulated Capital Outlay and Special Funds is provided in the Capital Projects/Refurbishments Addendum.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 22,259,000	$ 22,558,000	$ (-299,000)	--

The proposed increase in appropriation and revenue reflects the addition of insurance proceeds for the repair and/or replacement of facilities damaged by the Northridge earthquake. The reduction in net County cost reflects expenditures on the West Los Angeles Municipal Court (Purdue) in 1995-96 and reduced expenditure requirements in 1996-97.

Total	***$ 22,259,000***	***$ 22,558,000***	***$ (-299,000)***	***0.0***

CHILDREN AND FAMILY SERVICES
ADMINISTRATION AND MACLAREN CHILDREN'S CENTER
PETER DIGRE, DIRECTOR

CHILDREN AND FAMILY SERVICES

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	206,202,008	$	224,027,000	$	218,960,000	$	260,188,000	$	255,147,000	$	36,187,000
SVCS & SUPPS		91,626,060		72,687,000		70,842,000		80,054,000		77,593,000		6,751,000
OTHER CHARGES		24,243,792		26,901,000		33,409,000		38,947,000		38,947,000		5,538,000
FA - EQUIPMENT		1,094,247		514,000		514,000		514,000		514,000		
OTH FIN USES		436,225		300,000		300,000		179,000		143,000		-157,000
GROSS TOTAL	$	323,602,332	$	324,429,000	$	324,025,000	$	379,882,000	$	372,344,000	$	48,319,000
LESS INT TRFS		758,986										
NET TOTAL	$	322,843,346	$	324,429,000	$	324,025,000	$	379,882,000	$	372,344,000	$	48,319,000
REVENUE		282,182,366		294,217,000		289,712,000		345,008,000		338,719,000		49,007,000
NET CO COST	$	40,660,980	$	30,212,000	$	34,313,000	$	34,874,000	$	33,625,000	$	-688,000
POSITIONS						4,365.0		4,844.0		4,757.0		392.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	ADMINISTRATION

MACLAREN CHILDREN'S CENTER

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	18,283,031	$	12,367,000	$	15,756,000	$	11,789,000	$	11,789,000	$	-3,967,000
SVCS & SUPPS		4,160,653		4,002,000		4,893,000		7,563,000		7,563,000		2,670,000
FA - EQUIPMENT				250,000		250,000		250,000		250,000		
GROSS TOTAL	$	22,443,684	$	16,619,000	$	20,899,000	$	19,602,000	$	19,602,000	$	-1,297,000
LESS INT TRFS								700,000		700,000		700,000
NET TOTAL	$	22,443,684	$	16,619,000	$	20,899,000	$	18,902,000	$	18,902,000	$	-1,997,000
REVENUE		3,823,258		9,898,000		14,199,000		12,372,000		12,372,000		-1,827,000
NET CO COST	$	18,620,426	$	6,721,000	$	6,700,000	$	6,530,000	$	6,530,000	$	-170,000
POSITIONS						335.6		241.0		241.0		-94.6

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

Mission Statement

To establish, manage, and advocate a system of services, in partnership with parents, relatives, foster parents, and community organizations, which ensures that: children are safe from abuse, neglect, and exploitation; families who can provide a safe home environment for children are respected and strengthened; children whose families are unable to provide a safe home environment are provided temporary homes which support optimum growth and development; children in temporary homes receive safe, secure, nurturing, and stable permanent homes in a timely manner; and youth who reach adulthood under the County's care are provided the opportunity to succeed. Additionally, to ensure that community partnerships are mobilized to promote the healthy development of children and youth, prevent child abuse, neglect and exploitation, and provide for a comprehensive array of community-based health, recreation, child development, education, employment, housing, justice, and social services which work in concert to support and preserve families.

1996-97 Budget Message

The 1996-97 Proposed Budget for the Department of Children and Family Services (DCFS) maximizes available federal and State revenue, due to improvement in the federal eligibility rate for foster children, which will enable DCFS to add approximately 297 budgeted positions. This includes an increase of 149 Children's Social Workers (CSWs) and a corresponding increase in support staff, based on projected caseload growth.

These recommendations do not reflect pending State and federal welfare reform proposals.

Multi-Year Budget Planning

The staffing increases will fulfill the first phase of the Department's Vision 2000 strategic plan by increasing child protection and safety. Additionally, DCFS plans to continue the expansion of the Family Preservation Program to communities throughout the County; train foster parents, relative care givers, and CSWs to ensure quality of care for the County's children; increase the number of adoptions; improve emancipation services for youth approaching 18 years of age through job training, education, and the provision of housing; continue expansion of public-private partnerships through family support programs and planning efforts under AB 1733 and AB 2994; and improve staffing efficiencies through the introduction of a "blended caseload" for CSWs. Furthermore, DCFS is implementing technological advances through the State Child Welfare Services/Case Management System (CWS/CMS) which will computerize child welfare cases and information statewide.

Critical Needs

The impact of ongoing caseload growth continues to increase CSW workload. However, DCFS has addressed this concern with its aggressive maximization of State and federal revenues. To the extent that caseloads grow at a more rapid pace than expected, additional CSW and support staff may be required.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of potential children for adoption	1,632	1,619	1,700	2,000
Number of children in paid foster care (FC) placement (monthly average)	26,825	28,160	29,527	29,715
Number of children visited annually	170,000	172,249	185,948	200,771

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Adoption placements	1,107	973	1,100	1,600
Number of children in paid FC placements who are federally eligible	19,046	21,120	23,326	24,961
Total number of annual child visits	642,902	648,364	700,000	755,000
Efficiency				
CSWs placing adoptive children	118	110	124	138
Percentage of federally-eligible FC children	71%	75%	79%	84%
Number of CSWs visiting children	1,655	1,679	1,812	1,927
Effectiveness/Outcome				
Percentage of adoptable children placed in adoptive homes	68%	60%	65%	80%
Net percentage increase of federally-eligible FC children	n/a	+4%	+4%	+5%
Percentage of required visits completed	92%	94%	94%	94%+

Objectives for 1996-97

- Enable 1,600 children to be placed in adoptive homes.
- Increase federal eligibility rate to 84 percent.
- Maintain visitation over 94 percent.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 23,670,000	$ 21,086,000	$ 2,584,000	479.0

Workload Changes: Reflects increase in CSW and support staff to meet caseload requirements, as well as redeployment of staff to maximize revenue. These expenditures are offset by anticipated increases in the State's Child Welfare Services (CWS) allocation and Adoptions allocation. It is also anticipated that federal revenue will increase due to the continued improvement in the federal eligibility rate.

2.	$ 14,704,000	$ 18,500,000	$ (-3,796,000)	--

Operating Cost and Revenue Changes: Reflects the implementation of CWS/CMS. Also reflects increases in services and supplies and other charges due to workload and caseload increases. The increases are more than offset by increased State allocations in CWS and Adoptions revenue, as well as improvement in the federal eligibility rate.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-3,604,000)	$ (-2,114,000)	$ (-1,490,000)	(-94.6)

Maclaren Children's Center (MCC): Reflects a decrease in staffing as a result of the Department's efforts to place children, who remained at MCC longer than 30 days, in appropriate alternative placements.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 19,790,000	$ 16,697,000	$ 3,093,000	--

Salaries and Employee Benefits: Reflects increases in negotiated salaries and employee benefits for CSWs which are partially offset by State and federal revenues. Also reflects increases in all employee benefits, including the pension obligation bond costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-7,538,000)	$ (-6,289,000)	$ (-1,249,000)	(-87.0)

Administrative Positions: Reflects the deletion of vacant administrative support positions.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 47,022,000***	***$ 47,880,000***	***$ (-858,000)***	***297.4***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS						
CHILD ABUSE	2,198,511	2,089,000	2,089,000	2,089,000	2,089,000	
	$ 2,198,511	$ 2,089,000	$ 2,089,000	$ 2,089,000	$ 2,089,000	$
OTHER CHARGES						
ADOPT ASST PG	$ 29,868,377	$ 31,537,000	$ 31,518,000	$ 34,759,000	$ 34,759,000	$ 3,241,000
FOSTER CARE	372,593,467	392,918,000	379,427,000	388,571,000	388,571,000	9,144,000
SER EMOT DIST	14,620,602	14,295,000	13,648,000	13,648,000	13,648,000	
	$ 417,082,446	$ 438,750,000	$ 424,593,000	$ 436,978,000	$ 436,978,000	$ 12,385,000
GROSS TOTAL	$ 419,280,957	$ 440,839,000	$ 426,682,000	$ 439,067,000	$ 439,067,000	$ 12,385,000
REVENUE						
ADOPT ASST PG	$ 27,812,630	$ 29,347,000	$ 30,174,000	$ 31,965,000	$ 31,965,000	$ 1,791,000
CHILD ABUSE	$ 2,220,670	$ 2,089,000	$ 2,089,000	$ 2,089,000	$ 2,089,000	$
FOSTER CARE	378,326,090	364,811,000	353,976,000	364,570,000	364,570,000	10,594,000
SER EMOT DIST	11,691,702	11,647,000	11,388,000	11,388,000	11,388,000	
TOT REVENUE	$ 420,051,092	$ 407,894,000	$ 397,627,000	$ 410,012,000	$ 410,012,000	$ 12,385,000
NET CO COST	$ -770,135	$ 32,945,000	$ 29,055,000	$ 29,055,000	$ 29,055,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

Mission Statement

To provide financial assistance to maintain children who are placed in out-of-home care because of actual or potential abuse or neglect; to provide for seriously emotionally disturbed children who require services as part of an individualized Education Plan; to aid prospective adoptive parents in meeting the additional expenses of special needs children; and to assist public and private agencies with regard to child abuse and neglect prevention and intervention programs to meet the needs of high-risk children.

1996-97 Budget Message

The 1996-97 Proposed Budget, while reflecting foster care caseload growth, maintains funding at the 1995-96 level. The Department plans to accomplish this goal by increasing the number of children in permanent placement and other efforts:

- Ongoing development of the Community-Based Placement Project which promotes placement of children within their community, thereby providing the stability of a familiar environment. These placements are also more cost-effective than Foster Family Agencies (FFA) and group homes.

- Focusing on placement of children under the age of six in FFAs rather than group homes. The foster care placement is more cost-effective and provides a child with a more family-oriented rather than institutional environment.

- Ongoing expansion of the Family Preservation Program which provides services that focus on maintaining and strengthening families thereby preventing placement of children in foster care.

-- Developing a transitional housing pilot project that allows children who have reached the age of seventeen and who are participating in the Independent Living Program to move into Federally-funded housing so that they can transition more successfully into emancipation when they reach the age of 18.

-- Ongoing expansion of the Emergency Assistance Program which increases Federal reimbursement for eligible children's foster care placement.

-- Increasing the Federal eligibility rate by five percent to increase revenue for Child Protection Services.

-- Promoting adoptive placement and finalizing adoptions more expeditiously as a more stable and less costly alternative for all children who cannot be reunified with their families.

Although DCFS has set the above goals and intends to make every effort to meet them, unanticipated caseload growth could impede their ability to do so.

DCFS continues to provide funding for out-of-home services for seriously emotionally disturbed children. Child abuse and neglect prevention services are also provided to approximately 40,000 children and their families through contracts with 60 community-based agencies.

These recommendations do not reflect pending State and Federal Welfare Reform proposals.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 9,144,000	$ 10,594,000	$ (-1,450,000)	--
	AFDC - Foster Care: Reflects increased Federal revenue for Child Protection Services, due to an increase in the eligibility rate.			
2.	$ 3,241,000	$ 1,791,000	$ 1,450,000	--
	Adoption Assistance: Reflects increase in the number of adoptions that will require financial assistance for special needs children.			
Total	***$ 12,385,000***	***$ 12,385,000***	***$ 0***	***0.0***

COMMUNITY AND SENIOR SERVICES
LYNN W. BAYER, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 15,666,631	$ 16,450,000	$ 16,505,000	$ 16,391,000	$ 16,391,000	$ -114,000
SVCS & SUPPS	6,270,790	5,741,000	5,913,000	4,877,000	4,877,000	-1,036,000
OTHER CHARGES	143,158	133,000	131,000	147,000	147,000	16,000
FA - EQUIPMENT	9,414	20,000	20,000			-20,000
OTH FIN USES	109,846	113,000	113,000			-113,000
GROSS TOTAL	$ 22,199,839	$ 22,457,000	$ 22,682,000	$ 21,415,000	$ 21,415,000	$ -1,267,000
LESS INT TRFS	6,535,538	6,408,000	5,770,000	5,401,000	5,401,000	-369,000
NET TOTAL	$ 15,664,301	$ 16,049,000	$ 16,912,000	$ 16,014,000	$ 16,014,000	$ -898,000
REVENUE	12,339,313	13,101,000	13,964,000	13,042,000	13,042,000	-922,000
NET CO COST	$ 3,324,988	$ 2,948,000	$ 2,948,000	$ 2,972,000	$ 2,972,000	$ 24,000
POSITIONS			279.5	271.0	271.0	-8.5

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

Mission Statement

Administer State- and federally-funded programs designed to promote economic and personal self-sufficiency; provide timely access to superior services for individuals and families in crisis; respond creatively to emerging human service needs; and build partnerships that respond to the needs of the communities served.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects a reduction in appropriation of approximately $1.3 million, primarily due to a decrease of $1.1 million in revenue from the Job Training Partnership Act (JTPA) program. This loss in revenue will result in the elimination of 8.5 vacant positions. Also reflects savings in custodial and other contract costs, and due to relocation of the Refugee Service Center, other services and supplies, and temporary clerical and consultant services.

Multi-Year Budget Planning

Community and Senior Services (CSS) will fulfill its Vision 2000 strategic plan, in part, by establishing a method to benchmark the performance of each of its programs against comparable programs throughout the State and nation. It is the Department's goal that, by 1998, all CSS programs will be ranked in the top ten statewide and/or nationwide; and by the year 2000, all programs will be ranked in the top five. Furthermore, CSS plans to strengthen coordination between related department programs, such as JTPA and the Older Americans Act, to meet the above-stated goals.

Concurrently, the Department plans to seek federal funding for new programs, and job opportunities for JTPA participants by partnering with the private sector. Additionally, CSS will work with other County departments, with whom they share clientele, to fill service gaps and minimize duplication of efforts. Finally, CSS plans to automate contract directories and access the Internet to develop appropriate services as well as streamline operations.

Critical Needs

The Department has a critical need for repairs to the heating and air conditioning systems in the Service Centers. Additionally, there is a need for public education about domestic violence and information about the rights of victims.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
JTPA IIA Adult Contract Funding	n/a	$10,787,536	$10,465,000	$8,372,300
JTPA EDWAAA[1] Contract Funding	n/a	$5,237,525	$4,369,326	$3,497,956
Older Americans Act Program Funds: Nutritional Screening and Counseling for the Elderly Services	n/a	$80,000	$127,280	$127,280
Workload/Output				
JTPA IIA adult participants placed in jobs	n/a	1,388	1,495	1,329
JTPA EDWAAA participants placed in jobs	n/a	547	507	451
Elderly persons screened	n/a	1,000	1,591	1,591
Efficiency				
Cost per job placement	n/a	$7,772	$7,000	$6,300
Cost per job placement	n/a	$9,575	$8,618	$7,756
Cost per screening congregate elderly	n/a	$16	$16	$16
Cost per screening homebound elderly	n/a	$32	$32	$32
Cost per counseling session	n/a	$32	$32	$32
Effectiveness/Outcome				
Percent of job placement goal achieved	n/a	108%	115%	120%
Percent of job placement goal achieved	n/a	154%	154%	154%
Percent of high-risk elderly changed from high-risk score (≥6) to low-risk score (<6) based on the DETERMINE screening instrument	n/a	59%	62%	62%

Objectives for 1996-97

- Expand the project's services to an additional six AAA-funded nutrition program agencies.
- Diversify the project's funding base by assertively pursuing other funding sources via successful proposal submissions.

Explanatory Notes

[1] Economic Dislocation Worker Adjustment Assistance Act.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-1,102,000)	$ (-1,102,000)	$ --	(-8.5)

JTPA Revenue Reduction: Reflects a reduction in the JTPA program revenue, resulting in the deletion of 8.5 vacant budgeted positions, and the possible release of 9 temporary clerical staff and 13 Student Professional Workers. Also reflects reductions in custodial and other contracts costs and fixed assets.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-189,000)	$ (-189,000)	$ --	--

Other Program Revenue Reductions: Reflects primarily revenue reductions in Adult Protective Services, Refugee Assistance programs, and Community Services programs, offset by reductions in custodial and other contract costs and completion of Productivity Investment Fund loan payments.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 24,000	$ --	$ 24,000	--

Pension Obligation Bonds: Reflects increase in pension bond cost.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-1,267,000)***	***$ (-1,291,000)***	***$ 24,000***	***(-8.5)***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS						
COMM ACTION	$ 7,020,951	$ 4,577,000	$ 5,086,000	$ 2,938,000	$ 2,938,000	$ -2,148,000
JTPA	59,999,300	52,242,000	57,008,000	45,924,000	45,924,000	-11,084,000
OLDR AMER ACT	16,695,099	17,148,000	17,148,000	14,554,000	14,554,000	-2,594,000
REFUGEE ASST	7,809,950	7,027,000	8,855,000	7,174,000	7,174,000	-1,681,000
	$ 91,525,300	$ 80,994,000	$ 88,097,000	$ 70,590,000	$ 70,590,000	$ -17,507,000
GROSS TOTAL	$ 91,525,300	$ 80,994,000	$ 88,097,000	$ 70,590,000	$ 70,590,000	$ -17,507,000
LESS INT TRFS		1,193,000	1,193,000			-1,193,000
NET TOTAL	$ 91,525,300	$ 79,801,000	$ 86,904,000	$ 70,590,000	$ 70,590,000	$ -16,314,000
REVENUE						
COMM ACTION	$ 6,885,758	$ 4,577,000	$ 5,086,000	$ 2,938,000	$ 2,938,000	$ -2,148,000
JTPA	$ 55,248,539	$ 52,242,000	$ 57,008,000	$ 45,924,000	$ 45,924,000	$ -11,084,000
OLDR AMER ACT	16,542,495	15,955,000	15,955,000	14,554,000	14,554,000	-1,401,000
REFUGEE ASST	6,838,096	7,027,000	8,855,000	7,174,000	7,174,000	-1,681,000
TOT REVENUE	$ 85,514,888	$ 79,801,000	$ 86,904,000	$ 70,590,000	$ 70,590,000	$ -16,314,000
NET CO COST	$ 6,010,412	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	OTHER ASSISTANCE

Mission Statement

Administer State- and federally-funded programs designed to: provide employment and training opportunities to economically disadvantaged youth, adults, and displaced workers; provide social services to the elderly and disabled; reduce poverty; and improve the quality of life for low-income residents.

1996-97 Budget Message

The 1996-97 Assistance Budget, which is funded 100 percent by State and federal revenues, includes the following recommendations.

- A $2.1 million or 42 percent reduction in revenue for the Community Action Agency, primarily due to the expiration of an earthquake assistance grant, and elimination of funds for energy assistance, weatherization programs, and the Stewart B. McKinney homeless assistance program.

- An $11.1 million or 19 percent reduction in revenue in the Job Training Partnership Act program, due primarily to funding cuts and recissions in the Summer Youth Employment and Training Program and Title IIC Youth Program.

- A $2.6 million or 16 percent reduction in revenue in the Older American Act programs, due primarily to the expiration of earthquake grants.

- A $1.7 million or 19 percent reduction in revenue in the Refugee Assistance program, due to reductions in the Targeted Assistance and Refugee Employment Social Services, which are partially offset by new or increased funding in the Key County Initiative/Key State Initiative, Supplemental Targeted Assistance, and Vietnamese Former Reeducation Detainee programs.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
Major Changes						
1.	$	(-2,148,000)	$	(-2,148,000)	$ --	--

Community Action Agency Program: Reflects a reduction in revenue, due primarily to the expiration of an earthquake assistance grant. Also reflects elimination of funds for energy assistance, weatherization programs, and the Stewart B. McKinney homeless assistance program.

2.	$	(-11,084,000)	$	(-11,084,000)	$ --	--

Job Training Partnership Act: Reflects a reduction in revenue, due primarily to funding cuts and recissions in the Summer Youth Employment and Training Program and Title IIC Youth Program.

3.	$	(-2,594,000)	$	(-2,594,000)	$ --	--

Older American Act: Reflects a reduction in revenue, due primarily to expiration of earthquake grants.

4.	$	(-1,681,000)	$	(-1,681,000)	$ --	--

Refugee Assistance Program: Reflects a reduction in revenue, due to reductions in the Targeted Assistance and Refugee Employment Social Services programs, which are partially offset by new or increased funding in the Key County Initiative/Key State Initiative, Supplemental Targeted Assistance, and Vietnamese Former Reeducation Detainee programs.

Total	***$***	***(-17,507,000)***	***$***	***(-17,507,000)***	***$ 0***	***0.0***

CONSUMER AFFAIRS
PASTOR HERRERA, JR., DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 1,434,692	$ 1,198,000	$ 1,143,000	$ 1,990,000	$ 1,436,000	$ 293,000
SVCS & SUPPS	253,731	697,000	697,000	496,000	481,000	-216,000
OTHER CHARGES	60,807	62,000	62,000	75,000	62,000	
FA - EQUIPMENT	31,279			205,000		
GROSS TOTAL	$ 1,780,509	$ 1,957,000	$ 1,902,000	$ 2,766,000	$ 1,979,000	$ 77,000
LESS INT TRFS	92,934	24,000	24,000			-24,000
NET TOTAL	$ 1,687,575	$ 1,933,000	$ 1,878,000	$ 2,766,000	$ 1,979,000	$ 101,000
REVENUE	1,015,636	1,357,000	1,327,000	1,376,000	1,404,000	77,000
NET CO COST	$ 671,939	$ 576,000	$ 551,000	$ 1,390,000	$ 575,000	$ 24,000
POSITIONS			24.5	32.5	25.5	1.0

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 welfare and interests of cable television consumers and the County by administering and monitoring the County's cable television franchises.

1996-97 Budget Message

The 1996-97 Proposed Budget will allow the Department to continue providing services in all five supervisorial districts at the current service level, including the Civic Center Headquarters. The funding for the Small Claims Court Advisor program is dependent upon court filing fees. Because filings are up, $58,000 in additional revenue for the Small Claims Court Advisor program is included in the Proposed Budget.

Multi-Year Budget Planning

The Department will commence implementation of its Vision 2000 strategic plan which places emphasis on cost-effective uses of technology and the pursuit of additional revenues in providing consumer protection services. For example, over the next two years, the Department will continue to pursue legislation that will establish a stable source of revenue for consumer protection services.

Critical Needs

The Department has a critical need to upgrade its technological systems to achieve greater service and operating efficiencies. As part of the Department's Vision 2000 strategic plan, innovative and cost-effective approaches to addressing this critical need will be pursued.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total number of program staff	n/a	n/a	21.5	21.5
Total number of written complaints received	n/a	n/a	4,200	4,200
Hours spent recruiting volunteers per annum	n/a	n/a	310	310
Workload/Output				
Number of persons counseled	n/a	n/a	305,000	320,000
Number of written complaints processed	n/a	n/a	4,200	4,200
Annual Volunteer recruitment campaigns	n/a	n/a	3	3
Efficiency				
Number of persons counseled per staff member	n/a	n/a	14,172	14,881
Percentage of written complaints processed within one day of receipt	n/a	n/a	45%	90%
Volunteers recruited per annum	n/a	n/a	18	21
Effectiveness/Outcome				
Percentage increase in persons counseled	n/a	n/a	n/a	5%
Percentage increase in written complaints processed within one day of receipt	n/a	n/a	n/a	100%
Percentage increase in volunteer counseling hours	n/a	n/a	n/a	5%

Objectives for 1996-97

-- Increase by five percent the number of County residents served by increasing the amount of volunteer hours.
-- Process 90 percent of all written consumer complaints within one day of receipt.
-- Increase by five percent the number of volunteer counselors available to the Department at no cost to the County.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 58,000	$ 58,000	$ --	--

Small Claims Advisor Program: Reflects an increase in revenue associated with the Small Claims Court Advisor Program due to an increase in court filing fees.

2.	$ 19,000	$ 19,000	$ --	--

Revenue: Reflects an increase in grant funding from the Community Development Commission for counseling and mediation services for the community redevelopment loan program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-24,000)	$ (-24,000)	$ --	--

Volunteer Case Aide: Reflects a reduction in services requested by the Department of Community and Senior Services for the Volunteer Case Aide grant program.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 24,000	$ --	$ 24,000	--

Salaries and Employee Benefits: Reflects an increase in employee benefits.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ --	$ --	$ --	1.0

Cable Television: Reflects the reallocation of $275,000 from services and supplies to salaries and employee benefits to fund one permanent position and existing staff for cable television franchise management.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 77,000***	***$ 53,000***	***$ 24,000***	***1.0***

CORONER

A. HERNANDEZ, DIRECTOR / L. SATHYAVAGISWARAN, CORONER

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 9,848,630	$ 10,085,000	$ 10,202,000	$ 14,067,000	$ 10,977,000	$ 775,000
SVCS & SUPPS	2,903,329	2,689,000	2,695,000	2,552,000	2,305,000	-390,000
OTHER CHARGES	419,299	492,000	716,000	431,000	422,000	-294,000
FA - EQUIPMENT	233,671	37,000	37,000	129,000	129,000	92,000
OTH FIN USES	110,916	86,000	86,000	105,000	105,000	19,000
GROSS TOTAL	$ 13,515,845	$ 13,389,000	$ 13,736,000	$ 17,284,000	$ 13,938,000	$ 202,000
LESS INT TRFS	74,056	46,000	45,000	46,000	45,000	
NET TOTAL	$ 13,441,789	$ 13,343,000	$ 13,691,000	$ 17,238,000	$ 13,893,000	$ 202,000
REVENUE	2,760,511	1,775,000	1,776,000	1,815,000	1,815,000	39,000
NET CO COST	$ 10,681,278	$ 11,568,000	$ 11,915,000	$ 15,423,000	$ 12,078,000	$ 163,000
POSITIONS			166.0	228.9	173.0	7.0

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.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects allocation of projected services and supplies savings to fund an additional 7.0 positions for the forensic laboratories, and to improve response time for the removal of decedents and the issuance of forensic and mortuary death certificates.

Multi-Year Budget Planning

The Coroner's Vision 2000 strategic plan continues the focus on pursuing new resources and public partnerships to improve the level of service. Specifically, the Department's goal is to complete 80 percent or more of the cases within a 48-hour turnaround time. Currently, only 24 percent of the cases are completed within this time period. Over the next three years, the Department plans to make infrastructure modifications to upgrade the autopsy ventilation system and replace the hazardous materials tank.

Critical Unmet Needs

While the recommendations fund current services, the Department requires additional resources to meet an increasing volume of cases for the courts, law enforcement, funeral directors, District Attorney, and the public.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Field investigators	n/a	n/a	24	28
Pathologists	n/a	n/a	17	19
Workload/Output				
Cases investigated	n/a	n/a	19,094	19,175
Autopsies	n/a	n/a	8,128	8,160
Efficiency				
Cases per investigator	n/a	n/a	806	685
Cases per pathologist (autopsies and external exams)	n/a	n/a	478	429
Average cost per investigation	n/a	n/a	$202	$207
Average on-scene response time (minutes)	n/a	n/a	60	45
Effectiveness/Outcome				
Percentage of cases which are processed within 48 hours	n/a	n/a	24%	50%
Percentage of time on-scene response time is 60 minutes or Less	n/a	n/a	80%	85%
Percentage of time next of kin is notified within 24 hours	n/a	n/a	75%	80%
Percentage variance in average autopsy cost from prior year	n/a	n/a	1.0%	0.2%

Objectives for 1996-97

-- Maintain average cost per autopsy at no more than 1.0 percent of the prior years' cost.

-- Notify next of kin within 24 hours of death notification.

-- Strive to ensure an average on-scene response time of 45 minutes or less.

-- Increase Coroner fiscal allocation in order to raise percentage of cases processed within 48 hours to 50 percent.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 268,000	$ 152,000	$ 116,000	7.0

Service Improvements: Reflects additional positions, partially offset by revenue, for forensic laboratories, and to improve response time for the removal of decedents and the issuance of forensic and mortuary death certificates.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 507,000	$ --	$ 507,000	--

Salaries and Employee Benefits: Reflects increases to employee benefits, including pension obligation bond costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-390,000)	$ --	$ (-390,000)	--

Services and Supplies: Reflects a decrease in services and supplies based on expenditures.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-183,000)	$ --	$ (-183,000)	--

Other Savings: Reflects a decrease in other charges, due to a projected decrease in Judgments and Damages and reduced LAC-CAL payments, partially offset by an increase in fixed assets.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ --	$ (-113,000)	$ 113,000	--

Sudden Infant Death Syndrome Revenue: Reflects a projected decrease in State Sudden Infant Death Syndrome revenue.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 202,000***	***$ 39,000***	***$ 163,000***	***7.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 20,383,487	$ 21,429,000	$ 22,379,000	$ 24,901,000	$ 23,000,000	$ 621,000
SVCS & SUPPS	9,817,811	9,494,000	9,070,000	11,588,000	11,238,000	2,168,000
OTHER CHARGES	496,776	500,000	500,000	500,000	500,000	
FA - EQUIPMENT	44,706			145,000	54,000	54,000
GROSS TOTAL	$ 30,742,780	$ 31,423,000	$ 31,949,000	$ 37,134,000	$ 34,792,000	$ 2,843,000
LESS INT TRFS	19,842,422	18,321,000	18,852,000	21,013,000	20,813,000	1,961,000
NET TOTAL	$ 10,900,358	$ 13,102,000	$ 13,097,000	$ 16,121,000	$ 13,979,000	$ 882,000
REVENUE	12,384,406	13,124,000	13,103,000	13,807,000	13,674,000	571,000
NET CO COST	$ -1,484,048	$ -22,000	$ -6,000	$ 2,314,000	$ 305,000	$ 311,000
POSITIONS			254.0	254.0	254.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	COUNSEL

Mission Statement

Provide timely and effective legal representation, advice, and counsel to the Board of Supervisors, the County, and other public officers and agencies.

1996-97 Budget Message

The 1996-97 Proposed Budget essentially maintains services at the current level with the exception of the Department of Children and Family Services (DCFS). DCFS has requested an increase in legal services to the 1994-95 level.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, the Department will continue to utilize all available legal resources, as appropriate to provide an efficient service delivery structure which includes exploring 1) the feasibility of contracting out legal research, 2) additional measures to control outside legal services costs; and 3) expanding capability to handle certain types of cases in-house, further reducing reliance on outside counsel.

To meet workload demands and achieve cost savings, the Department anticipates that data network expansion will be needed to provide all legal staff access to legal research data. Additionally, shared data bases will be created, such as a brief bank, that legal staff can reference through the network. These departmentwide system changes will require network cards, cabling, and related equipment, as well as computers and peripheral equipment in the dependency operation. It is anticipated that an additional dependency court will be opened within the next 1-2 years, which would require additional resources for attorneys and support costs.

Critical Needs

The Department's critical needs consist of the scheduled replacement of 11 aged photocopiers. There is a mandated requirement that recycled paper must be used for all copies of papers, documents, and exhibits filed with the courts. Existing equipment cannot consistently accommodate the recycled paper and high volume workload. The Department experiences poor quality reproduction of documents and frequent occurrences of non-productive downtime.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of billing staff	n/a	n/a	n/a	n/a
Number of staff reviewing for accuracy	n/a	n/a	n/a	n/a
Number of staff notifying client departments	n/a	n/a	n/a	n/a
Number of attorneys receiving notification of settlement conference, arbitration, mediation, and trial dates	n/a	n/a	n/a	n/a
Workload/Output				
Number of invoices sent within 30 days from date service rendered	n/a	n/a	n/a	n/a
Number of invoices with minimum accuracy rate of 90 percent	n/a	n/a	n/a	n/a
Number of notices sent within 7 days	n/a	n/a	n/a	n/a
Number of notices sent 30 days before scheduled date	n/a	n/a	n/a	n/a
Efficiency				
Number of invoices sent within 30 days from date service rendered per billing staff	n/a	n/a	n/a	n/a
Number of invoices with minimum accuracy rate of 90 percent per staff	n/a	n/a	n/a	n/a
Number of notices sent within 7 days per staff	n/a	n/a	n/a	n/a
Number of notices sent 30 days before scheduled date per attorney	n/a	n/a	n/a	n/a
Effectiveness/Outcome				
Percent of time 60 percent of the invoices were sent within 30 days from date service rendered. Client departments are assisted in providing more timely budget information and estimated/actual reports to the CAO.	n/a	n/a	n/a	n/a
Percent of invoices with minimum accuracy rate of 90 percent. Client departments are correctly charged for their legal services.	n/a	n/a	n/a	n/a
Percent of notices sent within 7 days of receipt. Client departments would have increased awareness of liabilities outstanding and have an opportunity to eliminate recurring liability situations.	n/a	n/a	n/a	n/a
Percent of notices sent 30 days before scheduled date. Attorney-client synchronization of litigation settlement position would be enhanced.	n/a	n/a	n/a	n/a

Performance Measures (cont'd)

Objectives for 1996-97

- Send 60 percent of invoices within 30 days from date service rendered by in-house legal staff (75 percent of the time).
- Strive for a minimum 90 percent accuracy rate on invoices (75 percent of the time).
- Notify client departments of new claims and lawsuits involving the department within 7 days of receipt (75 percent of the time).
- Notify client departments when cases handled in-house are scheduled for settlement conference, arbitration, mediation, and trial 30 days before scheduled date (75 percent of the time).

Explanatory Notes

Newly developed performance indicators. The Department will begin tracking/reporting data for activities in fiscal year 1996-97.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 1,514,000	$ 1,514,000	$ --	--

Dependency Services: Reflects an increase in the level of dependency legal services, as requested by DCFS.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ 654,000	$ 654,000	$ --	--

Miscellaneous Services and Supplies: Reflects primarily increases in the level of reimbursable legal and support services, including case-related travel, provided to the Metropolitan Transportation Authority (MTA), special districts, and various departments. Also reflects the assumption of responsibility for maintaining the MTA library.

2.	$	$ 65,000	$ (-65,000)	--

Miscellaneous Revenue: Reflects annual reimbursement from MTA for sick/vacation leave accrued by MTA employees prior to the October 1994 transfer to County employment, in accordance with a previously negotiated agreement.

3.	$ 54,000	$ --	$ 54,000	--

Fixed Assets-Equipment: Reflects the replacement of three aging photocopiers to meet reproduction workload demands.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes (cont'd)				
4.	$ 621,000	$ 299,000	$ 322,000	--

Salaries & Employee Benefits: Reflects primarily increases in retirement costs and other employee benefits.

Total	***$ 2,843,000***	***$ 2,532,000***	***$ 311,000***	***--***

CRIMINAL JUSTICE INFORMATION SYSTEM
AL HANSEN, ADMINISTRATOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 8,520,729	$ 8,433,000	$ 10,035,000	$ 10,311,000	$ 10,311,000	$ 276,000
OTHER CHARGES	6,168,473	6,217,000	6,217,000	6,279,000	6,279,000	62,000
FA - EQUIPMENT	479,723	1,550,000	1,550,000	800,000	800,000	-750,000
GROSS TOTAL	$ 15,168,925	$ 16,200,000	$ 17,802,000	$ 17,390,000	$ 17,390,000	$ -412,000
LESS INT TRFS	14,004,397	15,200,000	16,052,000	10,769,000	10,769,000	-5,283,000
NET TOTAL	$ 1,164,528	$ 1,000,000	$ 1,750,000	$ 6,621,000	$ 6,621,000	$ 4,871,000
REVENUE	1,000,000	1,000,000	1,750,000	6,621,000	6,621,000	4,871,000
NET CO COST	$ 164,528	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

The Countywide Criminal Justice Coordination Committee established the multi-agency Information Systems Advisory Body (ISAB) to review, recommend, develop, and implement cost-effective automated justice information systems. ISAB developed a long-range plan, which is updated annually and approved by the Board of Supervisors, for carrying out this mission. ISAB's continuing mission and commitment is the shared development of systems, with the participating departments placing the needs of the total criminal justice community ahead of their own departmental needs.

1996-97 Budget Message

The 1996-97 Proposed Budget provides for the maintenance of existing systems, as well as the continued development of new applications. The decrease in appropriation is directly attributable to a reduction in the total development costs of new applications.

The Consolidated Criminal History Reporting System (CCHRS) will become operational and the first repayment of the related loan from the Productivity Investment Fund must be paid. The Conditions of Probation System (COPS) will be developed with a Federal grant obtained through the Los Angeles City Mayor's Office. Funding is also allocated for initiating the re-engineering of the Defense Management System (DMS) and the Automated Jail Information System (AJIS).

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ (-801,000)	$ (-801,000)	$ --	--

Consolidated Criminal History Reporting System (CCHRS): Reflects an overall decrease in development costs partially offset by increased costs for operational and debt services.

2.	$ 1,134,000	$ 1,134,000	$ --	--

Other Systems Costs: Reflects an increase in development costs for the COPS program which is grant offset, a strategy study to re-engineer AJIS, and downsizing development costs for DMS.

3.	$ (-745,000)	$ (-745,000)	$ --	--

Lower Hardware and Operational Costs: Reflects lower operational costs of the Proactive Information Exchange, due to downsizing and lower hardware costs.

Total	*$ (-412,000)*	*$ (-412,000)*	*$ 0*	*0.0*

DISTRICT ATTORNEY
GIL GARCETTI, DISTRICT ATTORNEY

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 131,838,184	$ 138,900,000	$ 131,457,000	$ 218,398,000	$ 146,110,000	$ 14,653,000
SVCS & SUPPS	23,498,990	24,814,000	24,814,000	28,000,000	26,500,000	1,686,000
OTHER CHARGES	3,187,944	3,083,000	3,083,000	3,135,000	3,100,000	17,000
FA - EQUIPMENT	279,488	283,000	283,000	300,000	283,000	
GROSS TOTAL	$ 158,804,606	$ 167,080,000	$ 159,637,000	$ 249,833,000	$ 175,993,000	$ 16,356,000
LESS INT TRFS	5,404,241	6,846,000	6,746,000	7,525,000	7,525,000	779,000
NET TOTAL	$ 153,400,365	$ 160,234,000	$ 152,891,000	$ 242,308,000	$ 168,468,000	$ 15,577,000
REVENUE	84,341,216	89,191,000	84,451,000	137,074,000	96,650,000	12,199,000
NET CO COST	$ 69,059,149	$ 71,043,000	$ 68,440,000	$ 105,234,000	$ 71,818,000	$ 3,378,000
POSITIONS			1,687.2	2,114.0	1,871.0	183.8

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

To represent the People in all felony prosecutions and juvenile hearings, as well as in all misdemeanor prosecutions where there is no city prosecutor.

1996-97 Budget Message

The 1996-97 Proposed Budget funds existing District Attorney programs at the current service level, and provides additional appropriation for increased welfare, real estate, automobile insurance, and workers' compensation fraud prosecution, offset by additional State revenue, anticipated growth in public safety sales tax revenue, and the District Attorney Asset Forfeiture Fund revenues.

Multi-Year Budget Planning

The District Attorney is currently preparing a Vision 2000 strategic plan and multi-year budget plan.

Critical Needs

The District Attorney continues to be impacted by the escalating workload resulting from the "Three-Strikes, You're Out" statute.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 2,479,000	$ 2,479,000	$ --	28.0

Family Violence Prosecution: Reflects transfer of 28.0 positions to vertically prosecute family violence cases throughout the County, fully offset by District Attorney Asset Forfeiture Fund revenues.

2.	$ 1,697,000	$ 1,697,000	$ --	23.0

Hardcore Gang Prosecution: Reflects transfer of 23.0 positions to vertically prosecute the complex cases involving hardcore gang members, fully offset by District Attorney Asset Forfeiture Fund revenues.

3.	$ 737,000	$ 737,000	$ --	10.0

Juvenile Crime Prosecution: Reflects transfer of 10.0 attorneys to prosecute juvenile crime cases, fully offset by District Attorney Asset Forfeiture Fund revenues. These crimes continue to increase in severity and magnitude, requiring additional attorney staff to protect the County's citizens.

4.	$ 534,000	$ 534,000	$ --	6.0

Sexual Assault and Child Abuse Prosecution: Reflects transfer of 6.0 attorneys to vertically prosecute child abuse and sexual assault cases. This type of prosecution requires a close rapport with victims, as well as an understanding of complex scientific evidence. The program is fully offset by District Attorney Asset Forfeiture Fund revenues.

5.	$ 820,000	$ 820,000	$ --	15.0

Trial Support: Reflects transfer of 15.0 positions to provide trial support services. The program is fully offset by District Attorney Asset Forfeiture Fund revenues.

6.	$ 2,585,000	$ 2,585,000	$ --	38.0

Public Safety Sales Tax Growth: Reflects anticipated growth in public safety sales tax receipts.

7.	$ 500,000	$ 500,000	$ --	7.0

New State-Funded Programs: Reflects State reimbursement for investigation and prosecution of real estate fraud cases in accordance with Government Code Section 27388 and representation at competency hearings as authorized by Penal Code Section 1369.

	Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*
Other Changes						
1.	$	2,847,000	$	2,847,000	$ --	56.8

Fraud Prosecution Program Enhancement: Reflects transfer of 56.0 positions to provide investigation and prosecution of welfare, automobile insurance, and workers' compensation fraud, fully offset by additional State reimbursement for these programs.

2.	$	4,157,000	$	779,000	$ 3,378,000	--

Unavoidable Cost Increases: Reflects unavoidable increases in the cost of employee benefits, pension bond debt service, contract services, and capital lease payments.

Total	***$***	***16,356,000***	***$***	***12,978,000***	***$ 3,378,000***	***183.8***

DISTRICT ATTORNEY - FAMILY SUPPORT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 40,510,158	$ 43,832,000	$ 46,578,000	$ 62,002,000	$ 47,872,000	$ 1,294,000
SVCS & SUPPS	55,606,681	45,312,000	44,002,000	53,281,000	44,439,000	437,000
OTHER CHARGES	132,634	139,000	93,000	127,000	127,000	34,000
FA - EQUIPMENT	395,787	400,000	400,000	400,000	400,000	
GROSS TOTAL	$ 96,645,260	$ 89,683,000	$ 91,073,000	$ 115,810,000	$ 92,838,000	$ 1,765,000
REVENUE	84,749,115	85,992,000	84,779,000	101,794,000	87,720,000	2,941,000
NET CO COST	$ 11,896,145	$ 3,691,000	$ 6,294,000	$ 14,016,000	$ 5,118,000	$ -1,176,000
POSITIONS			1,094.8	1,389.8	1,095.0	0.2

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

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

1996-97 Budget Message

The 1996-97 Proposed Budget funds District Attorney Family Support operations at the current service level and provides additional appropriation for unavoidable increases in employee benefits, contract services, and other operational costs. Additional revenue from reimbursement of program costs and the State Support Enforcement Incentive Fund offsets cost increases in the Family Support program and in the District Attorney criminal budget.

Multi-Year Budget Planning

The District Attorney is currently working on a Vision 2000 strategic plan and a multi-year budget plan.

Critical Needs

The District Attorney has identified a need of $1.0 million for technical staff support and supplies for the newly implemented replacement of the automated child support enforcement system.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Net County cost (millions)	$14.3	$11.9	$3.7	$5.1
Workload/Output				
Total collections (millions)	$160.1	$174.1	$194.0	$216.0
Total cases (millions)	unavailable	7.6	8.4	9.4
Paternities established	17,407	25,623	36,917	49,823
Support orders established	17,124	23,121	26,609	35,284
Parents located in Los Angeles County	36,439	238,776	492,039	538,291
Efficiency				
Cases/Net County dollar	unavailable	0.6	2.3	1.8
Effectiveness/Outcome				
(Percent change from fiscal year 1993-94)				
Total collections	n/a	8.7%	21.1%	34.9%
Total cases (change from 1994-95)	n/a	unavailable	11.2%	23.5%
Paternities established	n/a	47.2%	112.1%	186.2%
Support orders established	n/a	35.0%	55.4%	106.0%
Parents located in Los Angeles County	n/a	555.3%	1,250.3%	1,377.2%

Objectives for 1996-97

To increase output, efficiency, and effectiveness by the projections listed above.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 1,765,000	$ 1,153,000	$ 612,000	--

Unavoidable Cost Increases: Reflects unavoidable increases in employee benefits, contract services, and pension bond costs, partially offset by reimbursement of administrative costs in accordance with Sections 15150 and 15151 of the State Welfare and Institutions Code.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ --	$ 1,788,000	$ (-1,788,000)	0.2

Miscellaneous Adjustments: Reflects an adjustment to revenue projections based on actual experience, the addition of $186,000 in reimbursement from the Parent's Fair Share Program, and a minor adjustment in budgeted positions to reflect actual staffing patterns.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	*$ 1,765,000*	*$ 2,941,000*	*$ (-1,176,000)*	*0.2*

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 1,879,936	$ 2,806,000	$ 2,553,000	$ 2,741,000	$ 2,741,000	$ 188,000
OTHER CHARGES	89,955	257,000	450,000	292,000	292,000	-158,000
GROSS TOTAL	$ 1,969,891	$ 3,063,000	$ 3,003,000	$ 3,033,000	$ 3,033,000	$ 30,000
REVENUE	182,379	160,000	100,000	130,000	130,000	30,000
NET CO COST	$ 1,787,512	$ 2,903,000	$ 2,903,000	$ 2,903,000	$ 2,903,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

Fund 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, promote community awareness through emergency preparedness activities, and provide funding for the County Emergency Operations Center to include the Emergency Management Information System.

1996-97 Budget Message

The budget includes funding for the operation and maintenance of the County's Emergency Operations Center (EOC), including the associated Emergency Management Information System computer network; staffing for the County Office of Emergency Management; conducting training in emergency management policies and procedures for the Los Angeles County Operational Area for personnel from County departments and the 88 cities; and the conduct of a Countywide disaster exercise.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ 30,000	$ --	$ 30,000	--

Contract Funding: Supplemental funding required for the EOC computer system being developed by the Lockheed Corporation.

2.	$ --	$ 30,000	$ (-30,000)	--

Emergency Management Assistance Funding: This increase in revenue represents estimated additional funds available at the State level to support Operational Area programs.

Total	***$ 30,000***	***$ 30,000***	***$ 0***	***0.0***

EMPLOYEE BENEFITS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN						
EB-CO EMP RET	2,247,260,688	198,211,000	273,427,000	251,857,000	251,857,000	-21,570,000
EB-CO RET INS	69,799,857	61,619,000	83,305,000	81,361,000	81,361,000	-1,944,000
EB-RET DEBT	171,195,479	161,040,000	198,255,000	206,775,000	206,775,000	8,520,000
EB-RET/OASDI	14,264,647	15,087,000	15,480,000	16,000,000	16,000,000	520,000
EB-EMP SICK	2,116,000					
EB-ESP	-500,844					
EB-FLX BEN PN	251,611,678	254,653,000	273,933,000	247,500,000	247,500,000	-26,433,000
EB-HEALTH INS	2,219,161	1,454,000	2,052,000	1,500,000	1,500,000	-552,000
EB-DENTAL INS	175,047	179,000	200,000	20,000	20,000	-180,000
EB-LIFE INS	2,204,387	2,320,000	2,316,000	2,264,000	2,264,000	-52,000
EB-UIB INS	4,800,000	8,362,000	4,905,000	4,905,000	8,800,000	3,895,000
EB-LG TM DIS	9,789,953	9,243,000	10,212,000	9,277,000	9,277,000	-935,000
EB-SAVING PN	16,745,422	19,662,000	18,192,000	21,700,000	21,700,000	3,508,000
EB-HORIZONS	7,004,384	7,297,000	8,645,000	10,622,000	10,622,000	1,977,000
EB-WKRS COMP	82,348,993	85,743,000	88,913,000	81,694,000	83,646,000	-5,267,000
	$ 2,881,034,852	$ 824,870,000	$ 979,835,000	$ 935,475,000	$ 941,322,000	$ -38,513,000
LESS EXP DIST	852,516,887	824,870,000	980,065,000	935,475,000	987,239,000	7,174,000
TOT S & EB	2,028,517,965		-230,000		-45,917,000	-45,687,000
GROSS TOTAL	$ 2,028,517,965	$	$ -230,000	$	$ -45,917,000	$ -45,687,000
REVENUE						
EB-CO EMP RET	2,021,230,233					
EB-RET DEBT	2,969,870					
EB-HEALTH INS	309,164					
TOT REVENUE	$ 2,024,509,267	$	$	$	$	$
NET CO COST	$ 4,008,698	$	$ -230,000	$	$ -45,917,000	$ -45,687,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

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.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects:

-- A decrease in County retirement contribution rates.

-- An increase in retirement debt service to finance the 1994 pension obligation bonds.

-- Board-approved changes in health care coverage, and the Horizons and MegaFlex Plans.

-- The transfer of benefit costs to the Trial Court Operations Fund, a special fund created in 1995-96.

1996-97 PROPOSED
(BY FUND)

	General Fund	Hospital Enterprise Funds	Special Districts Special Funds	Total
COUNTY EMPLOYEE RETIREMENT	$ 250,000,000	$ 60,000,000	$ 59,700,000	$ 369,700,000
COUNTY RETIREE INSURANCE	81,361,000	29,824,000	19,582,000	130,767,000
COUNTY RETIREMENT DEBT SERVICE*	123,483,000	52,354,000	30,938,000	206,775,000
PENSION SAVINGS PLAN	1,857,000	4,459,000	1,296,000	7,612,000
OASDI-MEDICARE	16,000,000	8,310,000	4,800,000	29,110,000
FLEXIBLE BENEFITS	247,500,000	97,696,000	67,191,000	412,387,000
INSURANCE				
HEALTH	1,500,000	1,000,000	672,000	3,172,000
DENTAL	20,000	12,000	200,000	232,000
LIFE	2,216,000	726,000	803,000	3,745,000
UNEMPLOYMENT INSURANCE BENEFITS*	5,368,000	2,288,000	1,144,000	8,800,000
DISABILITY	9,277,000	4,962,000	2,425,000	16,664,000
SAVINGS PLAN	21,700,000	7,276,000	6,500,000	35,476,000
HORIZONS PLAN**	10,622,000	3,946,000	3,771,000	18,339,000
WORKERS' COMPENSATION	83,646,000	24,068,000	21,495,000	129,209,000
	$ 854,550,000	$ 296,921,000	$ 220,517,000	$ 1,371,988,000

* As only 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. This results in a total recommendation in the General Fund of $215,575,000.

** The countywide match contribution for represented employees is capped at $11,500,000 per the fringe benefits agreements with the Coalition of County Unions and Local 660.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 109,928	$ 488,000	$ 1,636,000	$ 1,636,000	$ 1,636,000	$
NET CO COST	$ 109,928	$ 488,000	$ 1,636,000	$ 1,636,000	$ 1,636,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

1996-97 Budget Message

This appropriation funds major non-routine building maintenance projects, legally-required building alterations, and unanticipated required maintenance. The 1996-97 Proposed Budget reflects funding at the 1995-96 level, and includes anticipated costs related to the hazardous pesticide waste clean up at an Agricultural Commissioner/Weights and Measures warehouse.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 59,683,262	$ 119,500,000	$ 119,500,000	$ 119,500,000	$ 119,500,000	$
FA - EQUIPMENT	12,417					
GROSS TOTAL	$ 59,695,679	$ 119,500,000	$ 119,500,000	$ 119,500,000	$ 119,500,000	$
REVENUE	60,185,194	119,500,000	119,500,000	119,500,000	119,500,000	
NET CO COST	$ -489,515	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To provide economic recovery assistance following major emergencies and disasters, such as the Los Angeles Fires and Civil Unrest of 1992, the 1993 Southern California Firestorms, the January 17, 1994 Northridge Earthquake and Aftershocks and the Winter Storms of 1995. The Federal and State Disaster Aid budget provides contingency appropriation for emergency and post-emergency response, and the restoration of buildings and property pending reimbursement from the other governmental agencies.

1996-97 Budget Message

Recommendations for 1996-97 reflect a status-quo in the appropriation with the appropriate offsetting revenues from the Federal and State agencies and insurance proceeds. In addition, this appropriation reflects the on-going needs of the County to continue the permanent repair, restoration, and replacement of facilities damaged during the Northridge Earthquake. The estimated costs for total recovery by the County may exceed $2 billion.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
1.	$ --	$ --	$ --	--

It is anticipated that an equivalent amount of appropriation and offsetting revenue, as adopted for fiscal year 1995-96 will be required for fiscal year 1996-97. In addition to anticipated payments from Federal and State agencies, a provision has been made for insurance proceeds as well.

FINANCING REQUIREMENTS	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
General Reserve/Designation	$ 28,529,000	$ 3,000,000	$ 3,000,000	$ -25,529,000
AVAILABLE FINANCING				
Fund Balance	$ 208,529,000	$ 150,000,000	$ 150,000,000	$ -58,529,000
Cancellation of Prior-Year Reserve/Designations	69,586,000	3,000,000	3,000,000	-66,586,000
Property Tax Levy				
Regular Tax Levy	1,061,385,000	1,113,401,000	1,113,401,000	52,016,000
Supplemental Roll	9,080,000	7,375,000	7,375,000	-1,705,000

Mission Statement

The Financing Elements section of the budget reflects those appropriations and revenues which are not contained in departmental or nondepartmental budget summaries.

1996-97 Budget Message

The 1996-97 Proposed Budget includes financing requirements and available financing as follows:

Financing Requirements

-- Funding is provided to replenish the General Reserve, which can be used in the event of a natural disaster, as directed by the Board of Supervisors.

Available Financing

-- For budgetary planning purposes, the Chief Administrative Office considers total fund balance to represent the surplus generated in fiscal year 1995-96 from County expenditures and revenues, and the cancellation of prior-year reserves and designations. The budget reflects the County's goal of creating a surplus in fiscal year 1995-96 to minimize the need for reductions in fiscal year 1996-97. Any decrease in fund balance from the budgeted amount will require the identification of other financing sources or expenditure reductions; any increase is recommended to be allocated 50 percent to departments generating the savings and 50 percent for capital projects.

-- The 1995-96 General Reserve of $3,000,000 was canceled, making the funds available to finance the 1996-97 General Reserve.

-- The increase in property taxes reflects primarily the completion of the payments to the Education Revenue Augmentation Fund for the 1993-94 shift correction and a reduction in property tax refunds.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SAL & EMP BEN	$ 310,262,092	$ 327,588,000	$ 326,584,000	$ 344,898,000	$ 344,898,000	$ 18,314,000
SVCS & SUPPS	48,221,989	47,121,000	49,160,000	53,099,000	53,099,000	3,939,000
OTHER CHARGES	5,230,154	5,300,000	5,654,000	5,300,000	5,300,000	-354,000
FA - EQUIPMENT	4,263,968	2,611,000	2,611,000	5,649,000	5,649,000	3,038,000
OTH FIN USES	5,676,223	2,700,000	3,350,000	4,350,000	3,050,000	-300,000
APPROP FOR CON			2,713,000			-2,713,000
GROSS TOTAL	$ 373,654,426	$ 385,320,000	$ 390,072,000	$ 413,296,000	$ 411,996,000	$ 21,924,000
DESIGNATIONS	17,754,000					
TOT FIN REQMTS	$ 391,408,426	$ 385,320,000	$ 390,072,000	$ 413,296,000	$ 411,996,000	$ 21,924,000
AVAIL FINANCE						
FUND BALANCE	$ 39,677,000	$ 6,101,000	$ 6,101,000	$ 32,619,000	$ 32,619,000	$ 26,518,000
CANCEL RES/DES	2,352,371	20,572,000	20,572,000			-20,572,000
PROPERTY TAXES	240,687,697	255,100,000	246,700,000	250,200,000	250,200,000	3,500,000
SPECIAL ASSESS	38,511,353	59,000,000	38,500,000	59,000,000	59,000,000	20,500,000
REVENUE	76,281,259	77,166,000	78,199,000	71,477,000	70,177,000	-8,022,000
TOT AVAIL FIN	$ 397,509,680	$ 417,939,000	$ 390,072,000	$ 413,296,000	$ 411,996,000	$ 21,924,000
POSITIONS			3,401.0	3,464.0	3,464.0	63.0

FUND	FUNCTION	ACTIVITY
FIRE DEPARTMENT	PUBLIC PROTECTION	FIRE PROTECTION

Mission Statement

To proudly protect lives and property by providing prompt, skillful, and cost-effective fire protection and life safety services.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects a stabilized but reduced property tax base, the maximum level of benefit assessment revenue, and the deletion of one-time financing from the Fire Department's Accumulative Capital Outlay (ACO) Fund and cancellation of all designations which were used in 1995-96 to partially offset reduced property tax revenues. In order to remain within available financing, this budget maintains current service levels, which include reductions of $10.1 million implemented in 1995-96. Upon closing the books for 1995-96, the Department will return to the Board with additional recommendations on its 1996-97 Budget.

The Proposed Budget also reflects the return of State beaches as approved by the Board on October 31, 1995, and $100,000 in additional revenue from coastal cities to support lifeguard operations, which results in a reduction to net County cost support for lifeguards. This revenue is received as part of a cooperative program with the Department of Beaches and Harbors for increased city participation in beach costs.

Multi-Year Budget Planning

In accordance with the Vision 2000 strategic plan, the Proposed Budget maintains current emergency staffing levels and provides limited additional funding for infrastructure needs.

Critical Needs

The 1996-97 Proposed Budget does not provide adequate funding for emergency fire fleet replacement, additional staffing requirements, infrastructure repair and replacement, and investment in automated computer systems.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of fire fighters	2,332	2,456	2,495	2,486
Lifeguard hours	304,248	305,666	227,369[1]	289,654
Output/Workload				
Fire/Emergency Medical Service (EMS)				
Number of emergency responses	183,105	193,644	200,285	208,000
Population served	2,932,046	3,096,022	3,136,270	3,177,042
Square miles protected	2,142	2,279	2,279	2,279
Lifeguards				
Miles of beaches protected	31	31	22	31
Beach attendance	52,000,000	46,000,000	40,000,000[1]	58,000,000
Beach rescues	8,092	7,480	5,800[1]	9,000
Efficiency				
Number of fire fighters per 1,000 population	.80	.79	.80	.78
People protected per lifeguard hour	171	150	176	200
Effectiveness				
Fire/EMS responses (all incidents - first in unit)				
Dispatch time (median time)	.32 min	.22 min	.18 min	.18 min
Dispatch to "on scene" (median time):				
Urban	4.7 min	4.4 min	4.4 min	4.4 min
Suburban	5.9 min	5.7 min	5.4 min	5.4 min
Rural	8.0 min	8.1 min	7.9 min	7.9 min
Lifeguards				
Rescues per 10,000 beach visitors	1.6	1.6	1.5	1.6

Objectives for 1996-97

- Median dispatch time less than or equal to .18 minute.
- Median dispatch to "on scene" time less than or equal to:
  Urban - 4.4 minutes
  Suburban - 5.4 minutes
  Rural - 7.9 minutes

Explanatory Notes

[1]Reflects deletion of lifeguard services at eight State beaches for the Summer of 1995.

Changes From 1995-96 Adjusted Allowance

	Financing Uses	*Financing Available*	*Budgeted Positions*

Major Changes

	Financing Uses	Financing Available	Budgeted Positions
1.	$ 2,400,000	$ 2,400,000	8.0

Hazardous Materials and Waste Fees Update: Reflects increased hazardous materials and waste fees which will fully offset costs, allow vacancies to be filled, and provide for needed additional staff.

	Financing Uses	Financing Available	Budgeted Positions
2.	$ 1,000,000	$ 1,000,000	--

Capital Projects: Reflects the partial restoration of funding to the Department's ACO Fund for critical projects, such as the Underground Tank Replacement program which must be completed by December 1998.

	Financing Uses	Financing Available	Budgeted Positions
3.	$ (-1,300,000)	$ (-1,300,000)	--

Federal Emergency Assistance: Reflects the elimination of the Department's financial participation in the Federal Emergency Assistance (Title IV-A) program in the Probation camps.

	Financing Uses	Financing Available	Budgeted Positions
4.	$ --	$ --	16.0

Return of State Beaches: Reflects reallocation of departmental resources for the return of State beaches and associated lifeguard services as approved by the Board on October 31, 1995.

	Financing Uses	Financing Available	Budgeted Positions
5.	$ 9,988,000	$ 9,988,000	--

Augmentation Financing: Reflects primarily an increase in benefit assessment and a decline in property tax refunds, which are partially offset by the loss of one-time only financing from the Department's ACO Fund and the cancellation of all reserves and designations.

Other Changes

	Financing Uses	Financing Available	Budgeted Positions
1.	$ 9,679,000	$ 9,679,000	--

Employee Benefits: Reflects various adjustments to employee benefits including pension obligation bonds.

	Financing Uses	Financing Available	Budgeted Positions
2.	$ --	$ --	--

Cooperative Program with the Department of Beaches and Harbors: Reflects a cooperative program with the Department of Beaches and Harbors for increased city participation in beach service costs, including additional revenue of $100,000 from coastal cities to support lifeguard operations, which results in a matching reduction in net County cost support for lifeguards.

Financing Uses		*Financing Available*		*Budgeted Positions*

Other Changes (cont'd)

3.	$ 157,000	$ 157,000		39.0

Current Staffing Alignment: Reflects additional budgeted positions needed to reconcile to current staffing levels and funding to convert 20 Student Workers to Light Vehicle Drivers, which is the more appropriate classification for fire station utility drivers.

Total	***$ 21,924,000***	***$ 21,924,000***	***63.0***

FIRE DEPARTMENT - LIFEGUARDS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTH FIN USES	$ 8,137,000	$ 6,917,000	$ 6,917,000	$ 6,977,000	$ 6,877,000	$ -40,000
NET CO COST	$ 8,137,000	$ 6,917,000	$ 6,917,000	$ 6,977,000	$ 6,877,000	$ -40,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To proudly protect lives and property by providing prompt, skillful, cost-effective ocean rescue, and life safety services on the beaches and coastal waters of Los Angeles County.

1996-97 Budget Message

The Fire Department - Lifeguard budget provides financing for County-operated beaches which 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 1996-97 Proposed Budget reflects maintenance of current service levels, and a reduction of $100,000 resulting from additional anticipated revenue from coastal cities for lifeguard operations. This revenue is received as part of a cooperative program with the Department of Beaches and Harbors for increased city participation in beach service costs.

Multi-Year Budget Planning

As part of the Department's Vision 2000 strategic plan and its multi-year planning effort, the Department will focus on maintaining current emergency staffing levels and enhancing staffing where additional outside revenues are available. The Department will also pursue more cost sharing/revenue from cities for lifeguard services and identify replacement revenue to operate the State beaches when the current three-year agreement expires in 1997-98.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 60,000	$ --	$ 60,000	--

Employee Benefits: Reflects an adjustment to employee benefits due to the pension bond refinancing.

2.	$ (-100,000)	$ --	$ (-100,000)	--

Additional Lifeguard Revenue: Reflects a reduction of $100,000 in General Fund support for lifeguard operations, offset by additional revenue in the Fire Department budget due to increased funding support from coastal cities for lifeguard operations.

Total	***$ (-40,000)***	***$ 0***	***$ (-40,000)***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 265,642	$ 257,000	$ 256,000	$ 257,000	$ 257,000	$ 1,000
SVCS & SUPPS	391,143	326,000	296,000	425,000	295,000	-1,000
OTHER CHARGES	58,544	59,000	59,000	59,000	59,000	
GROSS TOTAL	$ 715,329	$ 642,000	$ 611,000	$ 741,000	$ 611,000	$
NET CO COST	$ 715,329	$ 642,000	$ 611,000	$ 741,000	$ 611,000	$
POSITIONS			2.0	2.0	2.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

To make inquiry into all public offenses committed or triable within the County, and present them to the courts by indictment. The Grand Jury also investigates and reports on the operations, accounts, and records of the officers, departments, and functions of the County. Included are those operations, accounts, and records of any special legislative district or other district 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.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects the same level of funding as in 1995-96, which will still require the Grand Jury to absorb $3,000 in costs by reducing the funding available for the contract auditor.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Indictments Issued	35	48	46	46
Defendants Indicted	122	214	266	266
Investigative Hearings Held	17	12	7	7
Subpoena Duces Tecum	8	7	163	163
Contract Audits	10	6	3	3
Citizen Complaints	106	100	139	139

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ (-3,000)	$ --	$ (-3,000)	--

Contract Auditor: Reflects a reduction of $3,000 available for the contract auditor, bringing the contract for outside audit services to $154,000.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 3,000	$ --	$ 3,000	--

Cost Absorptions: Reflects minor increases in parking and auto mileage, cost restoration of a 1995-96 reduction of $1,000 in salaries and employee benefits, and minor decreases in costs for communications and utilities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 0***	***$ 0***	***$ 0***	***0.0***

HEALTH SERVICES SUMMARY
INCLUDING GENERAL FUND AND HOSPITAL ENTERPRISE FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
SAL & EMP BEN	$ 1,355,522,774	$ 1,248,945,000	$ 1,296,588,000	$ 1,169,673,000	$ 1,154,879,000	$ -141,709,000
SVCS & SUPPS	994,892,962	930,461,000	977,976,000	900,245,000	917,170,000	-60,806,000
LESS EXP DIST	47,535,003	49,261,000	49,261,000	45,134,000	45,134,000	-4,127,000
TOT S & S	947,357,959	881,200,000	928,715,000	855,111,000	872,036,000	-56,679,000
OTHER CHARGES	798,322,023	603,237,000	610,906,000	757,705,000	787,247,000	176,341,000
FA - EQUIPMENT	4,950,464	4,272,000	3,573,000	4,791,000	4,711,000	1,138,000
OTH FIN USES	1,059,018,666	941,021,000	931,895,000	1,226,376,000	1,061,945,000	130,050,000
GROSS TOTAL	$ 4,165,171,886	$ 3,678,675,000	$ 3,771,677,000	$ 4,013,656,000	$ 3,880,818,000	$ 109,141,000
LESS INT TRFS	13,231,361	14,100,000	15,943,000	21,039,000	21,860,000	5,917,000
NET TOTAL	$ 4,151,940,525	$ 3,664,575,000	$ 3,755,734,000	$ 3,992,617,000	$ 3,858,958,000	$ 103,224,000
DESIGNATIONS/SB 855		146,370,000				
TOTAL RESERVES		146,370,000				
TOT FIN REQMTS	4,151,940,525	3,810,945,000	3,755,734,000	3,992,617,000	3,858,958,000	103,224,000
FUND BALANCE	11,998,000	72,600,000	72,600,000			-72,600,000
CANCEL RES/DES	220,101,765				146,370,000	146,370,000
REVENUE	3,565,052,950	3,247,725,000	3,192,514,000	3,333,285,000	3,267,167,000	74,653,000
NET CO COST	$ 354,787,810	$ 490,620,000	$ 490,620,000	$ 659,332,000	$ 445,421,000	$ -45,199,000
POSITIONS			25,733.9	24,983.0	21,265.9	-4,468.0

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, assures prevention and controls communicable diseases, manages harmful agents in the environment, encourages healthy behavior, and provides health promotion and preventive services.

DHS assures that, to the extent resources are available, the medically indigent and others who choose the County for their care have appropriate access to health services at the community level. DHS 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.

DHS is a partner with the private sector, other County departments, and affiliated educational institutions in training health professionals.

1996-97 Budget Message

The 1996-97 Proposed Budget for the Department of Health Services (DHS) reflects continuation of the Board-approved downsizing of the Department that was achieved in 1995-96. It essentially funds DHS operations in the Department's current configuration, except that it includes the further continued efforts toward the privatization of Rancho Los Amigos Medical Center and a June 30, 1996 plan to privatize 22 of the remaining 33 County-operated health centers, as approved by the Board and contemplated in the Medicaid Waiver.

Although the Department experienced significant reductions during 1995-96, DHS continues to be the primary safety net for meeting the health needs of an increasing population, in a County that has an estimated population of 9.4 million. In 1995, nearly 30 percent of this population were medically uninsured, the highest rate in the State and in the 30 largest metropolitan areas nationwide.

Background

The Proposed Budget for DHS follows on a fiscal year which has been the most financially difficult in the Department's history. Last year, the Department of Health Services was faced with the enormous and profound task of closing a $655 million budget gap. The 1995-96 Proposed Budget recommended two options, either closure of the LAC+USC Medical Center or closure of all County hospitals except LAC+USC and Martin Luther King, Jr./ Drew Medical Centers. Faced with these choices, both of which were deemed unacceptable, the Board of Supervisors convened a Health Crisis Task Force, chaired by the Health Crisis Manager, to develop alternative recommendations to close the gap. The approved cuts included all six comprehensive health centers, 29 of the 39 health centers, and 75 percent of hospital outpatient services. All curtailments were to be implemented beginning in October, in order to provide a window of opportunity to pursue a federal Medicaid Waiver as authorized by Social Security Act Section 1115 (1115 Waiver).

The federal fiscal relief plan, which has remained subject to final negotiations throughout most of 1995-96, provided $364 million to the County. Due to adjustments in the size of the shortfall, and the fact that a portion of the federal funds had already been anticipated, $121 million was added to the budget to restore many of the curtailed services ($39 million of that amount was reserved for 1996-97). Despite the restorations, DHS' implementation of the net curtailments required service and staffing reductions of a significant magnitude, including the following:

- Reconfigured High Desert Hospital	$ 13.7 million
- Reduced comprehensive health centers by 10 percent	5.1
- Divested 6 health centers and reduced 22 health centers by 25 percent	18.5
- Reduced mental health services	38.0
- Reduced hospital ambulatory care funding by 68 percent	76.2
- Reduced Rancho Los Amigos Medical Center's County cost by 33 percent	28.3
- Reduced Public Health Programs by 13 percent	14.1
- Additional service reductions (medical, surgical, pediatric intensive care, and physician contracts)	23.0
- Eliminate a layer of management	12.3
- Administrative services	54.0
Total reductions	$283.2 million

Notwithstanding the federal fiscal relief package, the Department still had to cut 187 patient beds and nearly half a million outpatient visits, curtail budgeted positions by 3,642, lay off 2,525 employees (1,560 permanent and 965 temporary), trim the salaries of another 636, and reduce central administrative costs by over half. Further Board-directed cost-cutting measures called for the privatization of another 22 health centers by June 30, 1996 and another one-third reduction in the County's support for Rancho Los Amigos Medical Center for the 1996-97 fiscal year.

Explanation of the Proposed Budget

With the downsized Health Services as a base, the 1996-97 Proposed Budget reflects essentially a rollover of costs and revenues, with certain significant exceptions which have been anticipated by the Board and in the 1115 Waiver, consisting primarily of a further reduction in Rancho Los Amigos Medical Center and the privatization of health centers.

For 1996-97, the net County cost decreases from $490.6 million to $445.4 million as the result of the loss of the one-time-only funding from the Metropolitan Transit Authority offset by an increase in Realignment Vehicle License Fees. Additional funding to offset Department cost increases is generated by an increase of $73.8 million in available fund balance, and an estimate of further savings of $9.9 million in LACERA retirement costs. The latter amount is consistent with the estimated net County cost savings for other General Fund departments.

As directed by the Board, the Proposed Budget contemplates continued progress toward concluding the privatization of Rancho Los Amigos Medical Center by a second reduction in County costs, from $57.6 million (including General Fund subsidy and beginning fund balance) to $28.8 million, with a reduction of 808 positions, as compared with the 1995-96 base. (With the annualization of the the new Jacqueline Perry Institute (JPI) staffing, the reduction would be 877 positions.) It is estimated that such a reduction will result in significant service curtailments. With the recent opening of the JPI building, the budgeted beds at Rancho now total 350. The curtailment will result in a bed reduction to 207 beds, eliminating services for an estimated 1,700 patients each year, and the deletion of 67,000 outpatient visits.

As directed by the Board, the Department of Health Services anticipates privatization of 22 of its remaining 33 health centers by June 30, 1996. Implementation of these public-private partnership agreements will save County costs of $7.9 million. (However, to restore these health centers to County operation would require $12.9 million, including the $7.9 million reduction and another $5.0 million to replace 1115 Waiver funds which have been used elsewhere in the budget.) In addition, the privatization will require the reduction of 294 positions in 1996-97. The proposed budget finances the 11 health centers that will remain in operation by the Department, including 10 health centers open only for public health services, primarily prevention and treatment of communicable diseases, and the Antelope Valley Health Center. The Department is working to expand operations of the six comprehensive health centers, in order to maintain units of service, consistent with the restructuring to focus on outpatient-based primary care.

The privatization of health centers and the further reduction of Rancho Los Amigos Medical Center together result in a position reduction of 1,102. Although some of these positions can be eliminated through attrition while others are currently unfilled, these two curtailments will likely result in significant layoffs.

The Proposed Budget reflects the creation of a new budget unit, Health Plan Administration (HPA). Formerly a part of the Health Services Administration budget unit, HPA has been separated out to more clearly identify and control costs associated with administration of the Community Health Plan and the General Relief Health Care Plan, in anticipation of becoming a provider for the Medi-Cal managed care population assigned to the Local Initiative Health Authority, and to demonstrate financial viability of the Community Health Plan. In addition, the HPA budget unit finances services costs of $9.6 million for the General Relief Health Care Plan.

The Proposed Budget includes $10.0 million in anticipated expenses relating to accreditation review by the Joint Commission on Accreditation of Health Care Organizations (JCAHO). Three of DHS' hospitals are scheduled for their three-year accreditation survey beginning in April 1996 (LAC+USC, Harbor/UCLA and Olive View/UCLA Medical Centers) and another (Martin Luther King, Jr./Drew Medical Center) is scheduled for the third quarter of 1997. In order to ensure that our hospitals maintain their accreditation, staffing and other types of deficiencies must be corrected.

Cost-of-living adjustments are limited to a 3.7 percent increase for purchase orders and contracts procured from outside the County, excluding medical school contracts. No cost-of-living adjustments are assumed for salaries or other budgetary items.

At this time, only two items related to capital projects are included in the Proposed Budget: 1) continued funding for seismic repairs for Harbor/UCLA Medical Center; and 2) minor renovations involving Public Health Programs. Both are fully financed from sources outside the operating budget.

Assumptions in the Proposed Budget

It is anticipated that DHS' budget will change substantially as future restructuring proposals are developed over the next several months, in accordance with the 1115 Waiver requirements. The fiscal viability of DHS hinges on successful efforts to obtain approval of a five-year 1115 Waiver plan, and restructure existing Medi-Cal reimbursement mechanisms. The budget as currently proposed incorporates the following assumptions:

The Proposed Budget assumes that Phase II of the 1115 Waiver will be accepted by the federal Health Care Financing Administration (HCFA), and will include the following amounts:

- **Supplemental Project Pool** Additional funds available for payment of patient visits provided at the comprehensive and community health centers. The pool will be funded through an intergovernmental transfer from the County to the State.	$ 62.5 million
- **Intergovernmental Transfer (IGT)** Under the 1115 Waiver, the County can recognize as an expense, for purposes of calculating our OBRA '93 cap, the county's share of IGT related to the funding of private sector hospitals.	$ 44.1 million
- **Federally Reimbursable Ambulatory Care Match** Federal matching funds for ambulatory care provided by the County to the Medi-Cal and indigent patients at the County-operated comprehensive health centers and community health centers.	$ 40.4 million
- **Mental Health Services** Federal matching funds for mental health services provided by the County to patients at County-operated and contractor-operated outpatient clinics. The $11.6 million included in the Proposed Budget is only part of $18.9 million that may potentially be available.	$ 11.6 million
Total	**$158.6 million**

Since these revenues are present in the $364 million Phase I Waiver package, we are reasonably confident (at least 75 percent) that they will be extended into the remaining four fiscal years of the Waiver term. In addition, we have a commitment from HCFA to continue working with us to ensure an acceptable health care outcome. However, these revenues are not certain and have not been agreed to by HCFA.

Consistent with the budget proposed for the Department of Children and Family Services (DCFS), the Proposed Budget for Health Services transfers responsibility for the preventive, diagnostic, and therapeutic health care services provided to dependent children housed at MacLaren Children's Center. However, no staffing reductions are contemplated on the assumption that DHS will secure the contract let by DCFS.

The Proposed Budget assumes continued receipt of $62.6 million in tobacco tax funding, which may require passage of legislation to waive any State requirement that the County provide additional local funding.

The Proposed Budget does not include any potential impacts from the Governor's Budget for 1996-97. If all of the Governor's initiatives are passed by the Legislature, the Department would have to absorb $17.7 million to $29.7 million in lost revenues, primarily due to the loss of Medi-Cal revenue related to copayment requirements, optional Medi-Cal services, and prenatal services to undocumented immigrants, and a portion of tobacco tax revenue. Between $10.2 million and $12.2 million of this amount could be mitigated if the Department does not continue to provide the optional Medi-Cal and prenatal services.

The fiscal viability of the budget as proposed will be determined, in part, based on the fiscal outcome of Phase II of the 1115 Waiver, which we anticipate will be completed by the end of the current fiscal year, and the success of efforts to restructure existing Medi-Cal reimbursement methods. Per the terms of the 1115 Waiver, a detailed restructuring plan, to include specific and measurable goals, cost estimates, and details regarding service delivery improvement strategies, is due to the federal government within six months following federal approval of the Phase II provisions.

Closing the Budget Gap for 1996-97

As of January 10, 1996, the Department of Health Services was projecting a $135.1 million shortfall for 1996-97. With somewhat different assumptions (primarily the assumption of no LACERA surplus in 1996-97), the Chief Administrative Office projected a $168.4 million shortfall. The following schedule provides an update to the earlier 1995-96 and 1996-97 projections to achieve the Proposed Budget:

	Net County Cost (dollars in millions) 1995-96	1996-97
January 10, 1996 projection	**$ 94.7** (1)	**($ 135.1)** (1)(2)
Anticipated expenditures related to JCAHO requirement	(2.0)	(10.0) (3)
Revised estimated actual expenditures	(10.5)	
Revised State allocation for Tobacco Tax revenues	10.0	
March 7, 1996 Washington, D.C. Meeting on 1115 Waiver:		
Decreased OBRA Cap (SB 855 IGT expense)	(57.0)	
Supplemental Pool	62.5	62.5
Public Health Grants	5.2 (4)	
Mental Health Indigent Care Clinic Match		17.6 (5)
Loss of Mental Health one-time funds		(17.6)
Recalculated OBRA '93 Cap	20.1	(6.1) (6)
Reduce SB 855 IGT expense	5.0 (7)	
Other DHS budget request adjustments		(8.4)
CAO Realignment revenue forecast over 1995-96 adjusted allowance	18.4	32.6
CAO revised LACERA savings forecast		12.8 (8)
Adjustment to 1995-96 carryover surplus		51.7
Surplus	**$ 146.4**	**$ 0.0**

(1) Includes $34.3 and $40.4 1115 Waiver Indigent Care Clinic Match revenue for 1995-96 and 1996-97, respectively.

(2) Variance to CAO Forecast as follows:

DHS Forecast	($135.1)
CAO Adjustments	
Pension Obligation Bond Increase	(14.5)
Exclude LACERA Savings	(40.5)
Exclude Cost-of living adjustment	21.7
	($168.4)

(3) Reflects JCAHO costs for correction of anticipated Type I deficiencies and preparation costs for MLK/Drew and Comprehensive Health Centers' accreditation.
(4) Revises the earlier estimate of $17.5 million for block grants
(5) Reflects only amount budgeted (including $6.0 million from 1995-96 Waiver funds and $11.6 million from 1996-97, out of $36.9 potentially available ($18.0 for 1995-96 and $18.9 for 1996-97).
(6) Includes $28.0 and $44.1 SB 855 IGT expense for private sector hospitals for 1995-96 and 1996-97, respectively.
(7) Recently revised State estimate resulting in an increased net benefit due to 18 private hospitals having an OBRA '93 cap problem.
(8) This amount is greater than the estimated increase in LACERA savings, because the $135.1 million shortfall had assumed a reduction in LACERA savings.

Multiple Year Budget

In all, the 1996-97 Proposed Budget carryover surplus of $146.4 million for DHS creates a structural shortfall going into 1997-98 of a similar amount, even if the four components of the 1115 Waiver are approved as ongoing revenue sources. We are working with the Department to address this shortfall as part of Phase II of the 1115 Waiver project. No other significant revenues in Health Services can be identified as one-time-only.

The 1115 Waiver is the County's best hope to preserve its health safety net system. The County's Demonstration Project under the waiver fosters a unique restructuring process that is responsive to the needs of the community within the evolving health care environment. The Project will provide a national testing ground for the transformation of a large, decentralized public health care system into an integrated system that will focus on providing comprehensive ambulatory and preventive care to Medi-Cal and indigent populations.

The Project will proceed in two phases. Phase I of the County's efforts provide a one-time-only $364 million fiscal relief package to DHS for 1995-96, in order to stabilize the health care system and facilitate the process of restructuring. These funds help DHS to finish 1995-96 with a substantial surplus, which has been rolled over into 1996-97 in the Proposed Budget. However, the fiscal viability of the Department in future years is at risk unless components of the fiscal package are extended in Phase II to 1996-97 through 1999-2000.

Phase II of the project, which is in the process of being negotiated, will identify funding sources available for the remaining four years of the project. Because of the enormous revenue losses that would be associated with restructuring outside the waiver, the Department can implement much of its restructuring only after Phase II of the Waiver has been approved.

The Department of Health Services envisions two primary strategies:

- Preservation of the County's trauma and emergency system; and
- Preventive outpatient care for an increased number of medically indigent persons.

Other key components include:

- Expanding access to community-based primary care services;
- Reducing County-operated beds; and
- Expanding access to outpatient specialty services.

Director's Restructuring Plan

With respect to programmatic restructuring, the Director of Health Services is consulting with experts to develop a comprehensive plan within the six-month Phase II Waiver deadline. As part of this effort, the Director is recruiting for an Associate Director of Clinical and Medical Staff Affairs who will assist him in facilitating the process. The Director also is planning a two-day forum on restructuring during April and will be seeking the assistance of philanthropic organizations throughout the community to fund some portions of a restructured health care system. The Director is also close to finalizing recommendations with respect to a revised capital construction plan and remains firmly committed to the key restructuring tenets of the 1115 Waiver, which call for privatization of

22 additional health centers by June 30, 1996, privatization of Rancho Los Amigos Medical Center and High Desert Hospital by June 30, 1997 and reducing the Department's average daily census by at least one-third, to a ceiling of 1,719 during the Waiver's term.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Average Daily Census	2,549	2,475	2,221	2,073 (1)
Hospital Births	26,948	20,591	14,793	13,560
Hospital Outpatient Visits (2)	1,188,572	1,281,384	1,190,047	988,394 (1)
Non-Hospital Based Outpatient Visits	1,332,484	1,290,533	909,463	557,434 (3)
Environmental Health Inspections	443,846	396,827	444,880	461,880
Efficiency				
Accounts receivable days outstanding	137.98	131.27	114.74	114.74
Months of unbilled accounts at year end	2.58	2.22	2.45	2.45
Effectiveness/Outcome				
Average hospital length of stay	6.1	6.4 (4)	6.6 (4)	6.6
Immunization levels of Kindergarten Enrollment	91.0%	90.9%	92.0%	98.0%

Explanatory Notes

(1) Net of the programmatic reductions required to meet Rancho Los Amigos' 1996-97 target.
(2) Excludes emergency room visits.
(3) Net of the privatization of 22 additional health centers.
(4) Increase relates to the change in patient mix due to lower OB population, which has a lower average length of stay.

Objectives for 1996-97

- Complete Department of Health Services restructuring plan under 1115 Waiver - Phase II.
- Review and reconfigure capital project plan.
- Operate within budgetary limits.
- Achieve fiscal stability.
- Achieve JCAHO re-certification of all scheduled facilities without citation for major violations.
- Finalize an acceptable Community Health Plan-Local Initiative partnership agreement with Board approval.
- Increase the percentage of kindergarten enrollees receiving complete immunizations to 98.0 percent.
- Increase environmental health inspections 3.8 percent over 1995-96 performance.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-119,494,000)	$ (-11,805,000)	$ (-107,689,000)	--

Reverse Implementation Delay: The financing in the 1995-96 budget allowed the Department to operate at a higher level for the first four months, until implementation of the curtailments in October. This change reflects the annualization of their reduced operating level, as well as deletion of the one-time layoff/payoff costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 318,674,000	$ 197,173,000	$ 121,501,000	--

Section 1115 Waiver/Other SB 885 and SB 1255 Adjustments: As the SB 855 program returns to its normal size in 1996-97, the County will increase its intergovernmental transfer to the State by $159 million. Due to State accounting requirements for the program, an increase of twice that amount is necessary, offset by an equal amount of revenue. Thus, the SB 855/SB 1255/1115 Waiver programs result in a net loss of $121.5 million in available funding as compared with 1995-96.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-82,165,000)	$ (-25,601,000)	$ (-56,564,000)	(-808.4)

Reductions in Rancho Los Amigos Medical Center: These reductions reflect the anticipated effects of reducing Rancho to a net County cost of $28.8 million. They are displayed from a base without annualization of the costs, revenues, and positions associated with the new Jacqueline Perry Institute (which would increase the reduction substantially), and exclude savings associated with transfer of materials management and housekeeping. Increased net County cost at Rancho because of the net loss from the SB 855/SB 1255 program (see item 2. above) requires substantially greater reductions at the facility than were originally anticipated.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-25,569,000)	$ (-17,621,000)	$ (-7,948,000)	(-294.3)

Privatization of 22 Health Centers: Savings from the privatization of the remaining health centers, except 10 centers which remain open for public health services and the Antelope Valley Health Center, in accordance with the Board-approved plan, are slightly reduced by costs budgeted for monitoring the privatized centers.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ 10,000,000	$ --	$ 10,000,000	--

JCAHO Accreditation: Consistent with the Department's objective of recertification without citation for major violations, an additional $10.0 million is committed to the four medical centers that will be undergoing accreditation review, either in the current year or the budget year, from the Joint Commission on Accreditation of Health Organizations (JCAHO) -- Harbor/UCLA, LAC+USC, Olive View/UCLA, and Martin Luther King, Jr./ Drew. For the first three medical centers, which are under review in 1995-96, this funding will allow them to correct any Type I deficiencies, in order to maintain their accreditation. In the case of MLK/Drew, it will allow the Department to make corrections and improvements in order to assure accreditation in 1996-97.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ --	$ 73,770,000	$ (-73,770,000)	--

Fund Balance Increase: Fund balance of $72.6 million for 1995-96 is estimated to increase to $146.4 for 1996-97.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ --	$ --	$ --	(-3,542.3)

Vacant Position Reduction: Vacant budgeted positions are proposed to be eliminated in order to bring budgeted positions more closely in line with the Department's actual operating level. This is a technical change to conform the number of positions to the available appropriation.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ (-54,557,000)	$ (-56,944,000)	$ 2,387,000	--

Appropriation/Revenue Experience: Various budget units were reduced to more closely align departmental operating needs with available revenues. The primary reductions in appropriation are $39.0 million in services and supplies, which was found to be absorbable in order to produce part of the 1995-96 surplus, as reported to the Board on October 5, 1995, and a reduction of $14.0 in one-time earthquake recovery costs.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 7,809,000	$ 81,000	$ 7,728,000	2.0

Cost Increases for Information Systems: The most significant additional cost associated with information systems is the one-time cost for hardware and software for Systems Recovery, which was not expended in 1995-96 and is carried over, and for contract costs associated with the project.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 14,806,000	$ 5,189,000	$ 9,617,000	--

Debt Service/BANS Repayments: These costs are for increased debt services associated with completed projects, offset in part by SB 1732 Medi-Cal capital projects revenue. The projects accounting for the increase are the Rancho Los Amigos Central Plant and Jacqueline Perry Institute, the Martin Luther King, Jr./Drew Medical Center Trauma Center, and BANS interest costs for various projects.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 3,458,000	$ --	$ 3,458,000	7.3

Martin Luther King, Jr./Drew Medical Center Trauma Center/Lab System: This increase represents start-up costs for the Trauma Center, scheduled to open in mid-1997.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 5,219,000	$ 4,113,000	$ 1,106,000	--

Cogeneration Upgrade/Other Equipment, Rents and Leases: The primary change in this item is a restoration of $3.1 million in fixed assets/equipment costs, which was deleted from the 1995-96 budget due to other critical departmental needs. In addition, a $2.3 million fully revenue-offset upgrade of the Olive View cogeneration plant, as required by the South Coast Air Quality Management District, is included.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ 12,659,000	$ (-25,165,000)	$ 37,824,000	(-2.0)

Contracts and Purchase Order Costs: This change reflects an increase in anticipated charges by other County departments and outside contractors ($12.6 million), offset by a reduction in a one-time payment from the Department of Mental Health ($17.6 million, which has been replaced by the mental health funding that is part of the 1115 Waiver package) and other miscellaneous revenue reductions.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Other Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ (-9,886,000)	$ --	$ (-9,886,000)	--

LACERA Change: In order to be consistent with the increased level of excess LACERA earnings that is anticipated for the General Fund, DHS salaries and employee benefits costs can be reduced by $9.9 million.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ 5,745,000	$ 5,745,000	$ --	117.0

California Children Services: This change reflects the addition of State funding and the positions necessary to expand case management services for children eligible for support through the California Children Services program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ 19,964,000	$ 2,572,000	$ 17,392,000	12.3

Salaries and Employee Benefits Adjustments: This item reflects various salaries and employee benefits changes, primarily an increase of $14.5 million in the cost of pension obligation bonds, and a revenue-offset staffing increase for environmental health inspections.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
9.	$ 35,008,000	$ 35,008,000	$ --	--

Distribution of Administration and Security Costs: This change reflects accounting adjustments to distribute the costs of security and general administrative overhead, which are budgeted centrally in Health Services Administration.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
10.	$ (-2,876,000)	$ (-2,521,000)	$ (-355,000)	40.4

Grant Funded Programs: This change reflects reduced appropriations associated with reduced grant funds available in various programs. The apparent staffing increase reflects the conversion of funded temporary items to permanent items.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
11.	$ (-29,654,000)	$ (-29,654,000)	$ --	--

Enterprise Fund Accounting: This change is an accounting adjustment that reflects the decrease in County contribution to Hospital Enterprise Funds due to reconfiguration of Department costs and services within available funding.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 109,141,000***	***$ 154,340,000***	***$ (-45,199,000)***	***(-4,468.0)***

HEALTH SERVICES GENERAL FUND SUMMARY

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 202,887,391	$ 204,472,000	$ 224,476,000	$ 225,097,000	$ 231,616,000	$ 7,140,000
SVCS & SUPPS	247,822,493	243,146,000	254,531,000	255,395,000	260,600,000	6,069,000
OTHER CHARGES	724,362,105	504,979,000	508,359,000	640,287,000	667,691,000	159,332,000
FA - EQUIPMENT	1,804,755	1,559,000	1,859,000	2,706,000	2,406,000	547,000
OTH FIN USES	357,609,791	463,639,000	449,513,000	611,578,000	419,912,000	-29,601,000
GROSS TOTAL	$ 1,534,486,535	$ 1,417,795,000	$ 1,438,738,000	$ 1,735,063,000	$ 1,582,225,000	$ 143,487,000
LESS INT TRFS	13,231,361	14,100,000	15,943,000	21,039,000	21,860,000	5,917,000
NET TOTAL	$ 1,521,255,174	$ 1,403,695,000	$ 1,422,795,000	$ 1,714,024,000	$ 1,560,365,000	$ 137,570,000
REVENUE	1,093,866,985	913,075,000	932,175,000	1,054,692,000	1,114,944,000	182,769,000
NET CO COST	$ 427,388,189	$ 490,620,000	$ 490,620,000	$ 659,332,000	$ 445,421,000	$ -45,199,000
POSITIONS			4,623.3	4,856.7	4,169.6	-453.7

HEALTH SERVICES ADMINISTRATION

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 50,759,971	$ 45,072,000	$ 53,136,000	$ 39,237,000	$ 50,588,000	$ -2,548,000
SVCS & SUPPS	60,914,086	58,378,000	59,056,000	36,971,000	39,796,000	-19,260,000
OTHER CHARGES	3,775,749	3,969,000	3,969,000	3,224,000	3,393,000	-576,000
FA - EQUIPMENT	699,205	475,000	475,000	918,000	618,000	143,000
OTH FIN USES	978,013	891,000	891,000	937,000	937,000	46,000
GROSS TOTAL	$ 117,127,024	$ 108,785,000	$ 117,527,000	$ 81,287,000	$ 95,332,000	$ -22,195,000
LESS INT TRFS	767,739	1,342,000	2,413,000	8,365,000	8,486,000	6,073,000
NET TOTAL	$ 116,359,285	$ 107,443,000	$ 115,114,000	$ 72,922,000	$ 86,846,000	$ -28,268,000
REVENUE	87,888,207	79,653,000	88,881,000	69,212,000	84,217,000	-4,664,000
NET CO COST	$ 28,471,078	$ 27,790,000	$ 26,233,000	$ 3,710,000	$ 2,629,000	$ -23,604,000
POSITIONS			1,355.7	1,158.9	937.5	-418.2

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

Health Services Administration provides for the Director of Health Services and staff to administer the Department of Health Services. Also includes the paramedic program, disaster services, Emergency Aid Plan programs, Proposition A contracting, service contracting, and grant administration.

The 1996-97 recommendations for Health Services Administration reflect distribution of overhead to the various budget units and clusters, separation of Health Plan Administration as a new budget unit, and elimination of vacant positions to better reflect the budget unit's operating level.

HEALTH PLAN ADMINISTRATION

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	$	$	$ 9,872,000	$ 9,845,000	$ 9,845,000
SVCS & SUPPS				14,061,000	14,061,000	14,061,000
GROSS TOTAL	$	$	$	$ 23,933,000	$ 23,906,000	$ 23,906,000
REVENUE				12,916,000	12,916,000	12,916,000
NET CO COST	$	$	$	$ 11,017,000	$ 10,990,000	$ 10,990,000
POSITIONS				197.8	164.7	164.7

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

The newly created Health Plan Administration budget unit provides for administration of the Community Health Plan and the General Relief Health Care Program, through which the County will deliver a full spectrum of health care services to Medi-Cal clients and certain temporary County employees and to General Relief recipients in a managed care environment, either as a direct service provider or through contracts. In addition, this budget unit finances the services costs of the General Relief Health Care Plan.

The 1996-97 recommendations reflect separation of this budget unit from Health Services Administration, in anticipation of becoming a provider for the mandatory Medi-Cal managed care population assigned to the Local Initiative Health Authority and to demonstrate financial viability as required by the Local Initiative.

SYSTEMS RECOVERY UNIT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 1,760,117	$ 4,445,000	$ 4,445,000	$ 4,313,000	$ 4,313,000	$ -132,000
SVCS & SUPPS	2,706,559	3,750,000	6,250,000	10,930,000	10,930,000	4,680,000
GROSS TOTAL	$ 4,466,676	$ 8,195,000	$ 10,695,000	$ 15,243,000	$ 15,243,000	$ 4,548,000
REVENUE	3,225,000					
NET CO COST	$ 1,241,676	$ 8,195,000	$ 10,695,000	$ 15,243,000	$ 15,243,000	$ 4,548,000
POSITIONS			77.0	77.0	77.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

The Systems Recovery Unit, established by the Board of Supervisors in 1994-95, separates appropriations necessary for the Hospital Financial Systems Recovery Project. On full implementation of the new system, this budget unit will cease to exist.

The 1996-97 recommendations reflect one-time costs for both hardware and software. Although these costs were originally to be spread over two fiscal years, service curtailments and privatization efforts at Rancho Los Amigos Medical Canter and High Desert Hospital delayed the IBAX replacement project, such that these costs will now be expended in 1996-97 only. Migration activity is currently anticipated to be completed during 1996-97.

AIDS PROGRAMS

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	9,149,327	$	9,511,000	$	11,304,000	$	11,868,000	$	11,412,000	$	108,000
SVCS & SUPPS		58,891,045		69,587,000		65,222,000		65,018,000		65,018,000		-204,000
OTHER CHARGES				428,000								
GROSS TOTAL	$	68,040,372	$	79,526,000	$	76,526,000	$	76,886,000	$	76,430,000	$	-96,000
LESS INT TRFS		2,361,119		2,272,000		2,272,000		2,287,000		2,287,000		15,000
NET TOTAL	$	65,679,253	$	77,254,000	$	74,254,000	$	74,599,000	$	74,143,000	$	-111,000
REVENUE		51,074,751		61,471,000		58,873,000		57,641,000		58,200,000		-673,000
NET CO COST	$	14,604,502	$	15,783,000	$	15,381,000	$	16,958,000	$	15,943,000	$	562,000
POSITIONS						223.0		241.0		217.0		-6.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

The AIDS Programs budget unit administers and provides various HIV/AIDS-related services, including preventive, educational, testing/counseling, surveillance and seroprevalence, residential treatment, and specific outpatient services.

The 1996-97 recommendations reflect the realignment of appropriation authority for State and federal grants to meet program requirements for the budget year, the distribution of overhead from Health Services Administration, and elimination of vacant positions to better reflect the budget unit's operating level.

ALCOHOL AND DRUG ABUSE

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 7,079,378	$ 7,179,000	$ 9,202,000	$ 8,973,000	$ 8,632,000	$ -570,000
SVCS & SUPPS	73,504,447	68,803,000	72,280,000	72,529,000	73,388,000	1,108,000
OTHER CHARGES	-1,826	41,000	97,000	11,000	11,000	-86,000
FA - EQUIPMENT	13,492	27,000	27,000	27,000	27,000	
GROSS TOTAL	$ 80,595,491	$ 76,050,000	$ 81,606,000	$ 81,540,000	$ 82,058,000	$ 452,000
LESS INT TRFS	1,734					
NET TOTAL	$ 80,593,757	$ 76,050,000	$ 81,606,000	$ 81,540,000	$ 82,058,000	$ 452,000
REVENUE	75,800,157	75,042,000	80,868,000	78,900,000	79,480,000	-1,388,000
NET CO COST	$ 4,793,600	$ 1,008,000	$ 738,000	$ 2,640,000	$ 2,578,000	$ 1,840,000
POSITIONS			183.6	180.6	162.6	-21.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

Through the Alcohol and Drug Abuse budget unit, the Department provides for the administration of federal, state, and local funds designated to reduce alcohol and drug problems, primarily through contracts with community-based organizations to provide education, prevention, and recovery services.

The 1996-97 recommendations reflect funding for mandated perinatal services for Medi-Cal clients under a new State requirement, the realignment of appropriation authority for State and federal grants to meet program requirements for 1996-97, the distribution of overhead from Health Services Administration, and elimination of vacant positions to better reflect the budget unit's operating level.

PUBLIC HEALTH PROGRAMS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 109,755,113	$ 112,398,000	$ 117,713,000	$ 116,377,000	$ 113,330,000	$ -4,383,000
SVCS & SUPPS	47,400,057	38,037,000	47,253,000	50,930,000	51,730,000	4,477,000
OTHER CHARGES	782,410	2,072,000	824,000	1,780,000	1,780,000	956,000
FA - EQUIPMENT	1,063,894	1,027,000	1,327,000	1,715,000	1,715,000	388,000
OTH FIN USES	36,778			7,000	7,000	7,000
GROSS TOTAL	$ 159,038,252	$ 153,534,000	$ 167,117,000	$ 170,809,000	$ 168,562,000	$ 1,445,000
LESS INT TRFS	1,026,644	517,000	1,289,000	416,000	416,000	-873,000
NET TOTAL	$ 158,011,608	$ 153,017,000	$ 165,828,000	$ 170,393,000	$ 168,146,000	$ 2,318,000
REVENUE	103,185,268	92,662,000	105,487,000	98,940,000	99,474,000	-6,013,000
			30309X			
NET CO COST	$ 54,826,340	$ 60,355,000	$ 60,341,000	$ 71,453,000	$ 68,672,000	$ 8,331,000
POSITIONS			2,207.0	2,305.8	1,955.7	-251.3

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

Public Health Programs enforces: all orders and ordinances of the Board of Supervisors pertaining to health and sanitation matters; all orders, quarantine regulations, and rules prescribed by the State Department of Health Services; all statutes relating to public health and vital statistics.

The 1996-97 recommendations reflect increased funding for the ten public health centers transferred from Personal Health Services to Public Health Services during the 1995-96 curtailments (but were funded in 1995-96 through salary savings, overrealized revenues, and other net savings), transfer of housekeeping functions from Rancho Los Amigos Medical Center to perform housekeeping for all General Fund budget units (including the ten public health centers), realignment of appropriation authority for State and federal grants to meet program requirements, distribution of overhead from Health Services Administration, and elimination of vacant positions to better reflect the budget unit's operating level.

JUVENILE COURT HEALTH SERVICES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 9,559,806	$ 10,367,000	$ 10,618,000	$ 10,578,000	$ 10,267,000	$ -351,000
SVCS & SUPPS	2,378,391	2,152,000	2,031,000	1,912,000	2,633,000	602,000
OTHER CHARGES	164,841	286,000	286,000	197,000	197,000	-89,000
FA - EQUIPMENT	22,984	7,000	7,000	23,000	23,000	16,000
GROSS TOTAL	$ 12,126,022	$ 12,812,000	$ 12,942,000	$ 12,710,000	$ 13,120,000	$ 178,000
LESS INT TRFS	9,074,125	9,969,000	9,969,000	9,971,000	10,671,000	702,000
NET TOTAL	$ 3,051,897	$ 2,843,000	$ 2,973,000	$ 2,739,000	$ 2,449,000	$ -524,000
REVENUE	2,466,918	1,365,000	1,534,000	1,604,000	1,604,000	70,000
NET CO COST	$ 584,979	$ 1,478,000	$ 1,439,000	$ 1,135,000	$ 845,000	$ -594,000
POSITIONS			181.8	183.4	159.9	-21.9

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

Juvenile Court Health Services delivers preventive, diagnostic and therapeutic health care for juveniles detained in Probation Department facilities and dependent children housed at MacLaren Children's Center.

The 1996-97 recommendations reflect the transfer of responsibility for services to dependent children at MacLaren Children's Center to the Department of Children and Family Services, but assume that a contract for these services will be awarded to the Department of Health Services. The recommendations also reflect the distribution of overhead from Health Services Administration and elimination of vacant positions to better reflect the budget unit's operating level.

CALIFORNIA CHILDREN SERVICES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 14,823,679	$ 15,500,000	$ 18,058,000	$ 23,879,000	$ 23,229,000	$ 5,171,000
SVCS & SUPPS	2,027,908	2,439,000	2,439,000	3,044,000	3,044,000	605,000
OTHER CHARGES	19,188,130	21,183,000	21,183,000	21,230,000	21,230,000	47,000
FA - EQUIPMENT	5,180	23,000	23,000	23,000	23,000	
GROSS TOTAL	$ 36,044,897	$ 39,145,000	$ 41,703,000	$ 48,176,000	$ 47,526,000	$ 5,823,000
REVENUE	23,377,251	23,897,000	25,289,000	32,391,000	31,952,000	6,663,000
NET CO COST	$ 12,667,646	$ 15,248,000	$ 16,414,000	$ 15,785,000	$ 15,574,000	$ -840,000
POSITIONS			395.2	512.2	495.2	100.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	CALIFORNIA CHILDREN SERVICES

California Children Services provides specialized diagnostic, treatment, and therapy services to children with certain catastrophic and chronic illnesses pursuant to the Health and Safety Code.

The 1996-97 recommendations reflect the addition of funding and positions to meet the State mandate to expand case management services for Medi-Cal eligible beneficiaries, distribution of overhead from Health Services Administration, and elimination of vacant positions to better reflect the budget unit's operating level.

HEALTH CARE

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES	$ 700,452,801	$ 477,000,000	$ 482,000,000	$ 613,845,000	$ 641,080,000	$ 159,080,000
REVENUE	700,452,801	477,000,000	482,000,000	613,845,000	641,080,000	159,080,000
NET CO COST	$	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

The Health Care budget unit finances funding for the intergovernmental transfer (IGT) required by the State in order to participate in the Disproportionate Share Hospital Supplementary Payment Program (SB 855).

The 1996-97 recommendations reflect the additional IGT anticipated to be required to draw down federal revenue based on the continuation of financing components in the 1115 Waiver.

REALIGNMENT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
REVENUE	$ 46,400,545	$ 101,985,000	$ 89,243,000	$ 89,243,000	$ 106,021,000	$ 16,778,000
NET CO COST	$ -46,400,545	$ -101,985,000	$ -89,243,000	$ -89,243,000	$ -106,021,000	$ -16,778,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

The Realignment budget unit accounts for Realignment sales tax revenues, which may be used for any County health services programs.

The 1996-97 recommendations reflect an increase in sales tax revenues, based on anticipated Statewide economic growth.

CONTRIBUTIONS TO HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
OTHER FIN USES						
N.E. CLUSTER	$ 134,689,000	$ 158,042,000	$ 178,976,000	$ 269,524,000	$ 189,544,000	$ 10,568,000
COASTL CLUSTER	46,723,000	87,989,000	83,292,000	100,085,000	71,555,000	-11,737,000
S.W. CLUSTER	92,619,000	118,890,000	109,812,000	127,703,000	81,946,000	-27,866,000
RANCHO/AMIGOS	20,197,000	36,139,000	22,804,000	28,800,000	21,343,000	-1,461,000
S.F.V. CLUSTER	29,366,000	65,551,000	45,105,000	70,164,000	46,321,000	1,216,000
A.V. CLUSTER	33,001,000	-3,863,000	8,633,000	14,358,000	8,259,000	-374,000
TOTAL	$ 356,595,000	$ 462,748,000	$ 448,622,000	$ 610,634,000	$ 418,968,000	$ -29,654,000

The General Fund Contribution to Hospital Enterprise Funds provides financial support to the operations of the hospitals, comprehensive health centers, health centers, and rehabilitation centers.

HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 1,152,635,383	$ 1,044,473,000	$ 1,072,112,000	$ 944,576,000	$ 923,263,000	$ -148,849,000
SVCS & SUPPS	747,070,469	687,315,000	723,445,000	644,850,000	656,570,000	-66,875,000
LESS EXP DIST	47,535,003	49,261,000	49,261,000	45,134,000	45,134,000	-4,127,000
TOT S & S	699,535,466	638,054,000	674,184,000	599,716,000	611,436,000	-62,748,000
OTHER CHARGES	73,959,918	98,258,000	102,547,000	117,418,000	119,556,000	17,009,000
FA - EQUIPMENT	3,145,709	2,713,000	1,714,000	2,085,000	2,305,000	591,000
OTH FIN USES	701,408,875	477,382,000	482,382,000	614,798,000	642,033,000	159,651,000
TOTAL OPER EXP	$ 2,630,685,351	$ 2,260,880,000	$ 2,332,939,000	$ 2,278,593,000	$ 2,298,593,000	$ -34,346,000
DESIGNATIONS/SB 855		$ 146,370,000	$	$	$	$
TOT FIN REQMTS	2,630,685,351	2,407,250,000	2,332,939,000	2,278,593,000	2,298,593,000	-34,346,000
AVAIL FINANCE						
FUND BALANCE	$ 11,998,000	$ 72,600,000	$ 72,600,000	$	$	$ -72,600,000
CANCEL RES/DES	$ 220,101,765	$	$	$	$ 146,370,000	$ 146,370,000
TOTAL REVENUE	$ 2,114,590,965	$ 1,871,902,000	$ 1,811,717,000	$ 1,667,959,000	$ 1,733,255,000	$ -78,462,000
TOT AVAIL FIN	2,346,690,730	1,944,502,000	1,884,317,000	1,667,959,000	1,879,625,000	-4,692,000
GAIN OR LOSS	$ -283,994,621	$ -462,748,000	$ -448,622,000	$ -610,634,000	$ -418,968,000	$ 29,654,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 356,595,000	$ 462,748,000	$ 448,622,000	$ 610,634,000	$ 418,968,000	$ -29,654,000
POSITIONS			21,110.6	20,126.3	17,096.3	-4,014.3

HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		4,765,000	3,441,000	3,691,000	4,079,000	638,000
I R - STATE						
ST HLTH ADM	20,225,954					
SB 1732 REV		2,074,000	4,000,000	9,189,000	9,189,000	5,189,000
STATE-OTHER		8,182,000	12,611,000	7,784,000	7,780,000	-4,831,000
CHIP-HOSP	59,935,997	60,670,000	60,670,000	62,623,000	62,623,000	1,953,000
PAT FIN SVS		15,517,000	16,371,000	15,871,000	15,871,000	-500,000
PR.STA. OTHR		105,267,000				
I R -FEDERAL						
FED-OTHER		4,794,000	724,000	2,074,000	2,074,000	1,350,000
AMNESTY/LIMA	51,336,366					
CHARGES-SVS						
TAR CSE MGMT	27,990,191		9,790,000			-9,790,000
SB 855	951,106,809	582,545,000	582,545,000	811,536,000	832,620,000	250,075,000
HOSP INS COL		43,269,000	40,128,000	40,684,000	40,601,000	473,000
HOSP S/P COL	22,199,217	17,712,000	21,606,000	19,044,000	19,032,000	-2,574,000
COMMTY HLTH		14,377,000	14,790,000	14,609,000	14,609,000	-181,000
MEDCAL#1255	182,280,000	295,110,000	358,262,000	95,038,000	76,330,000	-281,932,000
MEDI-CAL	533,675,788	444,357,000	500,158,000	399,616,000	398,164,000	-101,994,000
MEDICARE	111,785,261	68,991,000	61,828,000	63,840,000	63,664,000	1,836,000
CHG-SVC OTHR	56,072,134	48,079,000	30,698,000	21,656,000	25,332,000	-5,366,000
MISCELANEOUS		268,000		2,565,000	947,000	947,000
DMH-PAT CARE		38,683,000	38,771,000	40,703,000	40,703,000	1,932,000
OTH G/F DEPT		20,442,000	21,024,000	17,262,000	17,522,000	-3,502,000
1115 WAIVER		96,800,000	34,300,000	40,174,000	102,115,000	67,815,000
MISC REV						
MISC	97,983,248					
TOTAL REVENUE	$ 2,114,590,965	$ 1,871,902,000	$ 1,811,717,000	$ 1,667,959,000	$ 1,733,255,000	$ -78,462,000

HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 37,638,582	$ 31,747,000	$ 33,055,000	$ 29,465,000	$ 28,857,000	$ -4,198,000
SVCS & SUPPS	19,213,262	16,138,000	16,796,000	13,549,000	14,174,000	-2,622,000
OTHER CHARGES	1,246,972	4,441,000	4,394,000	5,655,000	5,655,000	1,261,000
FA - EQUIPMENT	113,897	92,000	93,000	100,000	20,000	-73,000
OTH FIN USES	3,915,179	3,712,000	3,750,000	4,913,000	4,913,000	1,163,000
TOTAL OPER EXP	$ 62,127,892	$ 56,130,000	$ 58,088,000	$ 53,682,000	$ 53,619,000	$ -4,469,000
DESIGNATIONS/SB 855		$ 2,886,000	$	$	$	$
TOT FIN REQMTS	62,127,892	59,016,000	58,088,000	53,682,000	53,619,000	-4,469,000
AVAIL FINANCE						
FUND BALANCE	$ 182,000	$ 12,441,000	$ 12,441,000	$	$	$ -12,441,000
CANCEL RES/DES	$ 1,776,987	$	$	$	$ 2,886,000	$ 2,886,000
TOTAL REVENUE	$ 39,609,237	$ 50,438,000	$ 37,014,000	$ 39,324,000	$ 42,474,000	$ 5,460,000
TOT AVAIL FIN	41,568,224	62,879,000	49,455,000	39,324,000	45,360,000	-4,095,000
GAIN OR LOSS	$ -20,559,668	$ 3,863,000	$ -8,633,000	$ -14,358,000	$ -8,259,000	$ 374,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 33,001,000	$ -3,863,000	$ 8,633,000	$ 14,358,000	$ 8,259,000	$ -374,000
POSITIONS			643.9	646.5	493.5	-150.4

HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		98,000	98,000			-98,000
I R - STATE						
ST HLTH ADM	1,046,722					
STATE-OTHER		246,000	240,000	326,000	326,000	86,000
CHIP-HOSP	574,187	585,000	585,000	604,000	604,000	19,000
PAT FIN SVS		929,000	929,000	929,000	929,000	
I R -FEDERAL						
FED-OTHER		50,000	50,000	50,000	50,000	
AMNESTY/LIMA	405,622					
CHARGES-SVS						
TAR CSE MGMT	877,087		387,000			-387,000
SB 855	5,350,740	4,513,000	4,513,000	6,637,000	6,637,000	2,124,000
HOSP INS COL		788,000	788,000	765,000	765,000	-23,000
HOSP S/P COL	1,376,213	1,312,000	1,808,000	1,263,000	1,263,000	-545,000
COMMTY HLTH		2,484,000	2,841,000	2,684,000	2,684,000	-157,000
MEDCAL#1255	961,143	17,847,000	3,320,000	7,881,000	9,081,000	5,761,000
MEDI-CAL	16,186,684	11,952,000	12,627,000	9,266,000	9,266,000	-3,361,000
MEDICARE	2,837,260	2,542,000	2,605,000	2,514,000	2,514,000	-91,000
CHG-SVC OTHR	5,565,333	424,000	442,000	521,000	521,000	79,000
DMH-PAT CARE		11,000	11,000	11,000	11,000	
OTH G/F DEPT		4,557,000	5,620,000	4,584,000	4,584,000	-1,036,000
1115 WAIVER		2,100,000	150,000	1,289,000	3,239,000	3,089,000
MISC REV						
MISC	4,428,246					
TOTAL REVENUE	$ 39,609,237	$ 50,438,000	$ 37,014,000	$ 39,324,000	$ 42,474,000	$ 5,460,000

The 1996-97 recommendations reflect elimination of the appropriation to fund the higher level of service for the first four months of 1995-96 including costs associated with layoffs, the additional funding necessary for an increase in the SB 855 intergovernmental transfer necessary to draw down enhanced federal revenue through the 1115 Waiver, elimination of vacant positions to better reflect the cluster's operating level, and funding to reflect the distribution of Health Services Administration overhead.

In addition, recommendations for the Antelope Valley Cluster include additional local financing to maintain the current program level, due to the loss of revenues in 1995-96.

High Desert Hospital

	Estimated Full Year 1995-96	Adjusted Allowance 1995-96	Department Request 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	27,112,000	27,116,000	24,740,000	24,132,000	(2,984,000)
Services & Supplies	13,474,000	13,474,000	10,854,000	11,399,000	(2,075,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	13,474,000	13,474,000	10,854,000	11,399,000	(2,075,000)
Other Charges	4,383,000	4,364,000	5,560,000	5,560,000	1,196,000
Fixed Assets - Equipment	59,000	59,000	6,000	6,000	(53,000)
Other Financing Uses	3,712,000	3,750,000	4,913,000	4,913,000	1,163,000
Designation/SB 855	2,886,000	0	0	0	0
Total Financial Requirements	51,626,000	48,763,000	46,073,000	46,010,000	(2,753,000)
Program Revenue	42,666,000	28,863,000	33,490,000	36,640,000	7,777,000
County Contribution/Cancellations/Fund Balance	8,960,000	19,900,000	12,583,000	9,370,000	(10,530,000)
Positions		515.5	518.1	365.1	(150.4)
Budgeted Beds		75	75	75	0

Antelope Valley Health Center

	Estimated Full Year 1995-96	Adjusted Allowance 1995-96	Department Request 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	725,000	801,000	630,000	630,000	(171,000)
Services & Supplies	1,000,000	1,246,000	981,000	981,000	(265,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	1,000,000	1,246,000	981,000	981,000	(265,000)
Other Charges	28,000	0	0	0	0
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	1,753,000	2,047,000	1,611,000	1,611,000	(436,000)
Program Revenue	2,741,000	1,178,000	804,000	804,000	(374,000)
County Contribution/Cancellations/Fund Balance	(988,000)	869,000	807,000	807,000	(62,000)
Positions		17.7	17.7	17.7	0.0

Antelope Valley Rehabilitation Centers

	Estimated Full Year 1995-96	Adjusted Allowance 1995-96	Department Request 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	3,910,000	5,138,000	4,095,000	4,095,000	(1,043,000)
Services & Supplies	1,664,000	2,076,000	1,714,000	1,794,000	(282,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	1,664,000	2,076,000	1,714,000	1,794,000	(282,000)
Other Charges	30,000	30,000	95,000	95,000	65,000
Fixed Assets - Equipment	33,000	34,000	94,000	14,000	(20,000)
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	5,637,000	7,278,000	5,998,000	5,998,000	(1,280,000)
Program Revenue	5,031,000	6,973,000	5,030,000	5,030,000	(1,943,000)
County Contribution/Cancellations/Fund Balance	606,000	305,000	968,000	968,000	663,000
Positions		110.7	110.7	110.7	0.0

HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 187,180,491	$ 179,594,000	$ 184,886,000	$ 180,419,000	$ 176,994,000	$ -7,892,000
SVCS & SUPPS	121,402,176	118,304,000	130,647,000	118,007,000	120,498,000	-10,149,000
LESS EXP DIST	9,435,414	10,959,000	10,959,000	10,959,000	10,959,000	
TOT S & S	111,966,762	107,345,000	119,688,000	107,048,000	109,539,000	-10,149,000
OTHER CHARGES	10,921,080	15,957,000	15,787,000	13,570,000	13,699,000	-2,088,000
FA - EQUIPMENT	865,171	243,000	243,000	692,000	692,000	449,000
OTH FIN USES	113,982,157	77,696,000	78,511,000	104,092,000	104,092,000	25,581,000
TOTAL OPER EXP	$ 424,915,661	$ 380,835,000	$ 399,115,000	$ 405,821,000	$ 405,016,000	$ 5,901,000
DESIGNATIONS/SB 855		$ 24,998,000	$	$	$	$
TOT FIN REQMTS	424,915,661	405,833,000	399,115,000	405,821,000	405,016,000	5,901,000
AVAIL FINANCE						
FUND BALANCE	$ 1,751,000	$ 13,481,000	$ 13,481,000	$	$	$ -13,481,000
CANCEL RES/DES	$ 39,845,868	$	$	$	$ 24,998,000	$ 24,998,000
TOTAL REVENUE	$ 350,077,547	$ 304,363,000	$ 302,342,000	$ 305,736,000	$ 308,463,000	$ 6,121,000
TOT AVAIL FIN	391,674,415	317,844,000	315,823,000	305,736,000	333,461,000	17,638,000
GAIN OR LOSS	$ -33,241,246	$ -87,989,000	$ -83,292,000	$ -100,085,000	$ -71,555,000	$ 11,737,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 46,723,000	$ 87,989,000	$ 83,292,000	$ 100,085,000	$ 71,555,000	$ -11,737,000
POSITIONS			3,497.1	3,468.5	3,125.5	-371.6

HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		622,000	527,000	888,000	888,000	361,000
I R - STATE						
ST HLTH ADM	3,297,872					
SB 1732 REV				859,000	859,000	859,000
STATE-OTHER		567,000	999,000	531,000	531,000	-468,000
CHIP-HOSP	8,864,533	8,994,000	8,994,000	9,284,000	9,284,000	290,000
PAT FIN SVS		2,687,000	2,687,000	2,687,000	2,687,000	
I R -FEDERAL						
AMNESTY/LIMA	10,081,393					
CHARGES-SVS						
TAR CSE MGMT	4,593,168		1,718,000			-1,718,000
SB 855	155,629,051	94,899,000	94,899,000	140,544,000	140,544,000	45,645,000
HOSP INS COL		12,006,000	12,066,000	12,066,000	12,066,000	
HOSP S/P COL	4,845,875	4,510,000	4,594,000	4,475,000	4,475,000	-119,000
COMMTY HLTH		5,233,000	5,233,000	5,328,000	5,328,000	95,000
MEDCAL#1255	33,075,914	57,994,000	62,927,000	21,322,000	18,649,000	-44,278,000
MEDI-CAL	82,982,599	78,063,000	75,859,000	71,712,000	71,712,000	-4,147,000
MEDICARE	22,278,674	17,278,000	15,879,000	17,315,000	17,315,000	1,436,000
CHG-SVC OTHR	6,152,914	4,269,000	4,246,000	4,178,000	4,178,000	-68,000
DMH-PAT CARE		6,915,000	6,915,000	6,915,000	6,915,000	
OTH G/F DEPT		1,896,000	1,769,000	2,449,000	2,449,000	680,000
1115 WAIVER		8,430,000	3,030,000	5,183,000	10,583,000	7,553,000
MISC REV						
MISC	18,275,554					
TOTAL REVENUE	$ 350,077,547	$ 304,363,000	$ 302,342,000	$ 305,736,000	$ 308,463,000	$ 6,121,000

The 1996-97 recommendations reflect elimination of the appropriation to fund the higher level of service for the first four months of 1995-96 including costs associated with layoffs, the elimination of funding for health centers due to their anticipated privatization, less costs for monitoring the privatized health centers, the additional funding necessary for an increase in the SB 855 intergovernmental transfer necessary to draw down enhanced federal revenue through the 1115 Waiver, elimination of vacant positions to better reflect the cluster's operating level, and funding to reflect the distribution of Health Services Administration overhead.

In addition, recommendations for the Coastal Cluster include funding for JCAHO survey needs and transfer of materials management and housekeeping functions from Rancho Los Amigos Medical Center, where they had been centralized for the network.

Harbor/UCLA Medical Center

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	172,713,000	177,638,000	175,305,000	172,244,000	(5,394,000)
Services & Supplies	113,252,000	125,723,000	114,867,000	117,360,000	(8,363,000)
Less: Expenditure Distribution	10,959,000	10,959,000	10,959,000	10,959,000	0
Net Services & Supplies	102,293,000	114,764,000	103,908,000	106,401,000	(8,363,000)
Other Charges	13,639,000	13,798,000	11,617,000	11,746,000	(2,052,000)
Fixed Assets - Equipment	209,000	209,000	658,000	658,000	449,000
Other Financing Uses	77,687,000	78,502,000	104,092,000	104,092,000	25,590,000
Designation/SB 855	24,998,000	0	0	0	0
Total Financial Requirements	391,539,000	384,911,000	395,580,000	395,141,000	10,230,000
Program Revenue	291,858,000	293,767,000	299,644,000	296,971,000	3,204,000
County Contribution/Cancellations/Fund Balance	99,681,000	91,144,000	95,936,000	98,170,000	7,026,000
Positions		3,362.3	3,363.7	3,020.7	(341.6)
Budgeted Beds		394	394	394	0

Summary of Coastal Cluster Health Centers

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	6,881,000	7,248,000	5,114,000	4,750,000	(2,498,000)
Services & Supplies	5,052,000	4,924,000	3,140,000	3,138,000	(1,786,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	5,052,000	4,924,000	3,140,000	3,138,000	(1,786,000)
Other Charges	2,318,000	1,989,000	1,953,000	1,953,000	(36,000)
Fixed Assets - Equipment	34,000	34,000	34,000	34,000	0
Other Financing Uses	9,000	9,000	0	0	(9,000)
Total Financial Requirements	14,294,000	14,204,000	10,241,000	9,875,000	(4,329,000)
Program Revenue	12,505,000	8,575,000	6,092,000	11,492,000	
County Contribution/Cancellations/Fund Balance	1,789,000	5,629,000	4,149,000	(1,617,000)	(4,329,000)
Positions		134.8	104.8	104.8	(30.0)

Long Beach Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	5,249,000	5,114,000	4,750,000	(499,000)
Services & Supplies	2,924,000	3,140,000	3,138,000	214,000
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	2,924,000	3,140,000	3,138,000	214,000
Other Charges	1,987,000	1,953,000	1,953,000	(34,000)
Fixed Assets - Equipment	34,000	34,000	34,000	0
Other Financing Uses	9,000	0	0	(9,000)
Total Financial Requirements	10,203,000	10,241,000	9,875,000	(328,000)
Program Revenue	5,694,000	6,092,000	11,492,000	0
County Contribution/Cancellations/Fund Balance	4,509,000	4,149,000	(1,617,000)	(328,000)
Positions	89.8	104.8	104.8	15.0

Norwalk Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	387,000	0	0	(387,000)
Services & Supplies	420,000	0	0	(420,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	420,000	0	0	(420,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	807,000	0	0	(807,000)
Program Revenue	657,000	0	0	(657,000)
County Contribution/Cancellations/Fund Balance	150,000	0	0	(150,000)
Positions	7.8	0.0	0.0	(7.8)

Harbor Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	233,000	0	0	(233,000)
Services & Supplies	200,000	0	0	(200,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	200,000	0	0	(200,000)
Other Charges	2,000	0	0	(2,000)
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	435,000	0	0	(435,000)
Program Revenue	233,000	0	0	(233,000)
County Contribution/Cancellations/Fund Balance	202,000	0	0	(202,000)
Positions	5.5	0.0	0.0	(5.5)

Bellflower Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	1,039,000	0	0	(1,039,000)
Services & Supplies	620,000	0	0	(620,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	620,000	0	0	(620,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	1,659,000	0	0	(1,659,000)
Program Revenue	1,161,000	0	0	(1,161,000)
County Contribution/Cancellations/Fund Balance	498,000	0	0	(498,000)
Positions	23.4	0.0	0.0	(23.4)

Hawaiian Gardens Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	95,000	0	0	(95,000)
Services & Supplies	140,000	0	0	(140,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	140,000	0	0	(140,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	235,000	0	0	(235,000)
Program Revenue	165,000	0	0	(165,000)
County Contribution/Cancellations/Fund Balance	70,000	0	0	(70,000)
Positions	2.2	0.0	0.0	(2.2)

Torrance Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	156,000	0	0	(156,000)
Services & Supplies	200,000	0	0	(200,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	200,000	0	0	(200,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	356,000	0	0	(356,000)
Program Revenue	156,000	0	0	(156,000)
County Contribution/Cancellations/Fund Balance	200,000	0	0	(200,000)
Positions	3.8	0.0	0.0	(3.8)

Wilmington Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	89,000	0	0	(89,000)
Services & Supplies	420,000	0	0	(420,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	420,000	0	0	(420,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	509,000	0	0	(509,000)
Program Revenue	509,000	0	0	(509,000)
County Contribution/Cancellations/Fund Balance	0	0	0	0
Positions	2.3	0.0	0.0	(2.3)

HOSPITAL ENTERPRISE FUND
NORTHEAST CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 476,054,680	$ 432,638,000	$ 434,315,000	$ 399,430,000	$ 392,191,000	$ -42,124,000
SVCS & SUPPS	361,423,444	334,990,000	335,663,000	321,165,000	325,547,000	-10,116,000
LESS EXP DIST	38,099,601	38,302,000	38,302,000	34,175,000	34,175,000	-4,127,000
TOT S & S	323,323,843	296,688,000	297,361,000	286,990,000	291,372,000	-5,989,000
OTHER CHARGES	28,682,496	35,813,000	37,285,000	40,853,000	42,336,000	5,051,000
FA - EQUIPMENT	1,032,921	735,000	735,000			-735,000
OTH FIN USES	301,820,983	205,315,000	207,464,000	276,045,000	276,045,000	68,581,000
TOTAL OPER EXP	$ 1,130,914,923	$ 971,189,000	$ 977,160,000	$ 1,003,318,000	$ 1,001,944,000	$ 24,784,000
DESIGNATIONS/SB 855		$ 66,217,000	$	$	$	$
TOT FIN REQMTS	1,130,914,923	1,037,406,000	977,160,000	1,003,318,000	1,001,944,000	24,784,000
AVAIL FINANCE						
FUND BALANCE	$ 5,025,000	$ 1,912,000	$ 1,912,000	$	$	$ -1,912,000
CANCEL RES/DES	$ 100,673,313	$	$	$	$ 66,217,000	$ 66,217,000
TOTAL REVENUE	$ 892,439,484	$ 877,452,000	$ 796,272,000	$ 733,794,000	$ 746,183,000	$ -50,089,000
TOT AVAIL FIN	998,137,797	879,364,000	798,184,000	733,794,000	812,400,000	14,216,000
GAIN OR LOSS	$ -132,777,126	$ -158,042,000	$ -178,976,000	$ -269,524,000	$ -189,544,000	$ -10,568,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 134,689,000	$ 158,042,000	$ 178,976,000	$ 269,524,000	$ 189,544,000	$ 10,568,000
POSITIONS			8,972.4	9,015.7	7,245.0	-1,727.4

HOSPITAL ENTERPRISE FUND
NORTHEAST CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		2,729,000	1,500,000	1,875,000	1,875,000	375,000
I R - STATE						
ST HLTH ADM	8,729,475					
STATE-OTHER		3,062,000	3,891,000	3,856,000	3,856,000	-35,000
CHIP-HOSP	34,409,856	34,790,000	34,790,000	35,909,000	35,909,000	1,119,000
PAT FIN SVS		6,261,000	7,115,000	6,615,000	6,615,000	-500,000
PR.STA. OTHR		105,267,000				
I R -FEDERAL						
FED-OTHER		4,070,000		1,350,000	1,350,000	1,350,000
AMNESTY/LIMA	25,859,653					
CHARGES-SVS						
TAR CSE MGMT	11,267,828		3,095,000			-3,095,000
SB 855	406,053,589	250,501,000	250,501,000	371,962,000	371,962,000	121,461,000
HOSP INS COL		12,114,000	10,620,000	10,750,000	10,750,000	130,000
HOSP S/P COL	10,343,347	7,590,000	9,304,000	7,481,000	7,481,000	-1,823,000
COMMTY HLTH		3,041,000	3,063,000	2,941,000	2,941,000	-122,000
MEDCAL#1255	96,071,980	151,988,000	187,951,000	49,564,000	34,494,000	-153,457,000
MEDI-CAL	202,645,408	172,622,000	215,796,000	161,390,000	161,231,000	-54,565,000
MEDICARE	37,700,313	24,880,000	21,959,000	24,804,000	22,112,000	153,000
CHG-SVC OTHR	28,344,435	29,453,000	9,162,000	14,153,000	14,153,000	4,991,000
DMH-PAT CARE		12,597,000	12,685,000	12,620,000	12,620,000	-65,000
OTH G/F DEPT		6,887,000	5,950,000	7,400,000	7,559,000	1,609,000
1115 WAIVER		49,600,000	18,890,000	21,124,000	51,275,000	32,385,000
MISC REV						
MISC	31,013,600					
TOTAL REVENUE	$ 892,439,484	$ 877,452,000	$ 796,272,000	$ 733,794,000	$ 746,183,000	$ -50,089,000

The 1996-97 recommendations reflect elimination of the appropriation to fund the higher level of service for the first four months of 1995-96 including costs associated with layoffs, the elimination of funding for health centers due to their anticipated privatization, less costs for monitoring the privatized health centers, the additional funding necessary for an increase in the SB 855 intergovernmental transfer necessary to draw down enhanced federal revenue through the 1115 Waiver, elimination of vacant positions to better reflect the cluster's operating level, and funding to reflect the distribution of Health Services Administration overhead.

In addition, recommendations for the Northeast Cluster include a reduction of appropriation to reflect a lower census, resulting in a reduction of 123 beds at LAC+USC Medical Center, other reductions reflecting lower hospital outpatient visits, funding for JCAHO survey needs, and additional financing to maintain the current program level, which is estimated to exceed the 1995-96 adjusted allowance.

LAC+USC Medical Center

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	397,621,000	392,552,000	371,004,000	360,972,000	(31,580,000)
Services & Supplies	312,213,000	309,977,000	301,352,000	305,734,000	(4,243,000)
Less: Expenditure Distribution	38,302,000	38,302,000	34,175,000	34,175,000	(4,127,000)
Net Services & Supplies	273,911,000	271,675,000	267,177,000	271,559,000	(116,000)
Other Charges	32,837,000	35,076,000	37,530,000	39,013,000	3,937,000
Fixed Assets - Equipment	610,000	610,000	0	0	(610,000)
Other Financing Uses	205,144,000	207,293,000	275,868,000	275,868,000	68,575,000
Designation/SB 855	66,217,000	0	0	0	0
Gross Appropriation	976,340,000	907,206,000	951,579,000	947,412,000	40,206,000
Intrafund Transfers/Program Revenue	814,669,000	753,248,000	704,030,000	715,050,000	(38,198,000)
County Contribution/Cancellations/Fund Balance	161,671,000	153,958,000	247,549,000	232,362,000	78,404,000
Positions		8,224.9	8,275.7	6,702.7	(1,522.2)
Budgeted Beds		983	860	860	(123)

Summary of Northeast Cluster Health Centers

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	35,017,000	41,763,000	28,426,000	31,219,000	(10,544,000)
Services & Supplies	22,777,000	25,686,000	19,813,000	19,813,000	(5,873,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	22,777,000	25,686,000	19,813,000	19,813,000	(5,873,000)
Other Charges	2,976,000	2,209,000	3,323,000	3,323,000	1,114,000
Fixed Assets - Equipment	125,000	125,000	0	0	(125,000)
Other Financing Uses	171,000	171,000	177,000	177,000	6,000
Gross Appropriation	61,066,000	69,954,000	51,739,000	54,532,000	(15,422,000)
Intrafund Transfers/Program Revenue	62,783,000	43,024,000	29,764,000	31,133,000	(11,891,000)
County Contribution/Cancellations/Fund Balance	(1,717,000)	26,930,000	21,975,000	23,399,000	(3,531,000)
Positions		747.5	740.0	542.3	(205.2)

El Monte Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	8,664,000	8,015,000	7,967,000	(697,000)
Services & Supplies	4,668,000	3,905,000	4,058,000	(610,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	4,668,000	3,905,000	4,058,000	(610,000)
Other Charges	1,717,000	2,108,000	2,467,000	750,000
Fixed Assets - Equipment	42,000	0	0	(42,000)
Other Financing Uses	78,000	78,000	78,000	0
Gross Appropriation	15,169,000	14,106,000	14,570,000	(599,000)
Intrafund Transfers/Program Revenue	8,665,000	7,793,000	8,123,000	(542,000)
County Contribution/Cancellations/Fund Balance	6,504,000	6,313,000	6,447,000	(57,000)
Positions	170.0	191.0	137.0	(33.0)

Roybal Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	10,926,000	9,328,000	10,047,000	(879,000)
Services & Supplies	6,467,000	5,153,000	5,656,000	(811,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	6,467,000	5,153,000	0	(6,467,000)
Other Charges	473,000	753,000	721,000	248,000
Fixed Assets - Equipment	35,000	0	0	(35,000)
Other Financing Uses	43,000	43,000	43,000	0
Gross Appropriation	17,944,000	15,277,000	10,811,000	(7,133,000)
Intrafund Transfers/Program Revenue	10,657,000	8,703,000	9,109,000	(1,548,000)
County Contribution/Cancellations/Fund Balance	7,287,000	6,574,000	1,702,000	(5,585,000)
Positions	211.2	232.7	170.2	(41.0)

Hudson Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	14,360,000	11,083,000	13,205,000	(1,155,000)
Services & Supplies	11,755,000	10,755,000	10,099,000	(1,656,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	11,755,000	10,755,000	10,099,000	(1,656,000)
Other Charges	19,000	462,000	135,000	116,000
Fixed Assets - Equipment	15,000	0	0	(15,000)
Other Financing Uses	50,000	56,000	56,000	6,000
Gross Appropriation	26,199,000	22,356,000	23,495,000	(2,704,000)
Intrafund Transfers/Program Revenue	16,620,000	13,268,000	13,901,000	(2,719,000)
County Contribution/Cancellations/Fund Balance	9,579,000	9,088,000	9,594,000	15,000
Positions	291.8	316.3	235.2	(56.6)

Whittier Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	414,000	0	0	(414,000)
Services & Supplies	127,000	0	0	(127,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	127,000	0	0	(127,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	541,000	0	0	(541,000)
Intrafund Transfers/Program Revenue	347,000	0	0	(347,000)
County Contribution/Cancellations/Fund Balance	194,000	0	0	(194,000)
Positions	0.0	0.0	0.0	0.0

Pico Rivera Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	589,000	0	0	(589,000)
Services & Supplies	260,000	0	0	(260,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	260,000	0	0	(260,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	849,000	0	0	(849,000)
Intrafund Transfers/Program Revenue	833,000	0	0	(833,000)
County Contribution/Cancellations/Fund Balance	16,000	0	0	(16,000)
Positions	12.1	0.0	0.0	(12.1)

Ruth Temple Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	970,000	0	0	(970,000)
Services & Supplies	578,000	0	0	(578,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	578,000	0	0	(578,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	21,000	0	0	(21,000)
Other Financing Uses	0	0	0	0
Gross Appropriation	1,569,000	0	0	(1,569,000)
Intrafund Transfers/Program Revenue	846,000	0	0	(846,000)
County Contribution/Cancellations/Fund Balance	723,000	0	0	(723,000)
Positions	17.1	0.0	0.0	(17.1)

Alhambra Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	1,710,000	0	0	(1,710,000)
Services & Supplies	302,000	0	0	(302,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	302,000	0	0	(302,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	6,000	0	0	(6,000)
Other Financing Uses	0	0	0	0
Gross Appropriation	2,018,000	0	0	(2,018,000)
Intrafund Transfers/Program Revenue	1,161,000	0	0	(1,161,000)
County Contribution/Cancellations/Fund Balance	857,000	0	0	(857,000)
Positions	27.3	0.0	0.0	(27.3)

La Puente Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	669,000	0	0	(669,000)
Services & Supplies	302,000	0	0	(302,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	302,000	0	0	(302,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	971,000	0	0	(971,000)
Intrafund Transfers/Program Revenue	977,000	0	0	(977,000)
County Contribution/Cancellations/Fund Balance	(6,000)	0	0	6,000
Positions	12.0	0.0	0.0	(12.0)

Northeast Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	619,000	0	0	(619,000)
Services & Supplies	148,000	0	0	(148,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	148,000	0	0	(148,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	1,000	0	0	(1,000)
Other Financing Uses	0	0	0	0
Gross Appropriation	768,000	0	0	(768,000)
Intrafund Transfers/Program Revenue	508,000	0	0	(508,000)
County Contribution/Cancellations/Fund Balance	260,000	0	0	(260,000)
Positions	0.0	0.0	0.0	0.0

Central/Weingart Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	660,000	0	0	(660,000)
Services & Supplies	257,000	0	0	(257,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	257,000	0	0	(257,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	917,000	0	0	(917,000)
Intrafund Transfers/Program Revenue	441,000	0	0	(441,000)
County Contribution/Cancellations/Fund Balance	476,000	0	0	(476,000)
Positions	0.0	0.0	0.0	0.0

Hollywood-Wilshire Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	484,000	0	0	(484,000)
Services & Supplies	240,000	0	0	(240,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	240,000	0	0	(240,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	724,000	0	0	(724,000)
Intrafund Transfers/Program Revenue	408,000	0	0	(408,000)
County Contribution/Cancellations/Fund Balance	316,000	0	0	(316,000)
Positions	0.0	0.0	0.0	0.0

Burke Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	590,000	0	0	(590,000)
Services & Supplies	201,000	0	0	(201,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	201,000	0	0	(201,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	5,000	0	0	(5,000)
Other Financing Uses	0	0	0	0
Gross Appropriation	796,000	0	0	(796,000)
Intrafund Transfers/Program Revenue	469,000	0	0	(469,000)
County Contribution/Cancellations/Fund Balance	327,000	0	0	(327,000)
Positions	0.0	0.0	0.0	0.0

Venice Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	56,000	0	0	(56,000)
Services & Supplies	10,000	0	0	(10,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	10,000	0	0	(10,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	66,000	0	0	(66,000)
Intrafund Transfers/Program Revenue	97,000	0	0	(97,000)
County Contribution/Cancellations/Fund Balance	(31,000)	0	0	31,000
Positions	0.0	0.0	0.0	0.0

Monrovia Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	124,000	0	0	(124,000)
Services & Supplies	61,000	0	0	(61,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	61,000	0	0	(61,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	185,000	0	0	(185,000)
Intrafund Transfers/Program Revenue	127,000	0	0	(127,000)
County Contribution/Cancellations/Fund Balance	58,000	0	0	(58,000)
Positions	0.0	0.0	0.0	0.0

Azusa Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	376,000	0	0	(376,000)
Services & Supplies	138,000	0	0	(138,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	138,000	0	0	(138,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	514,000	0	0	(514,000)
Intrafund Transfers/Program Revenue	390,000	0	0	(390,000)
County Contribution/Cancellations/Fund Balance	124,000	0	0	(124,000)
Positions	6.0	0.0	0.0	(6.0)

Pomona Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	552,000	0	0	(552,000)
Services & Supplies	172,000	0	0	(172,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	172,000	0	0	(172,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Gross Appropriation	724,000	0	0	(724,000)
Intrafund Transfers/Program Revenue	478,000	0	0	(478,000)
County Contribution/Cancellations/Fund Balance	246,000	0	0	(246,000)
Positions	0.0	0.0	0.0	0.0

HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 117,011,205	$ 110,190,000	$ 116,524,000	$ 58,828,000	$ 54,905,000	$ -61,619,000
SVCS & SUPPS	56,212,261	54,459,000	54,459,000	16,627,000	17,199,000	-37,260,000
OTHER CHARGES	2,212,886	11,110,000	11,918,000	23,821,000	23,821,000	11,903,000
FA - EQUIPMENT	59,525	264,000	264,000	175,000	175,000	-89,000
OTH FIN USES	58,400,981	56,299,000	56,887,000	47,150,000	74,385,000	17,498,000
TOTAL OPER EXP	$ 233,896,858	$ 232,322,000	$ 240,052,000	$ 146,601,000	$ 170,485,000	$ -69,567,000
DESIGNATIONS/SB 855		$ 7,457,000	$	$	$	$
TOT FIN REQMTS	233,896,858	239,779,000	240,052,000	146,601,000	170,485,000	-69,567,000
AVAIL FINANCE						
FUND BALANCE	$ 1,725,000	$ 34,781,000	$ 34,781,000	$	$	$ -34,781,000
CANCEL RES/DES	$ 19,700,437	$	$	$	$ 7,457,000	$ 7,457,000
TOTAL REVENUE	$ 227,054,897	$ 168,859,000	$ 182,467,000	$ 117,801,000	$ 141,685,000	$ -40,782,000
TOT AVAIL FIN	248,480,334	203,640,000	217,248,000	117,801,000	149,142,000	-68,106,000
GAIN OR LOSS	$ 14,583,476	$ -36,139,000	$ -22,804,000	$ -28,800,000	$ -21,343,000	$ 1,461,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 20,197,000	$ 36,139,000	$ 22,804,000	$ 28,800,000	$ 21,343,000	$ -1,461,000
POSITIONS			2,258.9	1,310.5	1,308.5	-950.4
Budgeted Beds			299	214	207	-92

HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		388,000	388,000		388,000	
I R - STATE						
ST HLTH ADM	668,139					
SB 1732 REV		2,074,000	4,000,000	6,440,000	6,440,000	2,440,000
STATE-OTHER		129,000	129,000	33,000	29,000	-100,000
CHIP-HOSP	3,986,343	4,070,000	4,070,000	4,201,000	4,201,000	131,000
PAT FIN SVS		506,000	506,000	506,000	506,000	
I R -FEDERAL						
AMNESTY/LIMA	2,101,346					
CHARGES-SVS						
TAR CSE MGMT	1,162,718		624,000			-624,000
SB 855	79,803,507	68,715,000	68,715,000	46,013,000	69,902,000	1,187,000
HOSP INS COL		5,868,000	4,984,000	3,762,000	3,679,000	-1,305,000
HOSP S/P COL	1,050,644	428,000	985,000	761,000	749,000	-236,000
COMMTY HLTH				3,000	3,000	3,000
MEDCAL#1255	3,844,571	1,804,000	13,250,000			-13,250,000
MEDI-CAL	102,051,824	72,201,000	71,211,000	48,279,000	47,087,000	-24,124,000
MEDICARE	21,144,703	7,435,000	7,990,000	4,321,000	6,837,000	-1,153,000
CHG-SVC OTHR	4,360,469		360,000			-360,000
MISCELANEOUS		268,000		2,565,000	947,000	947,000
OTH G/F DEPT		4,973,000	5,255,000	32,000	32,000	-5,223,000
1115 WAIVER				885,000	885,000	885,000
MISC REV						
MISC	6,880,633					
TOTAL REVENUE	$ 227,054,897	$ 168,859,000	$ 182,467,000	$ 117,801,000	$ 141,685,000	$ -40,782,000

The 1996-97 recommendations reflect the August 1, 1995 Board-approved goal to privatize Rancho Los Amigos Medical Center by 1999-2000, with elimination of County funding by 1997-98. The reduction of net County cost to $28.8 million in 1996-97 necessitates elimination of nearly 900 budgeted positions and 143 budgeted beds (as compared with the level anticipated after 1995-96 opening of the new Jacqueline Perry Institute building), as well as a reduction in outpatient visits from 75,000 to 8,000 annually.

In addition, recommendations for Rancho Los Amigos Medical Center include transfer of materials management and housekeeping functions, which had been centralized for the Southwest Network and Public Health at Rancho, to the Southwest and Coastal Clusters and to Public Health, and elimination of vacant positions to better reflect the cluster's operating level.

HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 132,063,712	$ 107,887,000	$ 117,143,000	$ 102,755,000	$ 99,772,000	$ -17,371,000
SVCS & SUPPS	82,847,525	64,956,000	81,155,000	70,676,000	72,521,000	-8,634,000
OTHER CHARGES	20,285,755	18,900,000	18,367,000	15,025,000	15,551,000	-2,816,000
FA - EQUIPMENT	141,999	65,000	65,000	203,000	503,000	438,000
OTH FIN USES	112,291,147	65,508,000	66,182,000	85,342,000	85,342,000	19,160,000
TOTAL OPER EXP	$ 347,630,138	$ 257,316,000	$ 282,912,000	$ 274,001,000	$ 273,689,000	$ -9,223,000
DESIGNATIONS/SB 855		$ 16,183,000	$	$	$	$
TOT FIN REQMTS	347,630,138	273,499,000	282,912,000	274,001,000	273,689,000	-9,223,000
AVAIL FINANCE						
FUND BALANCE	$ 1,649,000	$ 1,000	$ 1,000	$	$	$ -1,000
CANCEL RES/DES	$ 27,282,959	$	$	$	$ 16,183,000	$ 16,183,000
TOTAL REVENUE	$ 289,333,042	$ 207,947,000	$ 237,806,000	$ 203,837,000	$ 211,185,000	$ -26,621,000
TOT AVAIL FIN	318,265,001	207,948,000	237,807,000	203,837,000	227,368,000	-10,439,000
GAIN OR LOSS	$ -29,365,137	$ -65,551,000	$ -45,105,000	$ -70,164,000	$ -46,321,000	$ -1,216,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 29,366,000	$ 65,551,000	$ 45,105,000	$ 70,164,000	$ 46,321,000	$ 1,216,000
POSITIONS			2,139.3	2,102.3	1,819.3	-320.0

HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		320,000	320,000	320,000	320,000	
I R - STATE						
ST HLTH ADM	3,247,900					
STATE-OTHER		2,929,000	5,832,000	2,252,000	2,252,000	-3,580,000
CHIP-HOSP	4,093,629	4,161,000	4,161,000	4,295,000	4,295,000	134,000
PAT FIN SVS		2,516,000	2,516,000	2,516,000	2,516,000	
I R -FEDERAL						
AMNESTY/LIMA	4,344,942					
CHARGES-SVS						
TAR CSE MGMT	4,128,658		2,076,000			-2,076,000
SB 855	152,648,060	79,586,000	79,586,000	115,001,000	112,196,000	32,610,000
HOSP INS COL		1,963,000	1,998,000	2,001,000	2,001,000	3,000
HOSP S/P COL	2,359,294	2,189,000	2,573,000	2,307,000	2,307,000	-266,000
COMMTY HLTH		865,000	865,000	865,000	865,000	
MEDCAL#1255	23,910,140	21,001,000	42,303,000	1,643,000		-42,303,000
MEDI-CAL	63,816,776	55,526,000	64,621,000	55,440,000	55,392,000	-9,229,000
MEDICARE	9,807,576	4,800,000	3,874,000	3,800,000	3,800,000	-74,000
CHG-SVC OTHR	3,924,119	11,847,000	14,957,000	939,000	4,615,000	-10,342,000
DMH-PAT CARE		7,897,000	7,897,000	7,897,000	7,897,000	
OTH G/F DEPT		897,000	897,000	1,023,000	1,071,000	174,000
1115 WAIVER		11,450,000	3,330,000	3,538,000	11,658,000	8,328,000
MISC REV						
MISC	17,051,948					
TOTAL REVENUE	$ 289,333,042	$ 207,947,000	$ 237,806,000	$ 203,837,000	$ 211,185,000	$ -26,621,000

The 1996-97 recommendations reflect elimination of the appropriation to fund the higher level of service for the first four months of 1995-96 including costs associated with layoffs, the elimination of funding for health centers due to their anticipated privatization, less costs for monitoring the privatized health centers, the additional funding necessary for an increase in the SB 855 intergovernmental transfer necessary to draw down enhanced federal revenue through the 1115 Waiver, elimination of vacant positions to better reflect the cluster's operating level, and funding to reflect the distribution of Health Services Administration overhead.

In addition, recommendations for the San Fernando Cluster include funding for JCAHO survey needs, elimination of one-time funding associated with earthquake response, financing for an upgrade to the existing cogeneration plant at Olive View/UCLA Medical Center to meet South Coast Air Quality Management District requirements, and additional financing to maintain the current program level, which is estimated to exceed the 1995-96 adjusted allowance.

Olive View/UCLA Medical Center

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	100,915,000	106,994,000	96,837,000	94,200,000	(12,794,000)
Services & Supplies	61,919,000	77,443,000	69,073,000	70,761,000	(6,682,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	61,919,000	77,443,000	69,073,000	70,761,000	(6,682,000)
Other Charges	18,157,000	17,946,000	14,600,000	15,126,000	(2,820,000)
Fixed Assets - Equipment	65,000	65,000	203,000	503,000	438,000
Other Financing Uses	65,472,000	66,146,000	85,306,000	85,306,000	19,160,000
Designation/SB 855	16,183,000	0	0	0	0
Total Financial Requirements	262,711,000	268,594,000	266,019,000	265,896,000	(2,698,000)
Program Revenue	190,650,000	230,129,000	199,396,000	198,624,000	(31,505,000)
County Contribution/Cancellations/Fund Balance	72,061,000	38,465,000	66,623,000	67,272,000	28,807,000
Positions		1,982.3	2,003.3	1,720.3	(262.0)
Budgeted Beds		246	246	246	0

Summary of San Fernando Valley Cluster Health Centers

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	6,972,000	10,149,000	5,918,000	5,572,000	(4,577,000)
Services & Supplies	3,037,000	3,712,000	1,603,000	1,760,000	(1,952,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	3,037,000	3,712,000	1,603,000	1,760,000	(1,952,000)
Other Charges	743,000	421,000	425,000	425,000	4,000
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	36,000	36,000	36,000	36,000	0
Total Financial Requirements	10,788,000	14,318,000	7,982,000	7,793,000	(6,525,000)
Program Revenue	17,298,000	7,677,000	4,441,000	12,561,000	4,884,000
County Contribution/Cancellations/Fund Balance	(6,510,000)	6,641,000	3,541,000	(4,768,000)	(11,409,000)
Positions		157.0	99.0	99.0	(58.0)

Mid Valley Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	6,002,000	5,918,000	5,572,000	(430,000)
Services & Supplies	1,550,000	1,603,000	1,760,000	210,000
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	1,550,000	1,603,000	1,760,000	210,000
Other Charges	421,000	425,000	425,000	4,000
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	36,000	36,000	36,000	0
Total Financial Requirements	8,009,000	7,982,000	7,793,000	(216,000)
Program Revenue	4,185,000	4,441,000	12,561,000	8,376,000
County Contribution/Cancellations/Fund Balance	3,824,000	3,541,000	(4,768,000)	(8,592,000)
Positions	92.0	99.0	99.0	7.0

Burbank Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	795,000	0	0	(795,000)
Services & Supplies	510,000	0	0	(510,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	510,000	0	0	(510,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	1,305,000	0	0	(1,305,000)
Program Revenue	713,000	0	0	(713,000)
County Contribution/Cancellations/Fund Balance	592,000	0	0	(592,000)
Positions	13.0	0.0	0.0	(13.0)

North Hollywood Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	2,426,000	0	0	(2,426,000)
Services & Supplies	1,145,000	0	0	(1,145,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	1,145,000	0	0	(1,145,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	3,571,000	0	0	(3,571,000)
Program Revenue	1,988,000	0	0	(1,988,000)
County Contribution/Cancellations/Fund Balance	1,583,000	0	0	(1,583,000)
Positions	38.0	0.0	0.0	(38.0)

San Fernando Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	518,000	0	0	(518,000)
Services & Supplies	282,000	0	0	(282,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	282,000	0	0	(282,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	800,000	0	0	(800,000)
Program Revenue	448,000	0	0	(448,000)
County Contribution/Cancellations/Fund Balance	352,000	0	0	(352,000)
Positions	8.0	0.0	0.0	(8.0)

Tujunga Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	408,000	0	0	(408,000)
Services & Supplies	225,000	0	0	(225,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	225,000	0	0	(225,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	633,000	0	0	(633,000)
Program Revenue	343,000	0	0	(343,000)
County Contribution/Cancellations/Fund Balance	290,000	0	0	(290,000)
Positions	6.0	0.0	0.0	(6.0)

HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	$ 202,686,713	$ 182,417,000	$ 186,189,000	$ 173,679,000	$ 170,544,000	$ -15,645,000
SVCS & SUPPS	105,971,801	98,468,000	104,725,000	104,826,000	106,631,000	1,906,000
LESS EXP DIST	-12					
TOT S & S	105,971,813	98,468,000	104,725,000	104,826,000	106,631,000	1,906,000
OTHER CHARGES	10,610,729	12,037,000	14,796,000	18,494,000	18,494,000	3,698,000
FA - EQUIPMENT	932,196	1,314,000	314,000	915,000	915,000	601,000
OTH FIN USES	110,998,428	68,852,000	69,588,000	97,256,000	97,256,000	27,668,000
TOTAL OPER EXP	$ 431,199,879	$ 363,088,000	$ 375,612,000	$ 395,170,000	$ 393,840,000	$ 18,228,000
DESIGNATIONS/SB 855		$ 28,629,000	$	$	$	$
TOT FIN REQMTS	431,199,879	391,717,000	375,612,000	395,170,000	393,840,000	18,228,000
AVAIL FINANCE						
FUND BALANCE	$ 1,666,000	$ 9,984,000	$ 9,984,000	$	$	$ -9,984,000
CANCEL RES/DES	$ 30,822,201	$	$	$	$ 28,629,000	$ 28,629,000
TOTAL REVENUE	$ 316,076,758	$ 262,843,000	$ 255,816,000	$ 267,467,000	$ 283,265,000	$ 27,449,000
TOT AVAIL FIN	348,564,959	272,827,000	265,800,000	267,467,000	311,894,000	46,094,000
GAIN OR LOSS	$ -82,634,920	$ -118,890,000	$ -109,812,000	$ -127,703,000	$ -81,946,000	$ 27,866,000
OPERATING TRAN						
TOT OP.SUB-GF	$ 92,619,000	$ 118,890,000	$ 109,812,000	$ 127,703,000	$ 81,946,000	$ -27,866,000
POSITIONS			3,599.0	3,582.8	3,104.5	-494.5

HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOWANCE
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS		608,000	608,000	608,000	608,000	
I R - STATE						
ST HLTH ADM	3,235,846					
SB 1732 REV				1,890,000	1,890,000	1,890,000
STATE-OTHER		1,249,000	1,520,000	786,000	786,000	-734,000
CHIP-HOSP	8,007,449	8,070,000	8,070,000	8,330,000	8,330,000	260,000
PAT FIN SVS		2,618,000	2,618,000	2,618,000	2,618,000	
I R -FEDERAL						
FED-OTHER		674,000	674,000	674,000	674,000	
AMNESTY/LIMA	8,543,410					
CHARGES-SVS						
TAR CSE MGMT	5,960,732		1,890,000			-1,890,000
SB 855	151,621,862	84,331,000	84,331,000	131,379,000	131,379,000	47,048,000
HOSP INS COL		10,530,000	9,672,000	11,340,000	11,340,000	1,668,000
HOSP S/P COL	2,223,844	1,683,000	2,342,000	2,757,000	2,757,000	415,000
COMMTY HLTH		2,754,000	2,788,000	2,788,000	2,788,000	
MEDCAL#1255	24,416,252	44,476,000	48,511,000	14,628,000	14,106,000	-34,405,000
MEDI-CAL	65,992,497	53,993,000	60,044,000	53,529,000	53,476,000	-6,568,000
MEDICARE	18,016,735	12,056,000	9,521,000	11,086,000	11,086,000	1,565,000
CHG-SVC OTHR	7,724,864	2,086,000	1,531,000	1,865,000	1,865,000	334,000
DMH-PAT CARE		11,263,000	11,263,000	13,260,000	13,260,000	1,997,000
OTH G/F DEPT		1,232,000	1,533,000	1,774,000	1,827,000	294,000
1115 WAIVER		25,220,000	8,900,000	8,155,000	24,475,000	15,575,000
MISC REV						
MISC	20,333,267					
TOTAL REVENUE	$ 316,076,758	$ 262,843,000	$ 255,816,000	$ 267,467,000	$ 283,265,000	$ 27,449,000

The 1996-97 recommendations reflect elimination of the appropriation to fund the higher level of service for the first four months of 1995-96 including costs associated with layoffs, the elimination of funding for health centers due to their anticipated privatization, less costs for monitoring the privatized health centers, the additional funding necessary for an increase in the SB 855 intergovernmental transfer necessary to draw down enhanced federal revenue through the 1115 Waiver, elimination of vacant positions to better reflect the cluster's operating level, and funding to reflect the distribution of Health Services Administration overhead.

In addition, recommendations for the Southwest Cluster include funding for JCAHO survey needs, transfer of materials management and housekeeping functions from Rancho Los Amigos Medical Center, where they had been centralized for the network, and start-up funding for the MLK/Drew Trauma Center, scheduled to open in mid-1997.

Martin Luther King, Jr./Drew Medical Center

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	168,118,000	167,217,000	162,998,000	160,744,000	(6,473,000)
Services & Supplies	88,494,000	92,369,000	96,307,000	98,141,000	5,772,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	88,494,000	92,369,000	96,307,000	98,141,000	5,772,000
Other Charges	11,317,000	14,595,000	18,413,000	18,413,000	3,818,000
Fixed Assets - Equipment	1,305,000	305,000	906,000	906,000	601,000
Other Financing Uses	68,852,000	69,588,000	97,256,000	97,256,000	27,668,000
Designation/SB 855	28,629,000	0	0	0	0
Total Financial Requirements	366,715,000	344,074,000	375,880,000	375,460,000	31,386,000
Program Revenue	230,199,000	234,448,000	253,739,000	253,362,000	18,914,000
County Contribution/Cancellations/Fund Balance	136,516,000	109,626,000	122,141,000	122,098,000	12,472,000
Positions		3,275.4	3,369.8	2,891.5	(383.9)
Budgeted Beds		291	291	291	0

Summary of Southwest Cluster Health Centers

	Estimated Fiscal Year 1995-96	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	14,299,000	18,972,000	10,681,000	9,800,000	(9,172,000)
Services & Supplies	9,974,000	12,356,000	8,519,000	8,490,000	(3,866,000)
Less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	9,974,000	12,356,000	8,519,000	8,490,000	(3,866,000)
Other Charges	720,000	201,000	81,000	81,000	(120,000)
Fixed Assets - Equipment	9,000	9,000	9,000	9,000	0
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	25,002,000	31,538,000	19,290,000	18,380,000	(13,158,000)
Program Revenue	32,644,000	21,368,000	13,624,000	29,903,000	8,535,000
County Contribution/Cancellations/Fund Balance	(7,642,000)	10,170,000	5,666,000	(11,523,000)	(21,693,000)
Positions		323.6	213.0	213.0	(110.6)

Humphrey Comprehensive Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	13,184,000	10,681,000	9,800,000	(3,384,000)
Services & Supplies	8,525,000	8,519,000	8,490,000	(35,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	8,525,000	8,519,000	8,490,000	(35,000)
Other Charges	201,000	81,000	81,000	(120,000)
Fixed Assets - Equipment	9,000	9,000	9,000	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	21,919,000	19,290,000	18,380,000	(3,539,000)
Program Revenue	14,399,000	13,624,000	29,903,000	15,504,000
County Contribution/Cancellations/Fund Balance	7,520,000	5,666,000	(11,523,000)	(19,043,000)
Positions	193.6	213.0	213.0	19.4

Compton Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	2,014,000	0	0	(2,014,000)
Services & Supplies	1,373,000	0	0	(1,373,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	1,373,000	0	0	(1,373,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	3,387,000	0	0	(3,387,000)
Program Revenue	1,571,000	0	0	(1,571,000)
County Contribution/Cancellations/Fund Balance	1,816,000	0	0	(1,816,000)
Positions	27.4	0.0	0.0	(27.4)

Dollarhide Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	414,000	0	0	(414,000)
Services & Supplies	270,000	0	0	(270,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	270,000	0	0	(270,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	684,000	0	0	(684,000)
Program Revenue	847,000	0	0	(847,000)
County Contribution/Cancellations/Fund Balance	(163,000)	0	0	163,000
Positions	9.0	0.0	0.0	(9.0)

Paramount Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	205,000	0	0	(205,000)
Services & Supplies	133,000	0	0	(133,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	133,000	0	0	(133,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	338,000	0	0	(338,000)
Program Revenue	360,000	0	0	(360,000)
County Contribution/Cancellations/Fund Balance	(22,000)	0	0	22,000
Positions	13.0	0.0	0.0	(13.0)

San Antonio Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	1,558,000	0	0	(1,558,000)
Services & Supplies	1,015,000	0	0	(1,015,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	1,015,000	0	0	(1,015,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	2,573,000	0	0	(2,573,000)
Program Revenue	2,044,000	0	0	(2,044,000)
County Contribution/Cancellations/Fund Balance	529,000	0	0	(529,000)
Positions	21.0	0.0	0.0	(21.0)

Florence/Firestone Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	375,000	0	0	(375,000)
Services & Supplies	245,000	0	0	(245,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	245,000	0	0	(245,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	620,000	0	0	(620,000)
Program Revenue	670,000	0	0	(670,000)
County Contribution/Cancellations/Fund Balance	(50,000)	0	0	50,000
Positions	13.0	0.0	0.0	(13.0)

Imperial Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	690,000	0	0	(690,000)
Services & Supplies	448,000	0	0	(448,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	448,000	0	0	(448,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	1,138,000	0	0	(1,138,000)
Program Revenue	884,000	0	0	(884,000)
County Contribution/Cancellations/Fund Balance	254,000	0	0	(254,000)
Positions	35.6	0.0	0.0	(35.6)

Lawndale Health Center

	Adjusted Allowance 1995-96	Requested Fiscal Year 1996-97	Proposed Fiscal Year 1996-97	Change From Adjusted Allowance
Salaries & Employee Benefits	532,000	0	0	(532,000)
Services & Supplies	347,000	0	0	(347,000)
Less: Expenditure Distribution	0	0	0	0
Net Services & Supplies	347,000	0	0	(347,000)
Other Charges	0	0	0	0
Fixed Assets - Equipment	0	0	0	0
Other Financing Uses	0	0	0	0
Total Financial Requirements	879,000	0	0	(879,000)
Program Revenue	593,000	0	0	(593,000)
County Contribution/Cancellations/Fund Balance	286,000	0	0	(286,000)
Positions	11.0	0.0		(11.0)

HUMAN RELATIONS COMMISSION
RON WAKABAYASHI, EXECUTIVE DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 788,093	$ 814,000	$ 814,000	$ 1,051,000	$ 898,000	$ 84,000
SVCS & SUPPS	250,936	216,000	216,000	267,000	252,000	36,000
OTHER CHARGES	23,622	28,000	28,000	26,000	26,000	-2,000
GROSS TOTAL	$ 1,062,651	$ 1,058,000	$ 1,058,000	$ 1,344,000	$ 1,176,000	$ 118,000
REVENUE	37,606	80,000	80,000	106,000	183,000	103,000
NET CO COST	$ 1,025,045	$ 978,000	$ 978,000	$ 1,238,000	$ 993,000	$ 15,000
POSITIONS			14.0	20.0	14.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To promote improved human relations through education and advocacy, and by developing systems and capacity to provide intergroup conflict resolution services in Los Angeles County.

1996-97 Budget Message

The 1996-97 Proposed Budget essentially maintains funding for current educational and crisis intervention services at the 1995-96 level.

Multi-Year Budget Planning

The Proposed Budget will enable the Commission to commence pursuit of its Vision 2000 strategic plan which places emphasis on the development of intergroup management models for community, municipal, County departmental, and school applications.

Over the next couple of years, the Commission will continue to develop and organize collaborative, cost-sharing approaches with partners and stakeholders such as local cities, conflict resolution centers, human relation organizations, and law enforcement entities.

Critical Needs

The Commission's critical needs consists of additional resources to develop and sustain proactive partnerships with cities, schools and community-based organizations in order to achieve more long-term stability in human relations and prevent intergroup conflict.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total number of Human Relations Consultants	n/a	n/a	8	8
Workload/Output				
Number of hours servicing human relations commissions/organizations and securing mutual assistance agreements.	n/a	n/a	2,648	4,183 hours.
Number of hours responding to community intergroup conflict.	n/a	n/a	2,000	1,859 hours
Number of hours providing technical assistance/ training/education forums to build human relations capacity in schools, media, community, law enforcement agencies, and community-based organizations.	n/a	n/a	3,486	2,324 hours
Number of hours developing publications such as hate crime report and a primer on managing intergroup conflict in the multi-cultural workplace.	n/a	n/a	1,162	930 hours
Efficiency				
Number of consultants relating to intergroup conflict management (Output 1 and 2).	n/a	n/a	4.0	5.20
Number of consultants relating to hate crimes, diversity, school conflict management and other human relations issues (Output 3).	n/a	n/a	3.0	2.0
Number of consultants relating to publications.	n/a	n/a	1.0	0.8
Effectiveness/Outcome				
Number of human relations commissions/ organizations serviced.	n/a	n/a	15	15-20
Number of cities that signed mutual assistance agreements.	n/a	n/a	6	10-35
Number of responses to community intergroup	n/a	n/a	4	10-25
Number of technical assistance/training/ education forums to build human relations capacity in schools, media, community, law enforcement agencies, and community-based organizations.	n/a	n/a	27	15-30

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Effectiveness/Outcome (cont'd)				
Number of publications conflict management.	n/a	n/a	3	3-5

Objectives for 1996-97

-- 15-20 human relations commissions/organizations serviced.
-- 10-35 cities that signed mutual assistance agreements.
-- 10-25 responses to community intergroup conflicts.
-- 15-30 technical assistance/training/education forums on hate crime, diversity, conflict resolution and other human relations issues.
-- 3-5 publications.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ --	$ 103,000	$ (-103,000)	--

Revenue Changes: Reflects W.K. Kellogg Fellowship award, which was approved by the Board of Supervisors on December 19, 1995, for intergroup conflict management and additional revenue from the John Anson Ford Foundation.

Other Changes

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
1.	$ 84,000	$ --	$ 84,000	--

Salaries and Employee Benefits: Reflects an increase in salaries and employee benefits.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
2.	$ 36,000	$ --	$ 36,000	--

Services and Supplies: Reflects primarily cost increases in building maintenance, utilities, and special departmental expenses.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
3.	$ (-2,000)	$ --	$ (-2,000)	--

Capital Lease/Insurance Charges: Reflects a decrease in capital lease (CWIRS) and insurance costs.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Total	***$ 118,000***	***$ 103,000***	***$ 15,000***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 8,560,243	$ 9,914,000	$ 10,292,000	$ 14,775,000	$ 11,712,000	$ 1,420,000
SVCS & SUPPS	5,997,794	5,930,000	6,545,000	6,884,000	6,158,000	-387,000
OTHER CHARGES	322,744	263,000	368,000	223,000	223,000	-145,000
FA - EQUIPMENT	199,053		82,000	35,000	25,000	-57,000
GROSS TOTAL	$ 15,079,834	$ 16,107,000	$ 17,287,000	$ 21,917,000	$ 18,118,000	$ 831,000
LESS INT TRFS	4,565,022	4,187,000	4,911,000	5,191,000	5,191,000	280,000
NET TOTAL	$ 10,514,812	$ 11,920,000	$ 12,376,000	$ 16,726,000	$ 12,927,000	$ 551,000
REVENUE	9,449,324	10,452,000	10,908,000	12,275,000	11,260,000	352,000
NET CO COST	$ 1,065,488	$ 1,468,000	$ 1,468,000	$ 4,451,000	$ 1,667,000	$ 199,000
POSITIONS			155.5	192.5	161.5	6.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PERSONNEL

Mission Statement

To provide a cost-effective and efficient countywide human resources program that carries out Board priorities for a comprehensive and equitable County personnel system; to assist departments in their operations and ability to develop and maintain a high-quality workforce to provide critical services to the public; to establish countywide policies and provide monitoring and oversight necessary to ensure consistent applications of such policies; and to ensure fair and equitable opportunities and services for both current employees and individuals seeking employment with the County.

1996-97 Budget Message

The 1996-97 Proposed Budget primarily maintains the current service level for the Department of Human Resources (DHR), and includes an increase in revenue-offset appropriation to fund six additional positions and 16 vacant positions, as well as corresponding operating expenses. This funding will enable the Department to provide 1) specialized examination services to specific County departments and outside agencies, 2) implementation of a DHR Internship Program, and 3) enhanced health, safety, and disability benefits, and employee benefits administration and deferred compensation activities. In addition, the 1996-97 Proposed Budget reflects the elimination of State and Community Development Block grant funding for the Countywide Child Care Program.

Multi-Year Budget Planning

Over the next several years, the Department's major Vision 2000 strategic planning goals are to:

- Centralize all human resources policies to ensure fairness and consistency, and assume appropriate functions where the Department can provide more effective and/or economical services through centralization or a combination of various approaches including: regionalization, functional consolidation, outsourcing, or providing temporary and/or technical assistance to departments.

- Continue providing existing core personnel functions and critical services in a more productive and cost-effective manner through increased use of Vision 2000 strategic planning techniques where feasible, such as exploring the potential for cost-effective use of technology and innovations for the automation of selected human resources functions, developing a long-term plan to increase countywide human resources training, increasing revenues by providing additional services to departments and outside agencies, as well as establishing cost-effective public-private partnerships.

- Assist County departments with human resources issues arising from the development of their Vision 2000 strategic plans.

- Undertake cooperative efforts to work on human resources legislative issues, and assist departments with the implementation of enacted legislation.

Critical Needs

The Department's critical needs consist primarily of additional resources that will enhance countywide employee development and training, expedite the review of the Civil Service process, sustain the Countywide Child Care Program, and provide budgetary and information systems support to the Department.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of staff reviewing workforce reduction plans to ensure adherence to civil service rules	n/a	n/a	17	n/a
Number of hours expended in preparing for and conducting job fairs	n/a	n/a	1,135	n/a
Number of staff resolving employee benefit complaints/problems	n/a	n/a	5	5
Workload/Output				
Number of employees affected by workforce reduction plans	n/a	n/a	3,489	n/a
Number of job fairs	n/a	n/a	2	n/a
Number of employee benefit complaints/problems	n/a	n/a	1,680	1,750
Efficiency				
Number of employees affected by workforce reductions per reviewing staff	n/a	n/a	205	n/a
Number of staff hours expended in preparing for and conducting job fairs per job fair	n/a	n/a	568	n/a
Average number of employee benefit complaints/problems resolved per staff	n/a	n/a	336	350

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Effectiveness/Outcome				
Workforce reduction: percent of plans approved within five working days	n/a	n/a	71%	n/a
Workforce reduction: number of employees appointed from reemployment lists	n/a	n/a	500	n/a
Number of employees participating in job fairs	n/a	n/a	1,793	n/a
Percent of employee benefit complaints/problems resolved within 30 days	n/a	n/a	85%	90%

Objectives for 1996-97

- -- Should workforce reductions become necessary, increase the percentage of workforce reduction plans completed within five working days.
- -- If County job fairs are necessary as a result of workforce reductions, increase the number of employee participation.
- -- Resolve 90 percent of employee benefit complaints/problems within 30 days of receipt.

Explanatory Notes

- -- Fiscal Year 1995-96 was the first full-year of operation for the Department.
- -- No figures associated with workforce reductions are projected for fiscal year 1996-97.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ 100,000	$ 100,000	$ --	3.0

Human Resources Internship Program: Reflects additional reimbursable staffing necessary for the implementation of the Human Resources Internship Program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 80,000	$ 80,000	$ --	1.0

Workers' Compensation Return-to-Work Program: Reflects reimbursable staffing to coordinate the Workers' Compensation Return-to-Work Program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-298,000)	$ (-298,000)	$ --	--

Countywide Child Care Program: Reflects the elimination of Community Development Block grant funding for the refurbishment of County child care centers to comply with the Americans with Disabilities Act, as well as the elimination of a State grant for the funding of local child care planning activities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 191,000	$ 191,000	$ --	2.0

Specialized Task Force Activities: Reflects reimbursable staffing and services and supplies to enhance the Testing and Research Program, as well as increased funding to coordinate the Applicant Tracking and Selection Management System.

5.	$ 856,000	$ 856,000	$ --	--

Enhanced Benefits Administration: Reflects reimbursable costs to fund 16 vacant positions in the Health, Safety, and Disability Benefits Program, Employee Benefits Administration and Deferred Income Program, and Specialized Task Force.

Other Changes

1.	$ 210,000	$ 11,000	$ 199,000	--

Salaries and Employee Benefits: Reflects increases in retirement debt service and retiree insurance costs offset by various reductions in unemployment insurance, disability, Workers' Compensation, and other employee benefits to reflect actual experience.

2.	$ (-106,000)	$ (-106,000)	$ --	--

Services and Supplies: Reflects a reduction in various contract services as a result of the Department's successful efforts to renegotiate reduced service rates. Also reflects reduced office expense and utility costs to reflect actual experience.

3.	$ (-202,000)	$ (-202,000)	$ --	--

Other Cost Reductions: Reflects a reduction in costs for judgments and damages and capital leases, and the elimination of one-time revenue-offset funding for the purchase of the Workers' Compensation Multiplexer computer.

Total	***$ 831,000***	***$ 632,000***	***$ 199,000***	***6.0***

INNOVATION FUND

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 78	$	$	$	$	$
OTH FIN USES	1,058,000	920,000	920,000	920,000	920,000	
GROSS TOTAL	$ 1,058,078	$ 920,000	$ 920,000	$ 920,000	$ 920,000	$
NET CO COST	$ 1,058,078	$ 920,000	$ 920,000	$ 920,000	$ 920,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

1996-97 Budget Message

This appropriation is the General Fund contribution to the Productivity Investment Fund, which is administered by the Quality and Productivity Commission, to finance projects and programs proposed by departments that have the potential for producing long-term benefits, but cannot usually be funded within annual budgets because they involve substantial initial costs. The 1996-97 Proposed Budget reflects continued funding at the 1995-96 level.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 171,819,113	$ 142,186,000	$ 150,559,000	$ 149,162,000	$ 142,255,000	$ -8,304,000
SVCS & SUPPS	132,129,821	95,302,000	101,055,000	82,877,000	82,877,000	-18,178,000
OTHER CHARGES	9,808,965	18,059,000	19,096,000	17,391,000	17,391,000	-1,705,000
FA - EQUIPMENT	2,619,888	3,419,000	3,419,000	2,871,000	2,871,000	-548,000
OTH FIN USES	1,123,000	31,000	48,000	35,000	35,000	-13,000
GROSS TOTAL	$ 317,500,787	$ 258,997,000	$ 274,177,000	$ 252,336,000	$ 245,429,000	$ -28,748,000
LESS INT TRFS	269,319,051	205,782,000	246,113,000	180,489,000	180,483,000	-65,630,000
NET TOTAL	$ 48,181,736	$ 53,215,000	$ 28,064,000	$ 71,847,000	$ 64,946,000	$ 36,882,000
REVENUE	57,384,858	61,087,000	35,536,000	71,847,000	71,847,000	36,311,000
NET CO COST	$ -9,203,122	$ -7,872,000	$ -7,472,000	$	$ -6,901,000	$ 571,000
POSITIONS			2,620.6	2,427.6	2,427.6	-193.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

Mission Statement

To meet customer needs by providing high-quality, timely, cost-effective support services.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects a reduction of 193.0 positions and approximately $28 million in appropriation, including the transfer of $12.4 million to the newly-established Customer Direct Services and Supplies budget unit to fund reimbursable direct services and supplies for customer departments, and a $4.4 million reduction to align costs with customer service levels. In support of the Internal Services Department's (ISD's) Vision 2000 strategic plan, the Proposed Budget incorporates major initiatives to achieve greater efficiency in the delivery of services, including:

- Restructuring the Information Technology Service, resulting in a reduction of 103 positions and $4.7 million in savings;
- Converting warehouse operations to a direct delivery system using outside vendors, resulting in a reduction of 40 positions and $4.4 million in savings;
- Downsizing business machines operations, resulting in $1.1 million in savings; and
- Downsizing and restructuring administrative and support operations, resulting in a reduction of 24 positions and reduced Department overhead of $2.4 million.

Recommendations also reflect a reduction of four crafts services positions and $200,000 in savings due to decreased demand in services requested.

Multi-Year Budget Planning

The Proposed Budget also reflects new and ongoing efforts to streamline future operations by expanding custodial contracting efforts as staff attrition occurs resulting in a reduction of 10 budgeted positions and a net cost decrease of $200,000 in 1996-97. Furthermore, ISD will implement the Job Order Contracting process to provide craft services on demand. This approach will provide flexibility in responding to emergencies and meeting fluctuating needs, as well as provide the ability to more readily reduce costs in the event the need for craft services diminishes.

In addition, the Proposed Budget includes funding to invest in cost-saving technology and innovations. Specifically, implementing the System Management Storage System in the IBM Data Center will reduce costs by $150,000 annually, and replacing the current IBM processor will reduce computing costs by $0.2 million next year ($1.2 million over the next 5 years).

Although many components of ISD's Vision 2000 strategic plan have been included in the Proposed Budget, funding is not included for such needs as training staff, automating and monitoring customer service, relocating staff to reduce space costs, replacing equipment and other assets, and providing for unanticipated extraordinary maintenance needs. These requirements are integral to achieving Vision 2000 strategic plan goals; however, investing in these requirements would have resulted in rate increases to departments during a time of limited funding to finance such increases.

Also, ISD anticipates increased costs related to the replacement of the computer data center, various equipment needs, and requirements for modern facilities maintenance support systems in fiscal years 1997-98 through 1999-2000. However, ISD will pursue financing the increased costs through planned cost-saving and streamlining initiatives within the Department.

Critical Needs

An immediate critical countywide need is deferred maintenance for facilities maintained by ISD, as well as funding for facilities maintenance in non-ISD maintained facilities such as Sheriff and Health Services facilities.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
IBM computer operations costs	n/a	n/a	27,089,663	24,286,283
Unisys operations costs	n/a	n/a	16,853,213	19,248,860
Microwave/circuit maintenance costs	n/a	n/a	7,742,145	8,801,364
Applications programming labor costs	n/a	n/a	30,661,441	29,870,009
Parking services costs	n/a	n/a	1,998,996	1,808,310
Parking services employees	n/a	n/a	26	26
Custodial services costs[1]	n/a	n/a	16,614,343	16,599,271
Safety Police costs	n/a	n/a	8,735,546	8,489,755
Guard costs	n/a	n/a	6,698,489	5,518,911
Building maintenance costs	n/a	n/a	21,378,412	21,292,688

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
IBM processing minutes	n/a	n/a	1,078,743	1,203,405
Unisys processing minutes	n/a	n/a	9,057,135	11,483,550
Network access points[2]	n/a	n/a	12,280	14,275
Programming annual labor hours	n/a	n/a	492,240	495,900
Gross parking services income	n/a	n/a	$11,828,914	$14,096,288
Parking spaces	n/a	n/a	8,945	11,395
Total custodial square footage	n/a	n/a	14,131,705	14,236,007
Number of ISD and contract custodial staff	n/a	n/a	502	502
Number of Safety Police post positions[3]	n/a	n/a	106.43	97.43
Number of Guard post positions	n/a	n/a	156.92	123.84
Building maintenance square footage	n/a	n/a	20,884,903	20,935,378
Efficiency				
IBM input/output cost per processing minute	n/a	n/a	$25.11	$20.18
Unisys cost per computer processing minute	n/a	n/a	$1.86	$1.68
Cost per access point	n/a	n/a	$630.47	$616.56
Programming annual labor hours per person	n/a	n/a	1,680	1,740
Number of spaces managed per parking employee	n/a	n/a	344	438
Custodial cost per square foot	n/a	n/a	$1.17	$1.16
Cost per Safety Police post	n/a	n/a	$82,078	$87,137
Cost per Guard post	n/a	n/a	$42,687	$44,565
Average cost of building maintenance per square foot[1]	n/a	n/a	$1.024	$1.017
Effectiveness/Outcome				
Percent of time IBM system available for use	n/a	n/a	99.7%	99.7%
Percent of time Unisys system available for use	n/a	n/a	99.5%	99.5%
Percentage of time microwave services are available	n/a	n/a	99.4%	99.5%
Programming service requests completed on time	n/a	n/a	82%	86%
Income per dollar of parking services cost	n/a	n/a	$5.92	$7.80
Square footage maintained per custodial staff	n/a	n/a	28,150	28,358
Percentage of requested post positions staffed	n/a	n/a	83%	90%
Building maintenance average days to completion	n/a	n/a	3.2	2.8

Performance Measures (cont'd)

Objectives for 1996-97
- Maintain 99.7% IBM system available time.
- Maintain 99.5% Unisys system available time.
- Increase microwave service available time to 99.5%
- Complete programming service requests on time 86% of the time.
- Increase income from Parking Services to $7.80 per dollar of cost.
- Increase square footage maintained per custodial staff to 28,358.
- Reduce the number of vacant post positions by attaining 90% staffing levels.
- Reduce average days to complete building maintenance service calls to 2.8 days.

Explanatory Notes

Transaction processing is delivered in CPU minutes. Although several types of computer transactions are generated (e.g., disk input/output, teleprocessing transfers, etc.), processing CPU minutes is the key transaction.

[1]Total cost per square foot varies between types of facilities due to varying usage requirements, condition, and age.
[2]Network access points are connection points to LAnet, such as Local Area Network or PBX connections.
[3]Post positions require more than 1.0 budgeted position to cover an assignment every working day.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-4,700,000)	$ (-4,700,000)	$ --	(-103.0)

Organizational Restructuring: Reflects a decrease resulting from a major restructuring of the Information Technology Service.

2.	$ (-4,473,000)	$ (-4,473,000)	$ --	(-40.0)

Warehouse Operations: Reflects a decrease due to the elimination of warehouse operations.

3.	$ (-200,000)	$ (-200,000)	$ --	(-10.0)

Custodial Services: Reflects a decrease due to the transition to contracted custodial services as attrition occurs.

4.	$ 1,000,000	$ 1,000,000	$ --	--

Crafts Services Contracting: Reflects an increase in services and supplies associated with the Job Order Contracting effort to provide crafts services on demand.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Major Changes (cont'd)

5.	$ (-205,000)	$ (-205,000)	$ --	(-4.0)

Crafts Services: Reflects a decrease in crafts services consistent with service levels requested by customers.

6.	$ (-350,000)	$ (-350,000)	$ --	--

Data Systems: Reflects a decrease due to savings from the implementation of the System Management Storage System in the IBM Data Center, and replacement of the IBM main processor.

7.	$ (-1,100,000)	$ (-1,100,000)	$ --	(-9.0)

Business Machines: Reflects a decrease resulting from the downsizing of business machines operations consistent with service levels requested by customers.

8.	$ (-4,424,000)	$ (-4,424,000)	$ --	(-3.0)

Other Service Level Adjustments: Reflects a decrease in customer requested service levels.

Other Changes

1.	$ (-12,467,000)	$ (-12,467,000)	$ --	--

Customer Direct Services and Supplies: Reflects the transfer of reimbursable appropriation to the new Customer Direct Services and Supplies Budget unit to account for various services and supplies that ISD purchases directly from outside vendors on behalf of client departments.

2.	$ 571,000	$ --	$ 571,000	--

Retirement: Reflects an increase in employee benefits.

3.	$ (-2,400,000)	$ (-2,400,000)	$ --	(-24.0)

Administration: Reflects a decrease in Department overhead costs resulting from the downsizing and restructuring of administrative support operations.

Total	***$ (-28,748,000)***	***$ (-29,319,000)***	***$ 571,000***	***(-193.0)***

CUSTOMER DIRECT SERVICES AND SUPPLIES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$	$	$	$ 19,640,000	$ 19,640,000	$ 19,640,000
LESS EXP DIST				16,088,000	16,088,000	16,088,000
TOT S & S				3,552,000	3,552,000	3,552,000
GROSS TOTAL	$	$	$	$ 3,552,000	$ 3,552,000	$ 3,552,000
REVENUE				3,552,000	3,552,000	3,552,000
NET CO COST	$	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

1996-97 Budget Message

The Internal Services Department (ISD) administers the Customer Direct Services and Supplies budget, a "pass through" budget to account for various services and supplies that the Department purchases directly from outside vendors on behalf of client departments. Previously, these reimbursable costs were included in the ISD budget. The 1996-97 Proposed Budget reflects funding for consultant services, software, equipment, and other services and supplies.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Expenditure Distribution/Revenue*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 19,640,000	$ 19,640,000	$ --	--

Direct Services and Supplies: Reflects funding for various reimbursable services and supplies, such as consultant services, software, and equipment that ISD purchases directly from outside vendors on behalf of client departments.

Total	***$ 19,640,000***	***$ 19,640,000***	***$ 0***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 42,733,547	$ 47,358,000	$ 47,501,000	$ 47,223,000	$ 47,321,000	$ -180,000
LESS EXP DIST	40,035,501	45,829,000	45,829,000	45,230,000	45,230,000	-599,000
TOT S & S	2,698,046	1,529,000	1,672,000	1,993,000	2,091,000	419,000
OTHER CHARGES	50,290,655	86,885,000	89,742,000	91,009,000	90,911,000	1,169,000
LESS EXP DIST	40,489,206	73,586,000	76,586,000	78,174,000	78,174,000	1,588,000
TOT OTH CHRG	9,801,449	13,299,000	13,156,000	12,835,000	12,737,000	-419,000
GROSS TOTAL	$ 12,499,495	$ 14,828,000	$ 14,828,000	$ 14,828,000	$ 14,828,000	$
REVENUE	153,454					
NET CO COST	$ 12,346,041	$ 14,828,000	$ 14,828,000	$ 14,828,000	$ 14,828,000	$

Mission Statement

To reflect funding for payment of judgments and settlements of uninsured claims and lawsuits against the County, as well as attorney fees and other related litigation costs for these cases. In addition, this budget reflects the purchase of various insurance policies, where available, at a reasonable cost, or as required by law or agreement.

1996-97 Budget Message

The recommendations for 1996-97 include minimum funding for anticipated judgments and/or settlement payments, costs for various commercial insurance policies, and administration of the unemployment insurance and employee benefits program. In addition, this budget contains a central appropriation to fund large, unanticipated losses and losses of a countywide nature.

JUDGMENTS AND DAMAGES

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 18,230,000	$ 18,230,000	$ --	--

Legal/Settlement Costs: Reflects additional legal costs to support the County's position on outstanding cases and the estimated cost of settling lawsuits, offset by expenditure distribution to affected departments.

Total	***$ 18,230,000***	***$ 18,230,000***	***$ 0***	***0.0***

INSURANCE

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-6,604,000)	$ (-6,604,000)	$ --	--

General Fund: Reflects a decrease of $7.4 million in medical malpractice, auto and general liability program costs which was partially offset by an approximate increase of $700,000 for commercial insurance. This decrease is due primarily to projections of fewer and lower settlement costs of major auto and general and medical malpractice liability cases.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-8,045,000)	$ (-8,045,000)	$ --	--

Enterprise Fund: Reflects a reduction due primarily to a decrease in medical malpractice liability costs. This decrease is based on projections of fewer and lower settlement costs of major medical malpractice cases.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-2,592,000)	$ (-2,592,000)	$ --	--

Special and Other Funds: Reflects a decrease in auto and general liability program costs. This decrease is based on projections of fewer and lower settlement costs of major auto and general liability cases.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-17,241,000)***	***$ (-17,241,000)***	***$ 0***	***0.0***

JUDGMENTS AND DAMAGES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 14,611,413	$ 13,418,000	$ 13,561,000	$ 15,583,000	$ 15,681,000	$ 2,120,000
LESS EXP DIST	11,765,788	11,889,000	11,889,000	13,590,000	13,590,000	1,701,000
TOT S & S	2,845,625	1,529,000	1,672,000	1,993,000	2,091,000	419,000
OTHER CHARGES	20,576,016	34,645,000	34,502,000	50,710,000	50,612,000	16,110,000
LESS EXP DIST	10,845,342	21,346,000	21,346,000	37,875,000	37,875,000	16,529,000
TOT OTH CHRG	9,730,674	13,299,000	13,156,000	12,835,000	12,737,000	-419,000
GROSS TOTAL	$ 12,576,299	$ 14,828,000	$ 14,828,000	$ 14,828,000	$ 14,828,000	$
NET CO COST	$ 12,576,299	$ 14,828,000	$ 14,828,000	$ 14,828,000	$ 14,828,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

INSURANCE

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 28,122,134	$ 33,940,000	$ 33,940,000	$ 31,640,000	$ 31,640,000	$ -2,300,000
LESS EXP DIST	28,269,713	33,940,000	33,940,000	31,640,000	31,640,000	-2,300,000
TOT S & S	-147,579					
OTHER CHARGES	29,714,639	52,240,000	55,240,000	40,299,000	40,299,000	-14,941,000
LESS EXP DIST	29,643,864	52,240,000	55,240,000	40,299,000	40,299,000	-14,941,000
TOT OTH CHRG	70,775					
GROSS TOTAL	$ -76,804	$	$	$	$	$
REVENUE	153,454					
NET CO COST	$ -230,258	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

LOCAL AGENCY FORMATION COMMISSION
LARRY J. CALEMINE, EXECUTIVE OFFICER

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 23,689	$ 25,000	$ 43,000	$ 43,000	$ 43,000	$
SVCS & SUPPS	249,641	318,000	372,000	321,000	321,000	-51,000
OTHER CHARGES	6,532	7,000	7,000	7,000	7,000	
FA - EQUIPMENT	4,246					
GROSS TOTAL	$ 284,108	$ 350,000	$ 422,000	$ 371,000	$ 371,000	$ -51,000
REVENUE	170,817	125,000	197,000	125,000	125,000	-72,000
NET CO COST	$ 113,291	$ 225,000	$ 225,000	$ 246,000	$ 246,000	$ 21,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To review proposed changes of organization (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 local governmental entities.

1996-97 Budget Message

Government Code Section 56381 requires that the County provide the amount determined to be required by the Commission. Therefore, the 1996-97 Proposed Budget reflects funding in the amount requested.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ --	$ (-72,000)	$ 72,000	--
2.	$ (-51,000)	$ --	$ (-51,000)	--
Total	***$ (-51,000)***	***$ (-72,000)***	***$ 21,000***	***0.0***

1. Revenue Sources: Reflects an adjustment in the revenue received from the City of Los Angeles consistent with their prorata share of the Commission's operating expenses, as well as a projected decrease in application fees for planning and engineering services.

2. Contract Services: Reflects various reductions in professional and specialized services, primarily for environmental impact and special district consulting services, to reflect actual experience.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 305,508	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$
OTHER CHARGES	42,642,501	35,550,000	35,000,000	25,450,000	25,450,000	-9,550,000
LESS EXP DIST	36,894,332	35,900,000	35,350,000	25,800,000	25,800,000	-9,550,000
TOT OTH CHRG	5,748,169	-350,000	-350,000	-350,000	-350,000	
GROSS TOTAL	$ 6,053,677	$	$	$	$	$
REVENUE	5,959,346	4,100,000	2,098,000	4,600,000	4,600,000	2,502,000
NET CO COST	$ 94,331	$ -4,100,000	$ -2,098,000	$ -4,600,000	$ -4,600,000	$ -2,502,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

On February 15, 1983, the Board of Supervisors approved the formation of the nonprofit Los Angeles County Capital Asset Leasing Corporation (LAC-CAL) to finance the acquisition of critical equipment on behalf of the County. 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 a third-party lease. The term of each such bond issue reflects the useful life of the financed equipment.

1996-97 Budget Message

The LAC-CAL General Fund budget unit provides for the collection of lease payments due on LAC-CAL equipment leases from County budget units and the transfer of the collected 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 decrease in Other Charges and Expenditure Distributions reflects the final maturity of the 1991 Series A and B bonds in 1995-96 and the anticipated expiration of equipment leases connected with the 1992 Series A and B bonds.

-- The increase in Revenue reflects surplus interest earnings and reserve funds associated with the 1992 Series A and B bonds which will mature in 1996-97 and 1997-98, respectively.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ (-9,550,000)	$ (-7,048,000)	$ (-2,502,000)	--

The proposed reduction in Other Charges reflects the final maturity of the 1991 Series A and B bonds in 1995-96 and the scheduled maturity of the 1992 Series A bonds in 1996-97.

Total	***$ (-9,550,000)***	***$ (-7,048,000)***	***$ (-2,502,000)***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 79,319,556	$ 80,635,000	$ 85,651,000	$ 102,753,000	$ 81,759,000	$ -3,892,000
SVCS & SUPPS	178,390,022	229,705,000	239,178,000	299,397,000	253,882,000	14,704,000
OTHER CHARGES	79,219,861	84,190,000	86,976,000	87,456,000	87,456,000	480,000
FA - EQUIPMENT	198,371	200,000				
GROSS TOTAL	$ 337,127,810	$ 394,730,000	$ 411,805,000	$ 489,606,000	$ 423,097,000	$ 11,292,000
LESS INT TRFS	3,141,459	3,102,000	3,546,000	3,540,000	3,540,000	-6,000
NET TOTAL	$ 333,986,351	$ 391,628,000	$ 408,259,000	$ 486,066,000	$ 419,557,000	$ 11,298,000
REVENUE	290,198,630	350,414,000	367,045,000	376,740,000	376,740,000	9,695,000
NET CO COST	$ 43,787,721	$ 41,214,000	$ 41,214,000	$ 109,326,000	$ 42,817,000	$ 1,603,000
POSITIONS			1,413.1	1,672.6	1,386.0	-27.1

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH & SANITATION	HEALTH

Mission Statement

The mission of California's mental health system is to enable persons experiencing severe and disabling mental illnesses and children with serious emotional disturbances to access services and programs that will assist them. These services are tailored to each individual to: better control their illness; achieve their personal goals; and develop skills and supports leading to their living the most constructive and satisfying lives possible in the least restrictive environment. These accomplishments decrease the need for expensive publicly-financed services and increase the ability of the individual to achieve taxpaying independence.

The Los Angeles County Department of Mental Health (DMH) develops and coordinates mental health services to address these needs 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.

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 programs that provide involuntary assessment, care, and treatment as well as in all other programs.

1996-97 Budget Message

The 1996-97 Proposed Budget provides an overmatch of $2.1 million to the minimum net County cost necessary to meet the State maintenance of effort (MOE) requirement for realignment funding. The adoption of SB 681 reduced the 1996-97 MOE requirement by $8.5 million. However, in order to prevent service curtailments, the Proposed Budget only reflects a reduction of $6.4 million, which has been fully mitigated by the projected receipt of $3.5 million in additional Vehicle License Fee realignment revenue and anticipated continuation of $2.9 million in retirement savings.

The Proposed Budget also includes $20.7 million in anticipated Medicaid Section 1115 Waiver revenues, which includes one-time 1995-96 funding of $9.0 million. This funding has been dedicated to fund mental health services provided by the Department of Health Services (DHS) and various contractors who were funded with one-time unanticipated sales tax realignment revenue in 1995-96. If the Medicaid Section 1115 Waiver is not approved by the Health Care Financing Agency (HCFA), funding for the current level of DHS' mental health services will be in jeopardy.

Projected realignment sales tax revenues have been reduced to be consistent with the projections used in the 1996-97 Governor's Budget.

Expansion of the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program in 1996-97 will be fully funded by State and federal revenue. Since adequate and appropriate access to State Plan mental health services is a core component of EPSDT, the State Department of Health Services has agreed to provide the matching funds so that DMH can provide expanded Medi-Cal services to eligible clients.

Multi-Year Budget Planning

In the next several years, the Department will continue to implement strategic approaches designed to provide the highest quality and most cost-effective services to all persons with serious mental illnesses/disorders. This will include full implementation of the State Department of Mental Health's plan for Managed Mental Health Care, on a phased-in basis. Under this plan, DMH will assume responsibility for the management and provision of all medically-necessary mental health services for Medi-Cal recipients.

Critical Needs

The Department's critical unmet needs include the recommendations made by the Task Force on Incarcerated Mentally Ill.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Expenditures	$347,582,000	$359,428,000[1]	$394,731,000	$423,097,000
Workload/Output				
(Unduplicated Clients Counts)				
24-Hour Services				
Acute Hospitals:				
State Hospital	2,004	1,625	1,625	1,625
Acute Hospital	5,430	5,627	5,700	5,700
Fee-For-Service (Effective 1-1-95)	0	5,581	11,544	11,544

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output (cont'd)				
24-Hour Services				
Non-Hospital:				
Institutions for Mental Disease	2,873	2,558	2,300	2,300
Short-Term Residential	606	975	1,050	1,050
Long-Term Residential	104	124	125	125
Jail Inpatient	559	507	500	500
Crisis Residential	508	377	400	400
Non 24-Hour Services				
Crisis Intervention	7,909	10,521	10,500	10,500
Case Management	17,601	19,640	20,500	21,000
Crisis Stabilization	10,001	13,966	14,000	14,000
Outpatient	46,833	60,984	62,500	64,000
Partial Treatment	6,102	5,699	5,700	5,700
Support Services	4,827	7,250	7,250	7,250
Unduplicated Clients	74,000	81,400	83,400	86,500
Efficiency				
Average Cost Per Client	$4,497[2]	$4,416	$4,551[3]	$4,538[4]

Effectiveness/Outcome

Average points of improvement for clients using the Global Assessment of Functioning (GAF) Scale - The GAF score reports the clinician's judgment of the individual's overall level of functioning.

Based on service component:	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Assessment	3.8	3.5	3.5	3.5
Improvement	8.0	7.8	7.8	7.8
Maintenance	0.8	1.9	1.9	1.9

Objectives for 1996-97

Maintain the current levels of improvement of the clients served, and increase the number of clients served through the expansion of the Integrated Service Agreement and further expansion of the Single Fixed Point of Responsibility program.

Explanatory Notes

[1]Includes one-time Realignment revenue shift of $22.3 million.
[2]Excludes FEMA expenditures of $14.8 million.
[3]Excludes DHS $15.2 million commitment for services.
[4]Excludes $33.5 million: $22.9 DHS, various COLAs, and other cost increases.

Average Cost Per Client excludes the costs of services reimbursed by Federal Financial Participation (FFP) Medi-Cal at the Department of Health Services and the contractors providing Fee-For-Service Inpatient Care.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 10,539,000	$ 10,539,000	$ --	3.0

New/Expanded Programs: Reflects $9.8 million additional funding for the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program through which children and young adults under the age of 21 are examined by mental health care professionals to determine their mental health care needs. Also reflects a $0.1 million increase in the Foster Care Program, a $0.5 million increase in federal Medi-Cal revenue, and the addition of 3.0 positions, fully funded by the Family Preservation Program (FPP).

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 6,645,000	$ (-15,228,000)	$ 21,873,000	--

DHS Replacement Plan: Reflects full-year expenditures for DHS psychiatric inpatient and outpatient mental health services. As part of closing the 1995-96 DHS funding gap, DMH assumed responsibility for implementing a reduced replacement level of services effective 10/95. Funding for these services in 1995-96 included $15.2 million in one-time only rollover realignment sales tax revenues which will not be available in 1996-97. As further discussed in change 3, the Department anticipates using Medicaid Section 1115 Waiver funding to replace this revenue.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-3,831,000)	$ 18,471,000	$ (-22,302,000)	--

Medicaid Section 1115 Waiver Funding and Other Revenue Adjustments: Reflects projected new revenue from anticipated approval of the Medicaid Section 1115 Waiver. This revenue will be utilized to fund the inpatient services previously provided directly, or by contract, by DHS, and the outpatient services at the LAC+USC and Augustus F. Hawkins Community Mental Health Center.

Also reflects a $8.7 million adjustment to realignment revenues, to be consistent with projections used in the 1996-97 Governor's Budget, partially offset by increases of $1.5 million in Medi-Cal Administrative Activities revenue, $0.4 million in Public Guardian/Targeted Case Management revenue, $0.3 million in DMH FFP revenue, and $2.5 million in Short-Doyle/Medi-Cal revenue.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-2,891,000)	$ --	$ (-2,891,000)	(-30.1)

Salaries and Employee Benefits: Reflects projected employee benefit savings primarily due to continuation of savings in retirement costs. Staffing cuts reflect the closure of the Therapeutic Residential Center, effective June 30, 1996. The funds will be reserved for use in the same service area and will be contracted out in fiscal year 1996-97. The affected employees will be transferred to vacancies at other DMH clinics; there will be no lay-offs.

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions

Other Changes (cont'd)

2.	$	6,374,000	$	209,000	$	6,165,000	--

Other Unavoidable Cost Increases: Reflects unavoidable increases in prescription drug costs and State imposed cost-of-living increases for the Institutions for Mental Disease and State Hospital programs. Also reflects increased funding for projected legal settlement costs and Special Education Pupil Assessment consultant services.

3.	$	(-5,899,000)	$	(-134,000)	$	(-5,765,000)	--

Other Cost Decreases: Reflects an adjustment of $4.3 million to bring State Hospital bed funding in line with the reduced level utilized in 1995-96. Additional changes include reductions in charges from the Internal Services Department and other County departments, as well as reductions in various services and supplies.

4.	$	355,000	$	(-4,168,000)	$	4,523,000	--

One-time Revenue/Expenditures Adjustment: Reflects a decrease in federal homeless revenue (PATH/McKinney) due to the expiration of this grant as well as the loss of one-time Wards and Dependents (SB 370 funds). Also reflects additional funding requirements for contract providers.

Total	*$*	*11,292,000*	*$*	*9,689,000*	*$*	*1,603,000*	*(-27.1)*

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 849,767	$ 890,000	$ 910,000	$ 946,000	$ 933,000	$ 23,000
SVCS & SUPPS	392,580	374,000	431,000	516,000	290,000	-141,000
OTHER CHARGES	4,092	17,000	17,000	17,000	10,000	-7,000
GROSS TOTAL	$ 1,246,439	$ 1,281,000	$ 1,358,000	$ 1,479,000	$ 1,233,000	$ -125,000
LESS INT TRFS	1,215	3,000	1,000	1,000	1,000	
NET TOTAL	$ 1,245,224	$ 1,278,000	$ 1,357,000	$ 1,478,000	$ 1,232,000	$ -125,000
REVENUE	412,217	591,000	668,000	748,000	595,000	-73,000
NET CO COST	$ 833,007	$ 687,000	$ 689,000	$ 730,000	$ 637,000	$ -52,000
POSITIONS			21.3	22.3	21.3	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	VETERANS' SERVICES

Mission Statement

To assist veterans, their dependents and survivors in pursuing legal claims and benefits under Federal and State laws, and to operate and maintain Patriotic Hall for use by veterans organizations and the public.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects a reduction in maintenance funding; however, should there be any need for emergency repairs, funding will be provided from the Extraordinary Maintenance budget to the extent possible. Through the use of General Relief workers for custodial and light maintenance tasks and other efficiencies, the Department will continue to maintain its current level of service to meet the needs of the County's veterans community.

Multi-Year Budget Planning

The evolution of departmental services to the year 2000 will be influenced by the aging and subsequent deaths of many of the County's veterans. With an estimated 203,000 veterans 65 and older and 3,290 annual deaths, there will be a significant need to assist both the elderly veterans and their survivors. Simultaneously, projected downsizing, regionalization, and consolidation of United States Department of Veterans Affairs facilities will exacerbate the situation. Diminishing Federal sources for public access to information and services will shift additional responsibilities to the Department over the next several years.

The Department will aggressively explore and apply computer, communication, and production technology to meet these multiple demands. Additionally, volunteer service officers from veterans organizations will be enlisted and trained for outreach services. The Department will seek Federal block grants for conducting increased outreach to the veterans community. Concurrently, the Department will pursue its goal of financial self-sufficiency for Patriotic Hall through the construction of a multi-level parking structure to enhance the use of this historic facility.

Critical Needs

The Department has a critical need to replace two 70-year old elevators in Patriotic Hall to ensure public safety.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
I. Veterans Services				
Number of Counselors	8	8	8	8
II. Patriotic Hall				
Total Building Staff Hours	n/a	n/a	9,244	9,300
Workload/Output				
I. Veterans Services				
Caseloads Filed	n/a	n/a	3,100	3,146
II. Patriotic Hall				
Monthly Veterans Participants Attending Patriotic Hall Events	n/a	n/a	23,185	23,300
Monthly Non-Veterans Participants Attending Patriotic Hall Events	n/a	n/a	9,000	15,000
Efficiency				
I. Veterans Services				
Average Caseload Units Per Month	n/a	n/a	250	255
Clients Assisted Per Month	n/a	n/a	752	752
Effectiveness/Outcome				
I. Veterans Services				
Claims Approved/awarded	n/a	n/a	33%	33.5%
II. Patriotic Hall				
Percentage of Revenue to Cost				
- Veterans Monthly Leases	n/a	n/a	63%	63%
- Non-Veterans Monthly Leases	n/a	n/a	57%	57%

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ (-72,000)	$ --	$ (-72,000)	--

Patriotic Hall Deferred Maintenance: Reflects elimination of financing for deferred maintenance; repairs will be financed by the Extraordinary Maintenance budget in the event of an emergency.

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions

Other Changes (cont'd)

2.	$	--	$	(-61,000)	$	61,000	--

Building Revenue: Reflects loss of revenue from decreased building usage by a church group.

3.	$	(-33,000)	$	--	$	(-33,000)	--

Patriotic Hall Service Contracts: Reflects reduced professional and specialized services contracts by utilizing General Relief workers to do custodial tasks and light building maintenance .

4.	$	(-30,000)	$	--	$	(-30,000)	--

Veterans, Patriotic Hall, and Executive Office Service Reductions: To offset revenue losses, reflects reduced services and supplies by limiting the frequency and distribution of the Department's veterans events calendar, printing of fewer informational brochure materials, and reducing transportation and mileage claims. Also reflects reduction of special departmental expenses associated with artifact displays, purchasing of flags, and other accessories.

5.	$	(-6,000)	$	--	$	(-6,000)	--

Veterans Services Branch Office: Reflects relocation of Lancaster branch office to a rent free facility.

6.	$	23,000	$	--	$	23,000	--

Salaries and Employee Benefits: Reflects increases in employee benefits, including pension bond costs.

7.	$	--	$	(-15,000)	$	15,000	--

State Revenue: Reflects a decrease in State revenue due to changes in Veterans Affairs policies.

8.	$	--	$	3,000	$	(-3,000)	--

Licenses, Permits, Franchises, and Donations: Reflects increased revenue associated with more filming activities and increased donations.

9.	$	(-7,000)	$	--	$	(-7,000)	--

Other Charges: Primarily reflects a reduction in judgments and damages.

Total	***$***	***(-125,000)***	***$***	***(-73,000)***	***$***	***(-52,000)***	***0.0***

MUSEUM OF ART
DR. ANDREA L. RICH, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 4,711,700	$ 4,640,000	$ 5,032,000	$ 4,875,000	$ 4,875,000	$ -157,000
SVCS & SUPPS	10,692,434	11,232,000	11,092,000	11,078,000	11,078,000	-14,000
OTHER CHARGES	15,362	42,000	15,000	15,000	15,000	
FA - EQUIPMENT	103,256	35,000				
GROSS TOTAL	$ 15,522,752	$ 15,949,000	$ 16,139,000	$ 15,968,000	$ 15,968,000	$ -171,000
LESS INT TRFS	23,683	30,000	20,000	30,000	30,000	10,000
NET TOTAL	$ 15,499,069	$ 15,919,000	$ 16,119,000	$ 15,938,000	$ 15,938,000	$ -181,000
REVENUE	979,890	1,281,000	1,481,000	1,481,000	1,481,000	
NET CO COST	$ 14,519,179	$ 14,638,000	$ 14,638,000	$ 14,457,000	$ 14,457,000	$ -181,000
POSITIONS			76.0	70.0	70.0	-6.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

Under agreements between the Board of Supervisors and the Museum Associates (a private nonprofit corporation), the Museum of Art collects, conserves, protects, and displays art of the highest quality. The Museum Associates financed construction of the Museum in Hancock Park in 1965, and donated the facilities to the County. The Museum Associates acts as the Museum's governing body, subject to the directions of the Board of Supervisors. The Museum provides special exhibitions and a varied educational program designed to enhance the public's knowledge and appreciation of the arts of a range of cultures.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects the Board-approved operating agreement of February 8, 1994 between the County and the Museum Associates, which established each entity's operational and financial responsibilities. This public-private partnership agreement has enabled the Museum to maintain public service hours at fiscal year 1991-92 levels. Through continued efforts to streamline operations and achieve total integration of technologies, the 1996-97 Proposed Budget includes a shift of telecommunications management to the Museum Associates. The 1996-97 Proposed Budget also reflects the elimination of funding for six vacant curatorial, technical, and administrative positions to represent actual staffing level, as well as the elimination of one-time funding for deferred maintenance.

Multi-Year Budget Planning

Over the next several years, the Museum of Art will strive to promote art education by forming strategic partnerships with other art and educational institutions, as well as with surrounding communities throughout the County. In addition, consistent with the Museum's Strategic Plan goals, the Museum will explore the feasibility of developing products that will expand its audience and generate revenues necessary to sustain its core mission.

Critical Needs

The Department's critical needs include various deferred facility infrastructure maintenance, such as replacement of roofs, elevators, and heating, ventilation, and air conditioning systems.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Budgeted Positions	69	76	76	70
Net County Cost	$13,456,000	$14,519,000	$14,638,000	$14,457,000
Workload/Output				
Exhibitions/Installations	66	64	57	60
Conservation Projects	1,488	1,372	1,500	1,500
Classes and Workshops	83	159	90	180
Visitors Served	552,000	541,000	700,000	575,000
Efficiency				
Percentage of Matching Funds	--	81%	87%	80%
Effectiveness/Outcome				
Membership	63,270	60,325	65,000	65,000
Art Acquisitions	1,420	1,470	1,421	1,668

Objectives for 1996-97

- -- Maintain high standards of artistic credibility, excellence in scholarly research and programming, and commitment to quality exhibitions and other public programs.
- -- Expand educational opportunities for children.
- -- Maintain exhibitions and conservation programs at the current level.
- -- Secure targeted percentage of matching funds.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ (-296,000)	$ --	$ (-296,000)	--

Deferred Maintenance: Reflects the elimination of one-time funding primarily for deferred maintenance.

2.	$ (-157,000)	$ --	$ (-157,000)	(-6.0)

Salaries and Employee Benefits: Reflects the elimination of funding for six vacant curatorial, technical, and administrative positions to represent actual staffing level. Also includes reduced salaries and employee benefits to reflect actual experience.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Other Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 274,000	$ 10,000	$ 264,000	–

Custodial and Security Services: Reflects increased contracted custodial and security services to reflect full-year funding as a result of reopening the Museum on Tuesdays, partially offset by reimbursable air conditioning services provided to the Museum of Natural History. Also includes the transfer of operational responsibility for telecommunications, which is currently being administered by the County, to the Museum Associates, in an effort to streamline operations and achieve total integration of technologies.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ 59,000	$ --	$ 59,000	–

Services and Supplies Increases: Reflects various increases in services and supplies primarily for contract landscaping services, fine arts insurance, and the Countywide Integrated Radio System to reflect actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-51,000)	$ --	$ (-51,000)	–

Services and Supplies Reductions: Reflects reduced expenditures primarily in utilities, payroll services, and building maintenance to reflect actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-171,000)***	***$ 10,000***	***$ (-181,000)***	***(-6.0)***

MUSEUM OF NATURAL HISTORY
DR. JAMES L. POWELL, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 4,007,122	$ 4,121,000	$ 4,417,000	$ 8,759,000	$ 4,655,000	$ 238,000
SVCS & SUPPS	6,255,446	6,900,000	7,048,000	7,334,000	6,921,000	-127,000
OTHER CHARGES	117,340	1,781,000	1,837,000	1,837,000	2,506,000	669,000
FA - EQUIPMENT	20,199					
GROSS TOTAL	$ 10,400,107	$ 12,802,000	$ 13,302,000	$ 17,930,000	$ 14,082,000	$ 780,000
LESS INT TRFS		40,000	40,000			-40,000
NET TOTAL	$ 10,400,107	$ 12,762,000	$ 13,262,000	$ 17,930,000	$ 14,082,000	$ 820,000
REVENUE	2,500,783	3,316,000	3,816,000	4,562,000	4,562,000	746,000
NET CO COST	$ 7,899,324	$ 9,446,000	$ 9,446,000	$ 13,368,000	$ 9,520,000	$ 74,000
POSITIONS			64.0	124.0	67.0	3.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

To advance knowledge and to enable people of all ages, backgrounds, and interests to appreciate their natural and cultural history. The Museum assembles, conserves, interprets, and holds in trust collections of irreplaceable objects from nature and human history. These collections reveal the history of the Earth and the evolution and diversity of life and culture, while sustaining programs of research, exhibits, education, and publication.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects the 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 programs and operations at fiscal year 1993-94 levels. Consistent with the Museum's Vision 2000 strategic plan goals and recently Board-approved Economy and Efficiency Commission recommendations, the 1996-97 Proposed Budget includes funding for three additional Curator positions to provide adequate collections management and maintenance of specimens held in public trust, as well as increased contract security services.

Multi-Year Budget Planning

Over the next several years, in an effort to significantly increase attendance and revenues, the Museum will strive to acquire new, major permanent, and travelling exhibits. In addition, the Museum intends to integrate various Museum management information systems by completing the installation of its data network and computer laboratory which will provide the public, staff, volunteers, and students an opportunity to electronically access a variety of Museum information.

Critical Needs

The Department's critical needs consist primarily of deferred maintenance including roof and window replacements, upgraded security systems, as well as funding for emergency preparedness.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of Research and Collections Staff Maintaining Collections (1)	44	44	44	47
Number of School Tour and Volunteer Coordinators Providing School Tours	2	3	3	3
Number of Volunteers	525	560	600	600
Net County Cost	$9,027,590	$7,899,324	$9,446,000	$9,520,000
Workload/Output				
Specimens Maintained (16 Collections)	26,555,873	26,582,428	26,609,010	30,000,000
Number of School Tours Provided	5,243	4,000	4,250	4,000
Number of Volunteer Hours Contributed	85,000	90,000	95,000	95,000
Matching Funds Secured (Foundation)	--	$13,336,000	$13,239,000	$12,862,000
Visitors Served	700,000	573,100	600,000	650,000
Museum Membership	15,600	17,000	16,500	17,000
Efficiency				
Average Number of Specimens Maintained per Research and Collections Staff	603,543	604,146	605,000	638,000
Average Number of School Tours Managed per Coordinator Staff	2,622	1,334	1,417	1,334
Average Number of Volunteer Hours per Volunteer	162	161	158	158
Annual Foundation Matching Funds	--	$13,336,000	$13,239,000	$12,862,000
Number of Memberships per 100 Visitors Served	2	3	3	3
Effectiveness/Outcome				
Percent of Specimens Maintained	100%	100%	100%	100%
Percent of School Tours Provided	100%	100%	100%	100%
Percent of Hours Volunteered	100%	100%	100%	100%
Percent of Matching Funds Provided by Foundation per Year	--	147%	144%	139%
Percent of Membership to Total Visitors	2.2%	3.0%	2.8%	2.6%

Objectives for 1996-97

- Increase collections management (specimens maintained) by increasing Research and Collections personnel by 17.6 percent or 3 Curators.
- Expand attendance through innovative development of exhibit and education programs, while increasing revenue to provide the necessary funds to sustain excellence.
- Maintain percent of school tours provided.

Explanatory Notes

(1) Research and Collections staff represent County and Foundation personnel.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 247,000	$ --	$ 247,000	3.0

Curatorial Staffing: Reflects additional Curator positions to provide adequate management and maintenance of collections and specimens held in public trust consistent with the Department's Vision 2000 strategic plan goals and Board-approved Economy and Efficiency Commission recommendations.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 255,000	$ --	$ 255,000	--

Collections Management and Related Services: Reflects contracted services to provide for increased collections management and development, and administrative support services, consistent with the Department's Vision 2000 strategic plan goals and Board-approved Economy and Efficiency Commission recommendations.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-9,000)	$ --	$ (-9,000)	--

Salaries and Employee Benefits: Reflects a net reduction in employee benefits to reflect actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 236,000	$ 45,000	$ 191,000	--

Security Services: Reflects increased contract security services and reimbursable library lending and educational services, partially offset by reduced auto, contract custodial, and landscaping maintenance services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 88,000	$ --	$ 88,000	--

Services and Supplies Increases: Reflects various increases in services and supplies primarily for anticipated cost increases in judgments and damages, general liability, and fine arts insurance.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-712,000)	$ (-40,000)	$ (-672,000)	--

Services and Supplies Decreases: Reflects decreases primarily in utilities, telephone utilities, office expense, and equipment, exhibit, and facility maintenance to reflect actual experience. Also includes the elimination of one-time commercial insurance reimbursement for earthquake-related expenses incurred at the William S. Hart Museum.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ 701,000	$ 701,000	$ --	--

Capital Leases: Reflects an increase in the Petersen Automotive Museum debt service expense, which is fully reimbursed by the Museum Foundation.

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
6.	$	(-26,000)	$	--	$	(-26,000)	--

LAC-CAL: Reflects a reduction in LAC-CAL financing requirements.

Total	***$***	***780,000***	***$***	***706,000***	***$***	***74,000***	***3.0***

MUSIC AND PERFORMIING ARTS COMMISSION
LAURA ZUCKER, EXECUTIVE DIRECTOR

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$	1,259,006	$	1,765,000	$	1,765,000	$	4,114,000	$	1,523,000	$	-242,000
REVENUE		262,015		1,108,000		1,108,000		866,000		866,000		-242,000
NET CO COST	$	996,991	$	657,000	$	657,000	$	3,248,000	$	657,000	$	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

To foster excellence, diversity, vitality and accessibility in and to the arts in Los Angeles County through community and grant programs, research, and technical assistance to the community, artists, arts organizations, and municipalities.

1996-97 Budget Message

The 1996-97 Proposed Budget maintains funding at the fiscal year 1995-96 level. The Proposed Budget continues support for cultural services provided to County residents including the Annual Holiday Celebration -- a six-hour, live event at the Dorothy Chandler Pavillion; the Musicians Trust Fund, which provides free instrumental performances at public sites; and the Summer Nights at the Ford -- a multi-disciplinary performing arts series at a historical County park facility.

Multi-Year Budget Planning

This Proposed Budget will allow the Commission to provide technical assistance to arts organizations and commence implementation of its Vision 2000 strategic plan which focuses on developing programs in arts education and cultural tourism. Over the next couple of years, the Commission will continue to increase revenues for programming at the Ford Theatre through facility rentals and contributions to the Ford Theatre Foundation.

Critical Needs

The Commission's critical need is to expand contracts for services with nonprofit arts organizations to provide vital services in arts education and ensure accessibility of cultural activities for diverse geographic constituencies.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Number of people to process grant applications	1	1	1	1
Funds allocated for community concerts	$110,000	$110,000	$110,000	$110,000

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Number of grant applications received	135	137	145	150
Musicians Trust Fund Concerts booked	101	132	126	125
Efficiency				
Number of grants processed per person	135	137	145	150
Cost per concert	$1,089	$833	$873	$880
Effectiveness/Outcome				
Funded projects completed	57	77	80	85
Average audience per concert	n/a	634	712	730

Objectives for 1996-97

-- Continue to process all grant applications; insure that funded proposals are completed.

-- Increase average audience size per concert.

Explanatory Notes

Many factors, including quality of proposed projects and depth of impact, are also considered in awarding contracts for services and allocating funds for public performances.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ (-84,000)	$ (-150,000)	$ 66,000	--

Arts Organization Stabilization Initiative: Reflects a reduction in matching funds from the City of Los Angeles Cultural Affairs Department for a five-year pilot program, which began in 1992, to provide funding and technical assistance for mid-size arts organizations.

2.	$ (-92,000)	$ (-92,000)	$ --	--

National/State/County Partnership: Reflects the completion of municipal planning grants and the Cultural Tourism Pilot Program, which were funded by one-time grants from the California Arts Council, City of Los Angeles, and the Convention and Visitors Bureau.

3.	$ 17,000	$ 105,000	$ (-88,000)	--

Organizational Grants Program: Reflects the reallocation of Cable Television Franchise Fund revenue and other funding to support performing arts organizations.

		Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*
4.	$	(-25,000)	$	(-45,000)	$	20,000	--

Annual Holiday Celebration: Reflects the elimination of one-time funding associated with stage backdrops for the Annual Holiday Celebration.

Other Changes (cont'd)

5.	$	(-58,000)	$	(-60,000)	$	2,000	--

Summer Nights at the Ford: Reflects the reallocation of Cable Television Franchise Fund revenue from Ford Theatre programs to grant programs due to an increase in facility rental income and contributions from private foundations and individuals, which are directly deposited into the Ford Theatre Development Fund.

Total	***$***	***(-242,000)***	***$***	***(-242,000)***	***$***	***0***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 15,703	$ 8,000	$ 8,000	$ 3,000	$ 3,000	$ -5,000
SVCS & SUPPS	6,042,194	5,885,000	5,671,000	5,917,000	5,236,000	-435,000
OTHER CHARGES	774,166	1,613,000	1,613,000	1,597,000	1,496,000	-117,000
GROSS TOTAL	$ 6,832,063	$ 7,506,000	$ 7,292,000	$ 7,517,000	$ 6,735,000	$ -557,000
REVENUE	3,157,392	3,460,000	4,450,000	3,100,000	3,893,000	-557,000
NET CO COST	$ 3,674,671	$ 4,046,000	$ 2,842,000	$ 4,417,000	$ 2,842,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

The Music Center is a cooperative operational effort between community interests and the County of Los Angeles. Through this budget, the County provides for the general maintenance, custodial, utility, insurance, security, and usher services at the Music Center. This budget excludes income estimated at $1.0 million from the five percent facility fee derived from a portion of admission revenues and used to offset costs for furnishing and theater equipment replacement, which is included in The Music Center Operating Company (MCOC) budget.

1996-97 Budget Message

Consistent with contractual obligations, the 1996-97 Proposed Budget provides funding to maintain and operate the Music Center, albeit at minimum levels. The Proposed Budget reflects savings in utility costs due to implementation of an energy efficiency program at the Music Center complex, as well as a reduction in parking revenue based on experience.

Multi-Year Budget Planning

The Music Center Operating Company is examining the legal and operational feasibility of increasing the facility fee to help offset Music Center costs.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Other Changes				
1.	$ (-435,000)	$ --	$ (-435,000)	--

Services and Supplies: Reflects primarily a reduction in utilities costs due to implementation of an energy efficiency program at the Music Center complex, as well as decreases in building maintenance and usher service requirements.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-117,000)	$ --	$ (-117,000)	--

Other Charges: Reflects primarily the early bond payoff for the Mark Taper Forum and Ahmanson Theatre debt service.

3.	$ (-5,000)	$ --	$ (-5,000)	--

Salaries and Employee Benefits: Reflects a reduction in Worker's Compensation costs.

4.	$ --	$ (-557,000)	$ 557,000	--

Music Center Parking Revenue: Reflects primarily a decrease in parking revenue, partially offset by an increase in revenue associated with excess bond funds that are now available due to the retirement of the Mark Taper Forum and Ahmanson Theatre debt service.

Total	*$ (-557,000)*	*$ (-557,000)*	*$ 0*	*0.0*

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SALES AND USE TAX	$ 31,244,384	$ 28,740,000	$ 32,752,000	$ 30,182,000	$ 30,182,000	$ -2,570,000
DEED TRANSFER TAX	20,981,316	20,618,000	23,437,000	19,770,000	20,620,000	-2,817,000
TRANSIENT OCCUPANCY TAX	6,428,568	6,350,000	7,150,000	7,200,000	6,000,000	-1,150,000
UTILITY USERS' TAXES	34,852,057	35,496,000	35,496,000	36,000,000	0	-35,496,000
BUSINESS LICENSE TAX	8,129,620	7,500,000	12,700,000	14,100,000	0	-12,700,000
LICENSES, PERMITS, AND FRANCHISES	6,184,262	5,400,000	5,800,000	5,400,000	5,400,000	-400,000
RENTS, CONCESSIONS, AND ROYALTIES	2,012,907	943,000	925,000	890,000	890,000	-35,000
VEHICLE LICENSE FEES	684,867,964	714,052,000	686,371,000	750,140,000	750,140,000	63,769,000
PENALTIES ON DELINQUENT TAXES	29,072,383	30,645,000	29,300,000	30,520,000	30,520,000	1,220,000
HOMEOWNERS' PROPERTY TAX RELIEF (HOX)	21,277,658	25,000,000	21,904,000	22,686,000	22,686,000	782,000
OTHER REVENUE	138,426,652	177,136,000	182,932,000	126,262,000	125,070,000	-57,862,000
TOTAL REVENUE	$ 983,477,771	$ 1,051,880,000	$ 1,038,767,000	$ 1,043,150,000	$ 991,508,000	$ -47,259,000

Mission Statement

Nondepartmental Revenues are derived largely from shared programs administered by the State and are not related to the revenue-generating activities of any County department.

1996-97 Budget Message

The fiscal year 1996-97 Proposed Budget reflects:

- A decrease of $2.6 million in Local 1% Sales Tax reflecting historical trends on the local unincorporated economy.

- A reduction of $2.8 million in Deed Transfer Tax revenues reflecting current-year experience.

- Decreases of $1.2 million in Transient Occupancy Tax, $35.5 million in Utility Users' Taxes, and $12.7 million in Business License Taxes reflecting the uncertain outcome of the Proposition 62 litigation.

- An increase of $63.8 million in Motor Vehicle License In-Lieu and Realignment revenues due to an improving statewide auto sales economy.

- Decreased revenues from various fees, collections, and charges and from the transfer or elimination of one-time revenues, primarily the $50.0 million transfer from the Metropolitan Transportation Authority (MTA).

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$	4,971,973	$	5,934,000	$	7,297,000	$	7,297,000	$	7,297,000	$	
OTHER CHARGES		55,180,264		81,350,000		86,913,000		73,725,000		73,725,000		-13,188,000
FA - EQUIPMENT		28,000		25,000		25,000		25,000		25,000		
OTH FIN USES		21,892,365		27,800,000		27,846,000		14,300,000		14,300,000		-13,546,000
GROSS TOTAL	$	82,072,602	$	115,109,000	$	122,081,000	$	95,347,000	$	95,347,000	$	-26,734,000
LESS INT TRFS				80,000		80,000		80,000		80,000		
NET TOTAL	$	82,072,602	$	115,029,000	$	122,001,000	$	95,267,000	$	95,267,000	$	-26,734,000
REVENUE		105,780,489		130,783,000		126,719,000		99,985,000		99,985,000		-26,734,000
NET CO COST	$	-23,707,887	$	-15,754,000	$	-4,718,000	$	-4,718,000	$	-4,718,000	$	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

Mission Statement

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 department. This appropriation reflects charges for expenditures of countywide benefit which are not related to a single department's main mission. Also included are interest expense and earnings associated with the Treasury Management Program, and contracts for countywide programs.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects:

-- An allocation of $14.0 million to the Public Library, consistent with the current-year amount.

-- Reduction of one-time appropriation and revenue for the pension bond refinancing program.

-- Transfer of the State Property Tax Administration appropriation and revenue to the Assessor.

-- An increase in interest expense related to Tax and Revenue Anticipation Notes (TRANs), offset by increased interest earnings.

OFFICE OF OMBUDSMAN
RUDY DE LEON, OMBUDSMAN

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 158,762	$ 173,000	$ 174,000	$ 191,000	$ 191,000	$ 17,000
SVCS & SUPPS	93,512	74,000	80,000	82,000	66,000	-14,000
GROSS TOTAL	$ 252,274	$ 247,000	$ 254,000	$ 273,000	$ 257,000	$ 3,000
NET CO COST	$ 252,274	$ 247,000	$ 254,000	$ 273,000	$ 257,000	$ 3,000
POSITIONS			3.0	3.0	3.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

The Office of Ombudsman serves residents by facilitating timely investigation of complaints, and objectively reviewing complaint investigations concerning Los Angeles County departments and agencies, at the direction of the Board of Supervisors.

1996-97 Budget Message

The 1996-97 Proposed Budget funds the operations of the Office of Ombudsman at the current service level. Additionally, the Ombudsman's Vision 2000 strategic plan short-term goals of providing Internet computer access and increased office staffing to better serve the public are financed through reallocation of existing resources.

Multi-Year Budget Planning

Over the next two years, the Department will explore the feasibility of providing training to other jurisdictions, both as a method of increasing objective response to citizen complaints and as a possible revenue source.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Community Liaison Officers (CLO)	n/a	n/a	1.75	2.00
Workload/Output Per CLO				
Complaint Initiation Referrals	n/a	n/a	140	180
Investigation Status Requests	n/a	n/a	65	100
Complaint Investigation Reviews	n/a	n/a	250	300
General Assistance to Clients	n/a	n/a	143	175

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Efficiency per CLO				
Referrals	n/a	n/a	80	90
Determination of Case Status	n/a	n/a	37	50
Complaint Investigation Reviews	n/a	n/a	143	150
General Assistance to Clients	n/a	n/a	82	88
Effectiveness/Outcome				
Successful Status Determination	n/a	n/a	100%	100%
Reviewed Investigation Lawsuits	n/a	n/a	0	0

Objectives for 1996-97

-- Review complaint investigations and report findings to client and department within a reasonable time frame.

-- Recommend appropriate follow up action, where necessary, to ensure that a thorough investigation was conducted.

-- Determine the status of investigations within reasonable time constraints at the request of the client.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ --	$ --	$ --	--

Enhance Client Services: Reflects an increase of temporary staff hours and implementation of Internet computer access to enhance client service level, funded through reallocation of existing resources.

Other Changes				
1.	$ 3,000	$ --	$ 3,000	--

Salaries and Employee Benefits: Reflects an increase in pension obligation bond costs.

Total	***$ 3,000***	***$ 0***	***$ 3,000***	***0.0***

PARKS AND RECREATION
RODNEY E. COOPER, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 39,127,720	$ 39,462,000	$ 39,093,000	$ 42,146,000	$ 39,088,000	$ -5,000
SVCS & SUPPS	18,252,823	19,840,000	19,840,000	20,622,000	18,365,000	-1,475,000
OTHER CHARGES	3,273,666	3,110,000	3,110,000	2,901,000	2,901,000	-209,000
FA - EQUIPMENT	644,213			600,000		
GROSS TOTAL	$ 61,298,422	$ 62,412,000	$ 62,043,000	$ 66,269,000	$ 60,354,000	$ -1,689,000
LESS INT TRFS	1,105,236	619,000	648,000	554,000	554,000	-94,000
NET TOTAL	$ 60,193,186	$ 61,793,000	$ 61,395,000	$ 65,715,000	$ 59,800,000	$ -1,595,000
REVENUE	29,288,843	30,419,000	29,771,000	29,431,000	29,348,000	-423,000
NET CO COST	$ 30,904,343	$ 31,374,000	$ 31,624,000	$ 36,284,000	$ 30,452,000	$ -1,172,000
POSITIONS			856.3	877.5	822.0	-34.3

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	RECREATION FACILITIES

Mission Statement

To provide the residents of Los Angeles County diverse, quality recreational opportunities through the acquisition, development, maintenance, and programming of the County parks, arboreta, golf courses, trails, and open space areas.

1996-97 Budget Message/Multi-Year Budget Planning

The 1996-97 Proposed Budget reflects a two-year program to transfer community regional parks to cities in which these parks are located and to the State, thereby generating savings in facility, recreation, and pool programs. Up to eight of 16 community regional parks, six of 31 swimming pools and one of 19 natural areas would be transferred. Implementation options being explored include transferring half of the facilities in each of the next two fiscal years or transitional sharing of operational costs between the County and the jurisdictions on a 50/50 basis in 1996-97 with cities assuming full cost in 1997-98. The remaining community regional parks and all local and regional parks, nature centers, trails, and golf courses would remain open with the current level of service.

As part of its Vision 2000 strategic plan, the Department will continue to decrease operating costs through further automation and enhanced public-private partnerships such as contracting and sponsorships, and continuing to seek creative strategies for new revenues through expanded grantsmanship and marketing efforts.

Critical Needs

In view of current and projected funding realities, the Department believes that the phased transfer of the community regional parks and nature center to cities and the State represents the most reasonable and cost-effective option available to ensuring maintenance of these important public recreation services. However, were a stable and long-term revenue source identified to support maintenance of a full-range of recreational facilities and activities within the County parks system, the Department would view this to be a more favorable option.

In addition, expansion of the Adult Work Crew Program would allow the Department to maximize its use of court referral and work release participants as a cost-effective means of providing grounds maintenance, general maintenance, and custodial services.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total gross appropriation	$62,105,000	$61,298,000	$62,412,000	$60,354,000
Total Prop A funds to be committed	$17,637,000	$23,517,000	$29,396,000	$29,396,000
Recreation program net County cost	n/a	$2,646,000	$2,580,000	$2,544,000
Workload/Output				
Total revenue collected	$28,367,000	$30,394,000	$31,038,000	$29,902,000
Total Prop A funds actually committed	$17,637,000	$23,517,000	$29,396,000	$29,396,000
Recreation program attendance	n/a	1,354,000	1,380,000	1,421,000
Efficiency				
Percent +/- in net County cost per year	n/a	(8.40%)	1.52%	(2.94%)
Percent of Prop A Funds committed per year	100%	100%	100%	100%
Net County cost per recreation program attendee	n/a	$1.95	$1.87	$1.79
Effectiveness/Outcome				
Percent self-sufficient	45.68%	49.58%	49.73%	49.54%
Cumulative percent of Prop A funds committed	15%	35%	60%	85%
Percent +/- recreation program attendance from previous year	n/a	n/a	1.92%	2.97%

Objectives for 1996-97

-- Maintain current percent of self-sufficiency.
-- Commit 85 percent of the Prop A funds to Los Angeles County Parks and Recreation projects.
-- Increase customer attendance by providing quality programs at a lower cost per attendee.

Explanatory Notes

Since fiscal year 1992-93, the level of self-sufficiency has increased by 25 percent. This was partially due to fee increases. No major fee increases are recommended at this time since this option has been exhausted.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-1,903,000)	$ (-83,000)	$ (-1,820,000)	(-21.5)

Park Transfers: Reflects a two-year plan to commence the transfer of eight community regional parks, six swimming pools, and one natural area to local jurisdictions in which these parks are located and to the State. The Department will achieve the savings through pursuit of various options, such as transferring half of the facilities in 1996-97 or negotiating a phased plan with the jurisdictions on a 50/50 shared cost basis in 1996-97. This will result in a corresponding savings in facility, recreation, and pool programs.

	Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*

Major Changes (cont'd)

2.	$	(-300,000)	$	(-300,000)	$	--	--

Recreation: Reflects the elimination of Federal funding for the Winter Lunch program at local parks due to a change in school scheduling that resulted in a shorter winter break period.

3.	$	235,000	$	235,000	$	--	--

Capital Projects: Reflects a consulting service agreement with the Department of Public Works to provide two civil engineers to assist with the timely completion of Regional Park and Open Space District (Prop A) capital projects.

4.	$	(-94,000)	$	(-94,000)	$	--	(-3.0)

Grounds Maintenance Services: Reflects the elimination of grounds maintenance services to other County departments in order to focus the Department's limited resources on park facilities and to increase the timeliness of grounds maintenance services at local parks.

5.	$	282,000	$	282,000	$	--	5.8

Regional Facilities: Reflects addition of revenue-offset positions due to increased recreational activities at regional and community regional parks.

Other Changes

1.	$	300,000	$	--	$	300,000	(-15.6)

Salaries and Employee Benefits: Reflects a net increase in salaries and employee benefits, including cost of the pension obligation bonds and a reduction in vacant clerical positions.

2.	$	--	$	(-557,000)	$	557,000	--

Revenue: Reflects primarily a decrease in vehicle entry fees and concessions revenue based on actual collections.

3.	$	(-209,000)	$	--	$	(-209,000)	--

Other Adjustments: Reflects various miscellaneous changes including a decrease in liability costs based upon actual expenditures.

Total	***$***	***(-1,689,000)***	***$***	***(-517,000)***	***$***	***(-1,172,000)***	***(-34.3)***

PROBATION
BARRY J. NIDORF, CHIEF PROBATION OFFICER

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 216,805,065	$ 220,233,000	$ 220,063,000	$ 233,204,000	$ 225,779,000	$ 5,716,000
SVCS & SUPPS	61,218,950	57,547,000	58,124,000	68,853,000	62,031,000	3,907,000
OTHER CHARGES	11,478,464	12,860,000	13,334,000	12,771,000	12,007,000	-1,327,000
FA - EQUIPMENT	408,857		523,000	523,000	523,000	
OTH FIN USES	280,707	251,000	251,000			-251,000
GROSS TOTAL	$ 290,192,043	$ 290,891,000	$ 292,295,000	$ 315,351,000	$ 300,340,000	$ 8,045,000
LESS INT TRFS	3,134,146	2,329,000	3,463,000	2,546,000	2,546,000	-917,000
NET TOTAL	$ 287,057,897	$ 288,562,000	$ 288,832,000	$ 312,805,000	$ 297,794,000	$ 8,962,000
REVENUE	92,937,951	108,602,000	108,872,000	106,626,000	105,626,000	-3,246,000
NET CO COST	$ 194,119,946	$ 179,960,000	$ 179,960,000	$ 206,179,000	$ 192,168,000	$ 12,208,000
POSITIONS			4,174.8	4,201.7	4,134.7	-40.1

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION & CORRECTION

Mission Statement

To protect the community by recommending sanctions to the courts, enforcing court orders, operating correctional institutions, incarcerating delinquents, and designing and implementing additional programs to reduce crime and to ensure victims' rights.

1996-97 Budget Message

The activities of the Probation Department are administered and financed through three separate budget units. Investigation, supervision and a variety of community treatment programs are included in the Probation Main budget. The operations of the Central Juvenile Hall, Los Padrinos Juvenile Hall, San Fernando Valley Juvenile Hall and Residential Treatment Centers (Camps), including Dorothy Kirby Center, are in the Juvenile Institutions budget. The Care of Court Wards budget funds 1) the placement of juvenile court wards in private institutions and foster homes, and 2) temporary, non-secure detention beds in the community for juvenile status offenders.

The 1996-97 Proposed Budget reflects funding to maintain juvenile institutions and other major programs. However, due to a projected reduction of revenue, the recommendations include: elimination of work furlough and the partial reduction of pretrial services; a reduction of staffing in adult investigations; a reduction in administrative positions; and elimination of funding for probationers assigned to placement facilities upon reaching 18 years of age.

Multi-Year Budget Planning

The Department's Vision 2000 strategic plan focuses on four areas: measurement, prevention, classification, and redesign of adult services. The Department has a responsibility to: continue its extensive involvement with the community; focus on prevention, early intervention, and suppression of criminal acts; and provide improved services to external and internal stakeholders. Any re-engineering of Probation services must be tied to these strategic thrusts. Over the next two years the Department plans to complete restructuring of the camp program and implement risk and need assessments for all juvenile and adult cases.

Critical Needs

While the recommendations fund most of the current services, the Department requires additional resources to meet increased caseloads and critical infrastructure maintenance.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Community Detention Program Services (CDP)				
CDP Deputy Probation Officers (DPO)	n/a	n/a	12	12
CDP Supervising DPOs (SDPO)	n/a	n/a	1	1
CDP Support Staff	n/a	n/a	3	3
Overtime hours	n/a	n/a	1,128	550
Total CDP Cost	n/a	n/a	$1,058,000	$1,073,000
Prevention Services				
Prevention DPOs	n/a	n/a	86	89
Prevention SDPOs	n/a	n/a	8	8
Prevention Support Staff	n/a	n/a	9	9
Central Adult Investigations				
Adult Investigators	n/a	n/a	81	81
Investigative SDPOs	n/a	n/a	8	8
Workload/Output				
Community Detention Program Services				
CDP participants	n/a	n/a	2,178	2,396
Prevention Services				
Cases supervised	n/a	n/a	34,200	34,700
Cases investigated	n/a	n/a	2,300	2,400
Contracts/Grants services	n/a	n/a	30	33
Central Adult Investigations				
Case referrals	n/a	n/a	23,152	23,152
Court reports	n/a	n/a	25,200	25,200
Court reports submitted 3 days prior to court	n/a	n/a	9,032	9,800
Efficiency				
Community Detention Program Services				
Average participants per DPO	n/a	n/a	182	200
Cost per participants	n/a	n/a	$486	$448
Prevention Services				
Juveniles supervised per deputy per month	n/a	n/a	35	40

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Efficiency (cont'd)				
Central Adult Investigations				
Average number of court reports per investigator	n/a	n/a	311	311
Average number of investigators per SDPO	n/a	n/a	10	10
Effectiveness/Outcome				
Community Detention Program Services				
Juvenile hall bed days saved	n/a	n/a	77,100	84,810
Prevention Services				
Percent of contracts/grants agencies rating contract services as satisfactory	n/a	n/a	70%	90%
Central Adult Investigations				
Percent of court reports dictated on time	n/a	n/a	75%	85%
Percent of court reports submitted to court on time	n/a	n/a	35%	50%

Objectives for 1996-97

Community Detention Program Services

-- To increase the number of CDP participants by 10 percent.

Prevention Services

-- To develop a matrix of services by June 30, 1997 to enhance awareness, delivery of services, and number of contracts and grants.

Central Adult Investigations

-- To improve by 15 percent on-time delivery of reports to court from Central Adult Investigations.

-- To improve by 10 percent on-time dictation of court reports at Central Adult Investigations.

Explanatory Notes

Overtime in 1995-96 impacted by camp closure issue.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ --	$ (-8,753,000)	$ 8,753,000	--

Revenue Loss: Reflects the projected decrease of revenue and intrafund transfer, mainly due to the loss of Federal Emergency Assistance (Title IV-A).

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-764,000)	$ --	$ (-764,000)	--

Remove 18 Year Olds From Placement: Reflects the elimination of funding for probationers assigned to placement facilities upon reaching 18 years of age.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-2,854,000)	$ (-1,000,000)	$ (-1,854,000)	(-16.0)

Elimination of Work Furlough: Reflects the elimination of the Work Furlough Program and the deployment of staff to fill other program vacancies.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-166,000)	$ --	$ (-166,000)	(-4.0)

Adult Supervision Reduction: Reflects a minor reduction of staff who will be deployed to fill other program vacancies.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-559,000)	$ --	$ (-559,000)	(-10.0)

Pretrial Services Reduction: Reflects the elimination of the supervised released section within the pretrial services program and the deployment of staff to fill other program vacancies. This section reviewed approximately 5,000 applications for supervised release and, of those, 350 were released.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ (-491,000)	$ --	$ (-491,000)	(-13.0)

Administration Curtailment: Reflects the elimination of vacant clerical positions.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 845,000	$ 845,000	$ --	4.9

Grant Funding: Reflects funding offset by revenue for various grants.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 3,942,000	$ --	$ 3,942,000	--

Salaries and Employee Benefits: Reflects increases to employee benefits including pension obligation bond costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 8,092,000	$ 4,745,000	$ 3,347,000	(-2.0)

Funding Realignment: Reflects additional revenue and realignment of funding and positions within departmental programs to reflect actual deployment of resources.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	*$ 8,045,000*	*$ (-4,163,000)*	*$ 12,208,000*	*(-40.1)*

PROBATION-MAIN

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 102,601,407	$ 106,537,000	$ 106,367,000	$ 113,368,000	$ 108,464,000	$ 2,097,000
SVCS & SUPPS	31,541,528	28,552,000	29,129,000	34,865,000	31,640,000	2,511,000
OTHER CHARGES	3,148,456	4,588,000	4,808,000	4,553,000	4,553,000	-255,000
FA - EQUIPMENT	118,029		160,000	160,000	160,000	
OTH FIN USES	280,707	251,000	251,000			-251,000
GROSS TOTAL	$ 137,690,127	$ 139,928,000	$ 140,715,000	$ 152,946,000	$ 144,817,000	$ 4,102,000
LESS INT TRFS	1,977,869	1,434,000	2,531,000	1,611,000	1,611,000	-920,000
NET TOTAL	$ 135,712,258	$ 138,494,000	$ 138,184,000	$ 151,335,000	$ 143,206,000	$ 5,022,000
REVENUE	11,038,399	30,386,000	32,957,000	33,001,000	32,001,000	-956,000
NET CO COST	$ 124,673,859	$ 108,108,000	$ 105,227,000	$ 118,334,000	$ 111,205,000	$ 5,978,000
POSITIONS			1,925.8	1,950.7	1,886.7	-39.1

FUND GENERAL FUND — FUNCTION PUBLIC PROTECTION — ACTIVITY DETENTION & CORRECTION

PROBATION-CARE OF JUVENILE COURT WARDS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES	$ 4,496,018	$ 4,032,000	$ 4,032,000	$ 4,032,000	$ 3,268,000	$ -764,000
REVENUE	374,296	658,000	682,000	282,000	282,000	-400,000
NET CO COST	$ 4,121,722	$ 3,374,000	$ 3,350,000	$ 3,750,000	$ 2,986,000	$ -364,000

FUND GENERAL FUND — FUNCTION PUBLIC PROTECTION — ACTIVITY OTHER PROTECTION

PROBATION-JUVENILE INSTITUTIONS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 114,203,658	$ 113,696,000	$ 113,696,000	$ 119,836,000	$ 117,315,000	$ 3,619,000
SVCS & SUPPS	29,677,422	28,995,000	28,995,000	33,988,000	30,391,000	1,396,000
OTHER CHARGES	3,833,990	4,240,000	4,494,000	4,186,000	4,186,000	-308,000
FA - EQUIPMENT	290,828		363,000	363,000	363,000	
GROSS TOTAL	$ 148,005,898	$ 146,931,000	$ 147,548,000	$ 158,373,000	$ 152,255,000	$ 4,707,000
LESS INT TRFS	1,156,277	895,000	932,000	935,000	935,000	3,000
NET TOTAL	$ 146,849,621	$ 146,036,000	$ 146,616,000	$ 157,438,000	$ 151,320,000	$ 4,704,000
REVENUE	81,525,256	77,558,000	75,233,000	73,343,000	73,343,000	-1,890,000
NET CO COST	$ 65,324,365	$ 68,478,000	$ 71,383,000	$ 84,095,000	$ 77,977,000	$ 6,594,000
POSITIONS			2,249.0	2,251.0	2,248.0	-1.0

FUND GENERAL FUND — FUNCTION PUBLIC PROTECTION — ACTIVITY DETENTION & CORRECTION

COMMUNITY - BASED CONTRACTS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 2,776,744	$ 2,846,000	$ 2,846,000	$ 2,846,000	$ 2,846,000	$
REVENUE	792,333	812,000	812,000	812,000	812,000	
NET CO COST	$ 1,984,411	$ 2,034,000	$ 2,034,000	$ 2,034,000	$ 2,034,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION & CORRECTION

Mission Statement

To mediate conflicts between gangs and provide violence prevention, surveillance, and juvenile delinquency prevention services. These programs are provided through private contracts administered by the Probation Department.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects funding at the 1995-96 level.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Community Youth Gang Services				
Gang prevention contacts	28,215	34,488	32,538	32,500
Community contacts	19,556	20,768	17,262	17,000
Law enforcement contacts	1,209	1,816	1,654	1,800
School contacts	1,475	2,230	1,992	2,400
Agency contacts	2,739	3,676	3,576	3,500
Graffiti removal (square feet)	229,503	280,666	380,000	380,000
Juvenile Delinquency Prevention				
County discretionary contractors	52	52	57	57

PUBLIC DEFENDER
MICHAEL P. JUDGE, PUBLIC DEFENDER

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	69,064,662	$	67,335,000	$	67,335,000	$	76,918,000	$	73,366,000	$	6,031,000
SVCS & SUPPS		8,252,194		8,525,000		8,525,000		9,586,000		8,889,000		364,000
OTHER CHARGES		1,543,350		1,770,000		1,770,000		2,181,000		1,883,000		113,000
FA - EQUIPMENT				35,000		35,000		22,000		22,000		-13,000
GROSS TOTAL	$	78,860,206	$	77,665,000	$	77,665,000	$	88,707,000	$	84,160,000	$	6,495,000
LESS INT TRFS		1,066						100,000		100,000		100,000
NET TOTAL	$	78,859,140	$	77,665,000	$	77,665,000	$	88,607,000	$	84,060,000	$	6,395,000
REVENUE		4,361,031		1,460,000		1,460,000		4,475,000		1,547,000		87,000
NET CO COST	$	74,498,109	$	76,205,000	$	76,205,000	$	84,132,000	$	82,513,000	$	6,308,000
POSITIONS						851.0		913.0		885.0		34.0

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

Mission Statement

The Office of the Public Defender provides constitutionally-mandated legal representation to indigent criminal defendants and juveniles in the Superior and Municipal Courts of Los Angeles County, as well as in State and Federal Appellate Courts. The Department also represents indigent persons in mental health, conservatorship, and certain civil proceedings involving potential incarceration. The primary objective of the Department is to provide fully competent legal representation in a cost-effective manner.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects funding levels necessary to handle the projected indigent defense workload at all Superior, Municipal, and Juvenile Courts and avoid Public Defender-declared unavailability. The Proposed Budget also reflects miscellaneous cost increases in salaries and employee benefits including pension obligation bonds, increases in services and supplies, other charges, and a reduction in fixed assets.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, Public Defender plans to aggressively pursue efforts to obtain legislation authorizing an administrative registration fee of $25 for all clients able to pay, and will also seek SB 90 reimbursement for the impact of the recently passed AB 888 Sexual Predator Law. The Public Defender also plans an aggressive marketing strategy to generate revenue from its Attorney Case Management System (ACMS), Investigator Case Management System (ICMS), and Defense Management System (DMS) programs.

Critical Needs

The Public Defender's workload is expected to increase because of the impact of AB 888 - Sexual Predator Law which became effective January 1, 1996. An estimated 8-10 new cases each month are expected to be referred to this County by the State Department of Corrections for adjudication. These cases require a jury trial to be completed within 45 days to determine if a two-year extension of incarceration beyond the original sentence for sexual predators should be imposed. In addition, the "Three Strikes, You're Out" statute continues to strain the Public Defender's resources due to the increased workload demands and an increase in the number of trials associated with the statute. Also impacting workload is the District Attorney's filing of more than 300 additional cases under Penal Code Section 270 - Failure to Provide.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total attorneys	588.8	582.8	562	594
Felony program cost	$32 million	$35 million	$39 million	$42 million
Misdemeanor program cost	$35 million	$31 million	$27 million	$22 million
Juvenile program cost	$6.7 million	$5.7 million	$5.4 million	$6.0 million
Workload/Output				
Felony cases	76,999	76,897	83,181	84,245
Misdemeanor cases	503,696	521,914	520,383	538,170
Juvenile cases	42,021	46,993	49,644	51,758
Felony investigations	10,379	13,199	13,424	14,907
Efficiency				
Felony cost/case	$415.59	$455.15	$468.86*	$498.55*
Misdemeanor cost/case	$69.49	$59.40	$51.88*	$40.88*
Juvenile cost/case	$159.44	$121.29	$108.77*	$115.92*

Objectives for 1996-97

Cost per case will continue to rise with historic increases in various "fixed costs", including employee benefit costs. Therefore the following objectives are very aggressive, and will require a major investment in automation:

- Reduce felony cost/case by .5 percent
- Reduce misdemeanor cost/case by .5 percent
- Reduce juvenile cost/case by .5 percent

Explanatory Notes

*This data cannot be accurately calculated until the end of the fiscal year for which the calculation is being made, so that actual expenditure data and case counts can be allocated to the appropriate programs, and to enable countywide overhead to be included.

Changes From 1995-96 Adjusted Allowance

		Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions

Major Changes

1.	$	3,287,000	$	--	$	3,287,000	34.0

Defense of Adults: Reflects funding for 32 Deputy Public Defender II's and two Investigator II positions, including support costs needed to eliminate Public Defender-declared unavailability in Juvenile and Misdemeanor Courts throughout the County.

Other Changes

1.	$	3,108,000	$	--	$	3,108,000	--

Miscellaneous Costs Increases: Reflects miscellaneous cost increases in salaries and employee benefits, including pension obligation bonds.

2.	$	113,000	$	--	$	113,000	--

Litigation Costs: Reflects an increase in charges for Judgments and Damages billed by County Counsel.

3.	$	(-13,000)	$	--	$	(-13,000)	--

Fixed Assets: Reflects a reduction in fixed assets expenditures.

4.	$	--	$	100,000	$	(-100,000)	--

Marketing Efforts: Reflects reimbursement for services provided to the Information Systems Advisory Body (ISAB) for marketing program management.

5.	$	--	$	87,000	$	(-87,000)	--

SB 90 Claim: Reflects increased revenue as a result of a recent State determination affecting "Not Guilty by Reason of Insanity" cases.

Total	*$*	*6,495,000*	*$*	*187,000*	*$*	*6,308,000*	*34.0*

PUBLIC LIBRARY
SANDRA REUBEN, COUNTY LIBRARIAN

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SAL & EMP BEN	$ 31,638,867	$ 35,936,000	$ 36,500,000	$ 37,177,000	$ 36,132,000	$ -368,000
SVCS & SUPPS	27,431,976	16,802,000	17,431,000	26,160,000	18,284,000	853,000
OTHER CHARGES	1,347,928	1,355,000	1,355,000	1,292,000	1,292,000	-63,000
FA - B & I		105,000	1,196,000	2,404,000	2,404,000	1,208,000
FA - EQUIPMENT	1,521,817	100,000	100,000	1,777,000	127,000	27,000
TOT FIX ASSET	1,521,817	205,000	1,296,000	4,181,000	2,531,000	1,235,000
OTH FIN USES	30,950	31,000	31,000	31,000	31,000	
GROSS TOTAL	$ 61,971,538	$ 54,329,000	$ 56,613,000	$ 68,841,000	$ 58,270,000	$ 1,657,000
DESIGNATIONS				1,550,000	1,550,000	1,550,000
TOT FIN REQMTS	$ 61,971,538	$ 54,329,000	$ 56,613,000	$ 70,391,000	$ 59,820,000	$ 3,207,000
AVAIL FINANCE						
FUND BALANCE	$ 7,816,000	$ -261,000	$ -261,000	$ 2,482,000	$ 2,482,000	$ 2,743,000
CANCEL RES/DES	331,151	407,000	407,000			-407,000
PROPERTY TAXES	25,845,046	27,042,000	28,007,000	27,095,000	27,095,000	-912,000
SPECIAL ASSESS		8,900,000	8,800,000	8,900,000	8,900,000	100,000
REVENUE	27,719,215	20,723,000	19,660,000	31,914,000	21,343,000	1,683,000
TOT AVAIL FIN	$ 61,711,412	$ 56,811,000	$ 56,613,000	$ 70,391,000	$ 59,820,000	$ 3,207,000
POSITIONS			844.0	860.0	835.0	-9.0

Mission Statement

To meet the informational, educational, and recreational needs of a highly diverse public through a network of community-focused libraries, and to support lifelong learning and knowledge through self-education in a welcoming environment, utilizing current technology and expert staff.

1996-97 Budget Message

The 1996-97 Proposed Budget maintains the current level of service at all library outlets. As in the current fiscal year, the Proposed Budget includes about $8.8 million from the Community Facilities District, which was approved by the Board on September 14, 1995 and $14.0 million in General Fund contribution.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, the Public Library proposes to 1) further diversify sources of Library revenue; 2) modify the Library's structure and operations to place resources where most needed and; 3) expand legislative authority for library fees. Key objectives for 1996-97 are to implement the Library Foundation's strategic plan and increase private donations; work with the California Library Association to develop legislation eliminating legal barriers, and establish broader authority for public libraries to charge library service fees; and pursue alternate long-term financing sources.

The Library anticipates an increase in service needs throughout the service area, particularly in the high growth unincorporated areas of the North County over the next three years.

Critical Needs

Books and Materials: In addition to the $4.0 million for books and materials included in the 1996-97 Proposed Budget, the Library projects a need for an additional $6.0 million. The Library's per capita spending for books and materials falls below the national median of $1.94 among large urban libraries. A budget of $10.0 million will provide adequate educational and informational materials to respond to customer needs.

Technological Infrastructure: The Library estimates that $1.5 million is required to complete installation of on-line electronic access to catalog information at 21 library facilities and needed telecommunications infrastructure improvements at 34 libraries.

Service Hours: Because service hours at libraries vary in the district, the Library estimates that an additional $3.0 million is required to expand service hours to meet community needs and establish a consistent service level throughout the County.

Capital Expansion: The Library projects that three new libraries will be required over the next few years to serve increasing community needs in primarily high growth unincorporated areas of the North County and estimates an annual cost of $3.0 to $5.0 million for the construction of each library.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Population/Service Area	3,320,330	3,280,020	3,280,000	3,300,000
Total Budgeted Positions	668.2	658.5	844.0	835.0
Number of Volumes	5,462,810	5,823,438	6,000,000	6,200,000
Number of Titles	523,118	571,268	600,000	630,000
Workload/Output				
Information Units				
Circulation	11,510,319	11,875,807	14,100,000	15,000,000
Reference Questions	2,096,316	2,396,185	2,678,000	3,000,000
Total	13,606,635	14,271,992	16,778,000	18,000,000
Efficiency				
Information Units Per Staff Year	20,363	21,673	19,879	21,557
Effectiveness/Outcome				
Circulation Per Capita	3.47	3.62	4.30	4.55
Volumes Per Capita	1.65	1.78	1.83	1.88

Performance Measures (cont'd)

Objectives for 1996-97

Increase by eight percent the information units per staff year with available budgeted positions. Meet customer requests through the use of various new technologies such as on-line public access catalog and staff use of various electronic databases.

Explanatory Notes

Measured outputs for 1993-94 and 1994-95 reflect reduced service hours and library closures following shift of property tax revenue in 1993. Subsequent increases in measured output reflects the restoration of service hours and renewed purchase of new books and materials. Revenues partially restoring the property tax revenue loss include General Fund assistance and the establishment of a Community Facilities District to augment base funding through the levy of a benefit charge in portions of the County library service area.

Changes From 1995-96 Adjusted Allowance

	Financing Uses	*Financing Available*	*Budgeted Positions*

Major Changes

1.	$ (-360,000)	$ (-360,000)	(-9.0)

Delivery Services: Reflects the deletion of the Transportation Services Unit as a result of contracting out transportation and delivery services as approved by the Board on January 30, 1996.

Other Changes

1.	$ 365,000	$ 365,000	--

Productivity Investment Fund: Reflects the award of grant funds by the Quality and Productivity Commission for the Homework Help Center Pilot Project, which provides tutoring support for local students in low-income communities, and the Enhanced Public Access Catalog Project, which provides several information databases from a single work station for library customers.

2.	$ (-63,000)	$ (-63,000)	--

Lease Payments: Reflects a decrease in capital lease payments.

3.	$ 3,265,000	$ 3,265,000	--

Accumulative Capital Outlay: Reflects proceeds from the sale of the existing Lancaster Library which will be used for furnishings and completion of the new Lancaster Library, as well as replacement of roofs, telefax equipment, telephone systems, and air conditioning systems at various other library facilities. Also includes the carryover of fund balance from the sale of the Manhattan Heights library.

Total	***$ 3,207,000***	***$ 3,207,000***	***(-9.0)***

PUBLIC SOCIAL SERVICES
EDDY S. TANAKA, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 377,283,067	$ 394,111,000	$ 377,011,000	$ 518,600,000	$ 402,483,000	$ 25,472,000
SVCS & SUPPS	151,079,871	187,724,000	197,745,000	208,321,000	202,088,000	4,343,000
OTHER CHARGES	31,402,318	43,220,000	64,111,000	48,165,000	42,587,000	-21,524,000
FA - EQUIPMENT	36,682			52,000	52,000	52,000
OTH FIN USES	645,862	402,000	402,000	523,000	523,000	121,000
GROSS TOTAL	$ 560,447,800	$ 625,457,000	$ 639,269,000	$ 775,661,000	$ 647,733,000	$ 8,464,000
LESS INT TRFS	1,592,275	3,453,000	3,453,000	3,671,000	3,671,000	218,000
NET TOTAL	$ 558,855,525	$ 622,004,000	$ 635,816,000	$ 771,990,000	$ 644,062,000	$ 8,246,000
REVENUE	483,633,733	558,538,000	572,350,000	643,130,000	564,222,000	-8,128,000
NET CO COST	$ 75,221,792	$ 63,466,000	$ 63,466,000	$ 128,860,000	$ 79,840,000	$ 16,374,000
POSITIONS			9,781.0	13,018.0	9,781.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	ADMINISTRATION

Mission Statement

To provide public assistance and social services programs mandated by the State and federal governments. These programs include: Aid to Families with Dependent Children (AFDC), Refugee Resettlement Program (RRP), Indigent Aid [General Relief (GR)], Greater Avenues for Independence (GAIN), Cal-Learn, In-Home Supportive Services (IHSS), Food Stamps, Medi-Cal, Adult Protective Services (APS), Out of Home Care, Refugee Social Services, and Information and Referral Services.

1996-97 Budget Message

In 1995-96, the enactment of SB 1344 allowed the County to access a portion of the available State allocation for the AFDC, IHSS, and Food Stamp programs without having to meet the statutory match requirement. The County is aggressively pursuing the continuation of this waiver for another year.

Therefore, the 1996-97 Proposed Budget assumes that either the Department of Public Social Services (DPSS) will successfully obtain another County match waiver or, if unsuccessful, will backfill the waiver loss with savings from the recommended January 1, 1997 implementation of a 3-month time limit on assistance for employable GR recipients, pursuant to SB 681. Net County cost savings of $14 million is projected, of which $11.5 million is recommended to maintain the DPSS-Administration budget at the 1995-96 level and $2.5 million to fund job training programs as required by SB 681.

The Proposed Budget also reflects increased efforts to eliminate fraudulent medical excuses which are used to avoid work requirements in the GR program. The Department will require that, as a condition of eligibility, all determinations of unemployability be made by the County's contracted physicians. We are recommending $1.2 million to fund this effort, which is fully offset by anticipated savings in the GR assistance budget.

These recommendations do not reflect pending State and federal welfare reform proposals.

Multi-Year Budget Planning

Over the next few years and as part of its Vision 2000 strategic plan, the Department will re-engineer its operations to enhance productivity and efficiency. The Los Angeles Eligibility Automated Determination, Evaluation and Reporting (LEADER) system will automate administration of welfare programs in Los Angeles County. This change in the flow of information will speed the processing of clients through the welfare offices. The Department will also continue to maximize the revenue available for welfare programs. For example, the Department is currently pursuing a demonstration project to reduce the lengthy process for GR recipients to qualify for the Supplemental Security Income/State Supplementary Payments (SSI/SSP) program.

Critical Needs

The implementation of LEADER will require substantial modifications to existing facilities. The Department needs to complete such alterations to create an environment that maximizes the benefits of fully automating welfare operations.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total number of intake EW's (AFDC, MAO, GR)	797	877	847	867
Total number of approved EW's (AFDC, MAO, GR)	3,131	3,273	3,356	3,106
Total number of IHSS workers	279	379	362	380
Total number of GAIN workers	222	252	258	248
Workload/Output				
Intake (Monthly Average)				
AFDC applications	16,502	14,696	14,730	14,025
MAO applications	26,985	26,482	26,817	27,685
GR applications	17,101	15,226	15,974	14,460
IHSS applications	2,819	2,891	2,771	2,897
GAIN registrants appearing for appraisal	n/a	3,966	4,137	4,191
Approved/Aided (Monthly Average)				
AFDC cases aided	308,661	315,463	312,863	311,254
MAO cases approved	305,694	315,125	317,071	322,780
GR cases aided	95,739	88,981	90,774	80,717
IHSS cases approved	68,294	72,519	76,519	80,891
GAIN participants	n/a	36,539	34,148	34,597

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Efficiency (Monthly Average)				
Combined AFDC/MAO/GR applications per EW	76	64	68	65
Combined AFDC/MAO/GR approved/ aided cases per EW	227	220	215	230
IHSS approved cases per worker	315	247	272	274
Job placements per GAIN worker	n/a	7.5	8.9	9.4
Effectiveness/Outcome				
Intake (Monthly Average)				
Percent of AFDC applications processed in 45 days	98.8	98.9	98.8	98.8
Percent of MAO applications processed in 45 days	98.2	98.3	98.1	98.2
Percent of GR applications processed in 30 days	93.1	93.2	94.0	94.0
Percent of IHSS applications processed in 30 days	97.0	97.1	97.8	97.9
Approved (Monthly Average)				
Percent of AFDC reassessments completed on time	98.3	98.2	98.5	98.5
Percent of MAO reassessments completed on time	97.2	97.3	97.1	97.2
Percent of GR reassessments completed on time	98.8	99.0	98.8	98.9
Percent of IHSS reassessments completed on time	99.1	99.1	99.3	99.3
AFDC-approved caseload error rate	5.4	5.4	5.7	5.6
Medi-Cal approved caseload error rate	2.6	2.6	5.9	4.3
GAIN: percent of participants placed in employment each month	n/a	5.2	6.6	6.7

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 18,066,000	$ 6,566,000	$ 11,500,000	--

County Match Waiver: Reflects the deletion of one-time SB 1344 funding for the AFDC, IHSS, and Food Stamp programs, offset on a contingency basis, with savings from the proposed implementation of a 3-month time limit on GR assistance for employables. Also reflects funding for cost increases in salaries and employee benefits to keep the Department at the 1995-96 waiver level. Should the County be successful in achieving another waiver, we would not recommend pursuit of the GR restriction at this time.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 6,042,000	$ 3,542,000	$ 2,500,000	--

Job Training Program: Reflects financing to implement a Job Training Program, contingent on implementation of a 3-month time limit on GR assistance for employables.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 1,240,000	$ --	$ 1,240,000	--

Medical Exams: Reflects additional funding for medical examinations by the County's contracted physicians to eliminate fraudulent medical excuses in the GR program. Costs are fully offset by projected savings in GR assistance payments as reflected in the 1996-97 Proposed Assistance Budget.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-16,884,000)	$ (-18,018,000)	$ 1,134,000	--

Services and Supplies and Other Charges: Reflects decreases in costs associated with Cal-Learn and GAIN programs, partially offset by unavoidable cost increases in various services and supplies accounts.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ 8,464,000***	***$ (-7,910,000)***	***$ 16,374,000***	***0.0***

PUBLIC SOCIAL SERVICES - ASSISTANCE
EDDY S. TANAKA, DIRECTOR

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ -123,859	$	$	$	$	$
OTHER CHARGES	2,357,225,960	2,343,102,000	2,469,253,000	2,461,966,000	2,300,857,000	-168,396,000
GROSS TOTAL	$ 2,357,102,101	$ 2,343,102,000	$ 2,469,253,000	$ 2,461,966,000	$ 2,300,857,000	$ -168,396,000
REVENUE	2,053,262,868	1,996,849,000	2,125,250,000	2,147,777,000	2,027,540,000	-97,710,000
NET CO COST	$ 303,839,233	$ 346,253,000	$ 344,003,000	$ 314,189,000	$ 273,317,000	$ -70,686,000

Mission Statement

To provide public assistance and social services programs mandated by the County, State and federal governments. These programs include: Aid to Families with Dependent Children (AFDC), Indigent Aid (General Relief-GR), In-Home Supportive Services (IHSS), and the Refugee Resettlement Program (RRP).

1996-97 Budget Message

As previously stated under Public Social Services-Administration, the Department is aggressively working to obtain another County match waiver for fiscal year 1996-97. However, if unsuccessful, we are recommending as an alternative funding source the implementation of a three-month time limit on assistance for employable GR recipients effective January 1, 1997 as permitted by the enactment of SB 681. We estimate net County cost savings of $14 million from this effort, of which $11.5 million is recommended to maintain the Public Social Services-Administration budget at the waiver level and $2.5 million for job training as required by SB 681.

With the exception of IHSS, the Department's trend analysis projections indicate a decline in assistance payment caseloads. Excluding the $14 million previously mentioned, gross welfare payments will be reduced by $154.4 million with net County cost savings of $56.7 million. These savings primarily include $30.5 million resulting from the Board-adopted GR grant reduction, pursuant to the Commission on State Mandates' approval of the County's application for a finding of significant financial distress (Section 17000.6, Welfare and Institutions Code). Based on projections of continuing caseload decline, the AFDC program reflects a net County cost savings of $2.8 million. The IHSS program anticipates a six percent caseload increase; additional realignment sales tax revenue of $20.2 million is also included in this budget.

As part of the Department's ongoing effort to prevent fraud, the GR medical examination process is being more strictly administered; $2.2 million in net County cost savings is estimated.

The 1996-97 recommendations do not include:

- Implementation of prospective federal and State welfare reform proposals.

- Assumption of AFDC grant increases. The Governor is supporting AB1XXXX which, if enacted, would permanently continue the current AFDC and Social Supplementary Income/State Supplementary Payment (SSI/SSP) grant cuts and cost-of-living suspensions which are due to sunset on June 30, 1996.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-30,500,000)	$ --	$ (-30,500,000)	--

General Relief: Reflects savings associated with Board-approved grant reductions authorized by the Commission on State Mandates' approval of the County's application for a finding of significant financial distress pursuant to Section 17000.6 of the Welfare and Institutions Code.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-14,000,000)	$ --	$ (-14,000,000)	--

General Relief: Reflects savings associated with the proposed January 1, 1997 implementation of a three-month time limit on assistance for employables, if they have been offered an opportunity to attend job skills or job training programs. The enactment of SB 681 (Hurtt) amended Section 17001.5 of the Welfare and Institutions Code to authorize counties to prohibit an employable individual from receiving aid for more than three months in any twelve-month period.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-2,160,000)	$ --	$ (-2,160,000)	--

General Relief: Reflects savings associated with the expansion of medical examinations by the County's contracted physicians to eliminate fraudulent medical excuses in the GR program.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-122,541,000)	$ (-119,740,000)	$ (-2,801,000)	--

Aid to Families with Dependent Children: Reflects a 3.8 percent decrease in projected caseload. Savings assume that legislation will be enacted to eliminate automatic increases in grant levels, as currently required.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-2,575,000)	$ 2,439,000	$ (-5,014,000)	--

General Relief: Reflects a 6.6 percent projected reduction in caseload and an increase in Interim Assistance Payments revenue.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 3,956,000	$ 20,167,000	$ (-16,211,000)	--

In-Home Supportive Services: Reflects an increase in realignment sales tax revenue partially offset by a 6 percent projected increase in caseload.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-576,000)	$ (-576,000)	$ --	--

Refugee Resettlement Program: Reflects a 21.7 percent projected reduction in caseload.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-168,396,000)***	***$ (-97,710,000)***	***$ (-70,686,000)***	***0.0***

PSS-AID TO FAMILIES W/DEPENDENT CHILDREN

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES						
PSS-FAMILY GP	$ 1,687,406,167	$ 1,629,149,000	$ 1,742,668,000	$ 1,744,418,000	$ 1,638,813,000	$ -103,855,000
PSS-UNEMP PAR	384,392,150	383,056,000	404,403,000	424,257,000	385,717,000	-18,686,000
	$ 2,071,798,317	$ 2,012,205,000	$ 2,147,071,000	$ 2,168,675,000	$ 2,024,530,000	$ -122,541,000
GROSS TOTAL	$ 2,071,798,317	$ 2,012,205,000	$ 2,147,071,000	$ 2,168,675,000	$ 2,024,530,000	$ -122,541,000
REVENUE						
PSS-FAMILY GP	$ 1,677,230,343	$ 1,586,991,000	$ 1,697,870,000	$ 1,699,238,000	$ 1,596,368,000	$ -101,502,000
PSS-UNEMP PAR	$ 342,178,443	$ 373,059,000	$ 393,888,000	$ 413,184,000	$ 375,650,000	$ -18,238,000
TOT REVENUE	$ 2,019,408,786	$ 1,960,050,000	$ 2,091,758,000	$ 2,112,422,000	$ 1,972,018,000	$ -119,740,000
NET CO COST	$ 52,389,531	$ 52,155,000	$ 55,313,000	$ 56,253,000	$ 52,512,000	$ -2,801,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS-INDIGENT AID

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ -123,210	$	$	$	$	$
OTHER CHARGES	225,553,543	265,426,000	255,661,000	222,586,000	206,426,000	-49,235,000
GROSS TOTAL	$ 225,430,333	$ 265,426,000	$ 255,661,000	$ 222,586,000	$ 206,426,000	$ -49,235,000
REVENUE	20,905,488	21,005,000	18,412,000	20,851,000	20,851,000	2,439,000
NET CO COST	$ 204,524,845	$ 244,421,000	$ 237,249,000	$ 201,735,000	$ 185,575,000	$ -51,674,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	GENERAL RELIEF

PSS-IN HOME SUPPORTIVE SERVICES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES	$ 57,024,061	$ 63,294,000	$ 63,588,000	$ 68,348,000	$ 67,544,000	$ 3,956,000
REVENUE	10,137,162	13,617,000	12,147,000	12,147,000	32,314,000	20,167,000
NET CO COST	$ 46,886,899	$ 49,677,000	$ 51,441,000	$ 56,201,000	$ 35,230,000	$ -16,211,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS-REFUGEE RESETTLEMENT PROGRAM

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES	$ 2,849,539	$ 2,177,000	$ 2,933,000	$ 2,357,000	$ 2,357,000	$ -576,000
REVENUE	2,811,432	2,177,000	2,933,000	2,357,000	2,357,000	-576,000
NET CO COST	$ 38,107	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

PSS-SPECIAL CIRCUMSTANCES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ -649	$	$	$	$	$
OTHER CHARGES	500					
GROSS TOTAL	$ -149	$	$	$	$	$
NET CO COST	$ -149	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC ASSISTANCE	AID PROGRAMS

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 USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 25,785,203	$ 25,654,000	$ 29,490,000	$ 31,685,000	$ 29,253,000	$ -237,000
OTHER CHARGES	96,742	50,000	50,000	101,000	101,000	51,000
RES EQU TRANS	82,570	108,000	108,000	65,000	65,000	-43,000
GROSS TOTAL	$ 25,964,515	$ 25,812,000	$ 29,648,000	$ 31,851,000	$ 29,419,000	$ -229,000
REVENUE	23,666,355	24,095,000	27,900,000	27,620,000	27,620,000	-280,000
NET CO COST	$ 2,298,160	$ 1,717,000	$ 1,748,000	$ 4,231,000	$ 1,799,000	$ 51,000

FUND
GENERAL FUND

FUNCTION
GENERAL

ACTIVITY
OTHER GENERAL

1996-97 Budget Message

The 1996-97 Proposed Budget reflects funding essentially at the 1995-96 level.

Multi-Year Budget Planning

The Department's Vision 2000 strategic plan directs efforts to achieve a balance between cost and quality of services by concentrating on the management of public works systems; reviewing, exploring and maximizing possible funding sources; and developing recommendations for legislation and/or ordinances to relieve unnecessarily burdensome and costly regulations.

Over the next few years, the Department will focus on maximizing efficiency through automation and re-engineering processes and procedures and maximizing outside revenues to reduce net County cost reliance to minimal levels.

Critical Needs

The Department's critical needs include expanding the Property Rehabilitation Program (REHAB) to provide proactive enforcement and rehabilitation activities, and continued investigation of complaints regarding substandard properties.

In addition, it is critical to reestablish the High Hazard Structure Identification Program which identifies high-risk seismic buildings, thereby reducing the threat to life and property. As a result of a County ordinance that requires identification and upgrading of pre-1975 tilt-up buildings, the Department estimates that 366 reinforced concrete tilt-up buildings in the unincorporated County area require retrofitting to meet earthquake hazard reduction codes and ensure occupant safety.

Lastly, the Department has identified a critical need to expand and increase the effectiveness of the Nuisance Abatement Program, which consists of a pilot nuisance abatement task force involving staff from the Departments of Fire, Health Services, Sheriff, and Public Works. Program staff identify violations of fire, health, and safety codes related to gang and drug activities, and cite properties where these violations have occurred.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Annual number of hours spent reviewing building plans	6,801	7,264	8,000	7,260
Workload/Output				
Annual number of plan reviews performed	1,509	1,674	1,700	1,730
Efficiency				
Number of hours per plan review	4.5	4.3	4.7	4.2
Effectiveness/Outcome				
Number of hours per plan review compared to standard of 4.8	107%	112%	102%	114%

Objectives for 1996-97

Achieve 114 percent effectiveness.

Explanatory Notes

-- 1995-96 input increases are due to substantial changes in the State and County Building, Mechanical, Plumbing Codes and the National Electrical Code. Input hours for 1996-97 are anticipated to decrease as staff become more familiar with the new codes.

-- Annual workload/output is dependent on several factors including:
  a. Number of building regulations required to be enforced
  b. Introductions of new building technology
  c. Response to immediate disasters such as earthquakes, fires, etc.
  d. Levels of staffing
  e. Unanticipated demands on staff time

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-798,000)	$ (-798,000)	$ --	--

Disaster Services: Reflects reduction of reimbursable disaster service work associated with the 1993 fires and 1994 earthquake.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 3,299,000	$ 3,299,000	$ --	--

Building and Safety: Reflects an increase in the issuance of building permits due to an anticipated upturn in the building industry.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-1,725,000)	$ (-1,725,000)	$ --	--

Underground Tanks: Reflects the termination of the Local Oversight Program with the State of California effective June 1, 1995.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-739,000)	$ (-739,000)	$ --	--

Reimbursable Services: Reflects a reduction in reimbursable Building and Safety services requested by contract cities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-493,000)	$ (-493,000)	$ --	--

Land Development: Reflects a reduction in reimbursable services associated with the Land Development Program.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ 73,000	$ 73,000	$ --	--

Industrial Waste: Reflects additional contract costs for laboratory services and an increase in services associated with industrial waste enforcement activities in the County unincorporated areas and for contract cities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ 124,000	$ 124,000	$ --	--

Mapping: Reflects additional services provided to cities for the County Infrastructure Mapping Program as a result of the Department's increased marketing efforts in conjunction with the County Marketing Office.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ (-34,000)	$ (-34,000)	$ --	--

Solid Waste: Reflects the transfer of services to the Solid Waste Management Fund.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Major Changes (cont'd)

9.	$ 7,000	$ 7,000	$ --	--

Construction of Sewer Systems: Reflects an increase in anticipated work associated with the review of design standards for new sewer systems.

10.	$ (-7,000)	$ (-7,000)	$ --	--

Construction of Water Systems: Reflects a reduction in anticipated work associated with the review of design standards for new water systems.

Other Changes

1.	$ 51,000	$ 51,000	$ --	--

Other Charges: Reflects increased costs associated with the leases of Building and Safety field offices.

2.	$ (-43,000)	$ (-43,000)	$ --	--

Other Financing Uses: Reflects a reduction in residual equity transfers to the Internal Service Fund for equipment.

3.	$ 56,000	$ 5,000	$ 51,000	--

Miscellaneous Adjustment: Reflects pension obligation costs and other adjustments based on actual expenditures associated with Public Safety Waste Management, Real Property Management, and support services.

Total	***$ (-229,000)***	***$ (-280,000)***	***$ 51,000***	***0.0***

FACILITY PROJECT MANAGEMENT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$	$	$	$ 15,799,000	$ 15,799,000	$ 15,799,000
OTHER CHARGES				586,000	586,000	586,000
GROSS TOTAL	$	$	$	$ 16,385,000	$ 16,385,000	$ 16,385,000
LESS INT TRFS				9,503,000	9,503,000	9,503,000
NET TOTAL	$	$	$	$ 6,882,000	$ 6,882,000	$ 6,882,000
REVENUE				6,882,000	6,882,000	6,882,000
NET CO COST	$	$	$	$	$	$

FUND
GENERAL FUND

FUNCTION
GENERAL

ACTIVITY
OTHER GENERAL

1996-97 Budget Message

The 1996-97 Proposed Budget funds all activities required to provide construction management for capital projects, as well as earthquake recovery work. It also includes financing for functions associated with the valuation and processing of real estate parcels.

Multi-Year Budget Planning

As part of their Vision 2000 strategic plan, the Department will focus on minimizing cost and improving the quality of service.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 15,417,000	$ 15,417,000	$ --	--

Facility Project Management: Reflects the October 19, 1995 Board-approved establishment of the Facility Project Management budget unit. These funds support valuation and acquisition, construction quality, and project management functions, which were transferred from the Internal Services Department.

2.	$ 968,000	$ 968,000	$ --	--

Capital Projects and Real Property Operations: Reflects the October 19, 1995 Board-approved mid-year transfer of staff from the Chief Administrative Office and additional revenue-offset appropriation to support capital projects and real property activities. The additional eight positions are reflected in the Internal Services Fund.

Total	*$ 16,385,000*	*$ 16,385,000*	*$ 0*	*0.0*

PRE-COUNTY IMPROVEMENT DISTRICT STUDIES
PUBLIC WAYS/PUBLIC FACILITIES
REIMBURSEMENT FOR SEWER CONSTRUCTION

PUBLIC WORKS - PRE-COUNTY IMPROVEMENT DIST STUDIES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 54,641	$ 43,000	$ 182,000	$ 260,000	$ 199,000	$ 17,000
REVENUE			139,000	160,000	156,000	17,000
NET CO COST	$ 54,641	$ 43,000	$ 43,000	$ 100,000	$ 43,000	$

FUND: GENERAL FUND — FUNCTION: GENERAL — ACTIVITY: OTHER GENERAL

PUBLIC WAYS-PUBLIC FACILITIES

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 2,046,272	$ 1,621,000	$ 1,621,000	$ 2,250,000	$ 1,621,000	$
NET CO COST	$ 2,046,272	$ 1,621,000	$ 1,621,000	$ 2,250,000	$ 1,621,000	$

FUND: GENERAL FUND — FUNCTION: GENERAL — ACTIVITY: OTHER GENERAL

PUBLIC WORKS-REIMBURSEMENT FOR SEWER CONSTRUCTION

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 562	$	$ 210,000	$ 210,000	$ 210,000	$
REVENUE			210,000	210,000	210,000	
NET CO COST	$ 562	$	$	$	$	$

FUND: GENERAL FUND — FUNCTION: GENERAL — ACTIVITY: OTHER GENERAL

1996-97 Budget Message

The 1996-97 Proposed Budget includes funding at the 1995-96 level for Pre-County Improvement Districts Studies (Pre-CI), Public Ways/Public Facilities, and Reimbursement for Sewer Construction. The Proposed Budget specifically reflects financing for feasibility studies associated with requests for the formation of new Pre-CIs; crossing guard services in the unincorporated areas of the County; management of the Countywide Anti-Graffiti Program; emergency or urgently-needed special projects requested by the Board of Supervisors; and reimbursement to developers who are required to install larger sewer lines for future development.

Multi-Year Budget Planning

As part of their Vision 2000 strategic plan, the Department will focus on minimizing cost and improving the quality of service in these three programs.

Critical Needs

The Department's critical need is to maximize its ability to respond to requests from the Board of Supervisors or the public to perform petition and preliminary work required to form County improvement districts. In addition, expansion of the Countywide Anti-Graffiti Program would allow the Department to provide public education programs promoting the countywide anti-graffiti message, and conduct graffiti abatement in areas outside of Flood and Road rights-of-way, as recommended by the Grand Jury and Multi-Agency Graffiti Intervention Committee.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 17,000	$ 17,000	$ --	--
	Pre-County Improvement District Studies: Reflects reimbursable work associated with petition and preliminary work required to form County Improvement Districts.			
Total	***$ 17,000***	***$ 17,000***	***$ 0***	***0.0***

FLOOD CONTROL DISTRICT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SVCS & SUPPS	$ 139,278,110	$ 146,973,000	$ 176,925,000	$ 195,555,000	$ 192,983,000	$ 16,058,000
OTHER CHARGES	21,675,965	22,236,000	23,635,000	21,955,000	21,955,000	-1,680,000
FA - B & I		1,191,000	1,393,000	4,000,000	4,000,000	2,607,000
FA - EQUIPMENT	43,758	81,000	115,000	67,000	67,000	-48,000
TOT FIX ASSET	43,758	1,272,000	1,508,000	4,067,000	4,067,000	2,559,000
OTH FIN USES		2,572,000	2,572,000		2,572,000	
RES EQU TRANS	2,194,522	1,897,000	2,397,000	1,912,000	1,912,000	-485,000
GROSS TOTAL	$ 163,192,355	$ 174,950,000	$ 207,037,000	$ 223,489,000	$ 223,489,000	$ 16,452,000
DESIGNATIONS	10,000,000	11,670,000	11,670,000	10,717,000	10,717,000	-953,000
TOT FIN REQMTS	$ 173,192,355	$ 186,620,000	$ 218,707,000	$ 234,206,000	$ 234,206,000	$ 15,499,000
AVAIL FINANCE						
FUND BALANCE	$ 9,465,000	$ 2,671,000	$ 2,671,000	$ 5,000,000	$ 5,000,000	$ 2,329,000
CANCEL RES/DES	2,926,433	2,432,000	2,432,000			-2,432,000
PROPERTY TAXES	40,366,918	41,824,000	42,080,000	43,429,000	43,429,000	1,349,000
SPECIAL ASSESS	95,551,988	100,889,000	98,368,000	105,933,000	105,933,000	7,565,000
REVENUE	27,553,501	43,804,000	73,156,000	79,844,000	79,844,000	6,688,000
TOT AVAIL FIN	$ 175,863,840	$ 191,620,000	$ 218,707,000	$ 234,206,000	$ 234,206,000	$ 15,499,000

1996-97 Budget Message

The 1996-97 Proposed Budget reflects an increase in federal, State, and local reimbursed projects, water purveyor revenues, and other reimbursed services. A proposed benefit assessment increase of five percent has been included in order to partially offset large, non-routine expenditures of Flood Control District funds including $40 million related to compliance with the National Pollution Discharge Elimination System permit requirements, $22.5 million of unreimbursed expenses associated with six disasters, and $15 million in increased costs due to increases over several years in the local Consumer Price Index. The Proposed Budget reserves $10.7 million for the Los Angeles County Drainage Area (LACDA) project which was established in 1992-93 and is a joint effort with the Corps of Engineers to improve the storm runoff capacity of the Los Angeles and Rio Hondo rivers, and the Compton Creek. Also included is financing for structural repair of damages to the Department's headquarters building as a result of the 1994 Northridge earthquake; these repair costs may be offset by insurance and Federal Emergency Management Agency reimbursement.

Multi-Year Budget Planning

As part of their Vision 2000 strategic plan, the Department will focus on minimizing cost and improving the quality of service.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input (1993-94 dollars adjusted for inflation)				
Rainfall in inches	9.07	27.43	16	16
Cost to conserve water	$4,531,000	$4,244,000	$4,208,000	$4,119,000
Workload/Output				
Water conserved in acre feet	117,259	401,218	208,000	220,000
Value of water conserved at $344 per acre-foot	$40,337,000	$138,019,000	$71,552,000	$75,680,000
Efficiency				
Cost per acre-foot of water saved	$39	$11	$20	$19
Effectiveness/Outcome				
Water conserved per inch rainfall received	12,928	14,627	13,000	13,800
Value of water conserved per inch rainfall received	$4,447,299	$5,031,681	$4,472,000	$4,730,000

Objectives for 1996-97

- Increase water conserved per inch of rainfall received to 13,800 acre-feet per inch of rainfall.
- Reduce the cost per acre-foot to $19.00.

Explanatory Notes

The success of water conservation is dependent on many factors, such as:

- Too much rainfall in a given period of time requires that the storm waters not be conserved and instead, in the interest of flood control, sent directly to the ocean. This could result in many inches of rainfall, but less acre-feet of water saved.

- Too little rainfall will not allow the rain to get to the spreading grounds due to natural absorption.

- The retention capabilities of the system will always be a factor in conserving storm runoff. If any dam is being serviced, repaired, cleaned out, modified, or improved--or if operations are affected by State restrictions--it may affect the Department's ability to retain storm runoff at the dam site for release to a spreading facility during a non-storm period.

- Spreading basin maintenance could negatively impact the operation and effectiveness of the facility and requires some storm runoff at that location to be lost. Every effort is made to avoid rendering such a facility totally inoperable at any given time.

Changes From 1995-96 Adjusted Allowance

	Financing Uses	Financing Available	Budgeted Positions

Major Changes

1.	$ 29,491,000	$ 29,491,000	--

Various Flood Control Facilities: Reflects a net increase for construction of various storm drain projects and reimbursable projects for incorporated cities.

2.	$ (-11,102,000)	$ (-11,102,000)	--

Maintenance of Various Flood Control Facilities: Reflects primarily a shift of funds to construction of channelization for storm drain projects, partially offset by an increase in planning activities for the Los Angeles River Master Plan, water conservation studies, and maintenance of various pumping stations, channels, and storm drains. Also reflected is funding for the Graffiti Abatement Hotline.

3.	$ 91,000	$ 91,000	--

Mapping: Reflects primarily an increase for the County Infrastructure Mapping Program based on additional requirements.

4.	$ (-953,000)	$ (-953,000)	--

LACDA Project: Reflects a reduction in designation for the Los Angeles County Drainage Area (LACDA) project.

5.	$ (-1,290,000)	$ (-1,290,000)	--

Support Services: Reflects a shift of funds to Operation, Mainenance, and Repair of Groundwater Recharge Facilities for planning activities for the Los Angeles River Master Plan.

6.	$ 180,000	$ 180,000	--

Water Quality: Reflects an increase for the Storm Drain-Clean Water Act program for public education and awareness projects and clean water monitoring activities.

Other Changes

1.	$ (-379,000)	$ (-379,000)	--

Miscellaneous Adjustments: Reflects a net decrease in various programs to more accurately reflect anticipated expenditures.

2.	$ (-1,680,000)	$ (-1,680,000)	--

Other Charges: Reflects a decrease for right-of-way acquisition based on projected requirements.

	Financing Uses		*Financing Available*	*Budgeted Positions*

Other Changes (cont'd)

3.	$	2,607,000	$	2,607,000	--

Headquarters Facility: Reflects an increase for structural repair of damages to the Department's headquarters sustained as a result of the 1994 Northridge earthquake.

4.	$	(-48,000)	$	(-48,000)	--

Equipment: Reflects a decrease in equipment requirements.

5.	$	(-485,000)	$	(-485,000)	--

Other Financing Uses: Reflects a decrease in residual equity transfers for Internal Service Fund equipment.

6.	$	(-933,000)	$	(-933,000)	--

Permits: Reflects a decrease in construction permit inspection required for private developer projects.

Total	***$***	***15,499,000***	***$***	***15,499,000***	***0.0***

INTERNAL SERVICE FUND

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
OPERATING EXP						
SAL & EMP BEN	$ 192,894,134	$ 205,753,000	$ 228,808,000	$ 230,200,000	$ 229,201,000	$ 393,000
SVCS & SUPPS	86,985,098	98,712,000	123,715,000	110,802,000	110,802,000	-12,913,000
OTHER CHARGES	3,305,399	1,114,000	1,344,000	1,816,000	1,816,000	472,000
FA - EQUIPMENT	10,299,730	5,183,000	10,709,000	9,224,000	9,224,000	-1,485,000
TOT OP EXP	293,484,361	310,762,000	364,576,000	352,042,000	351,043,000	-13,533,000
OTH FIN USES		8,000	8,000			-8,000
GROSS TOTAL	$ 293,484,361	$ 310,770,000	$ 364,584,000	$ 352,042,000	$ 351,043,000	$ -13,541,000
DESIGNATIONS	4,200,000	9,185,000	9,185,000	12,385,000	12,385,000	3,200,000
TOT FIN REQMTS	$ 297,684,361	$ 319,955,000	$ 373,769,000	$ 364,427,000	$ 363,428,000	$ -10,341,000
AVAIL FINANCE						
FUND BALANCE	$ -160,000	$ 487,000	$ 487,000	$	$	$ -487,000
CANCEL RES/DES	4,231,565			13,385,000	13,385,000	13,385,000
OP REVENUE	284,448,083	314,285,000	362,573,000	341,818,000	340,819,000	-21,754,000
OTH FIN SOURCE	446,591					
RES EQ TRANS	9,205,376	5,183,000	10,709,000	9,224,000	9,224,000	-1,485,000
TOT AVAIL FIN	$ 298,171,615	$ 319,955,000	$ 373,769,000	$ 364,427,000	$ 363,428,000	$ -10,341,000
POSITIONS			4,019.0	4,013.0	4,013.0	-6.0

1996-97 Budget Message

The Internal Service Fund is designed to simplify billings for services provided between the multiple funds which finance Department of Public Works' (DPWs') operations. This fund allows for salaries and employee benefits, materials and supplies, and equipment charges for the Department to be paid centrally through the Fund with the appropriate amounts recovered from each special fund.

The 1996-97 Proposed Budget reflects a net decrease of six positions due to the termination of the Local Oversight Program with the State of California (21 positions). This decrease is offset by an increase of five positions for the Integrated Waste Management Program, two positions to meet the requirements of the Federal Clean Water Act, and eight positions, which were transferred from the Chief Administrative Office and approved by the Board of Supervisors on October 19, 1995 to support the Capital Projects and Real Property Program.

Multi-Year Budget Planning

As part of their Vision 2000 strategic plan, the Department will focus on minimizing cost and improving the quality of service.

Changes From 1995-96 Adjusted Allowance

		Financing Uses		*Financing Available*	*Budgeted Positions*

Major Changes

1.	$	393,000	$	393,000	(-6.0)

Salaries and Employee Benefits: Reflects the deletion of 21 grant-funded positions for the Local Oversight Program, offset by the addition of 15 positions for the Federal Clean Water Act, Integrated Waste Management Program, and Capital Projects and Real Property Program. Also reflects requirements for the 1994 pension obligation bonds, retiree health insurance, and retirement benefits.

2.	$	(-12,913,000)	$	(-12,913,000)	--

Services and Supplies: Reflects decreases in consultant services for earthquake recovery work, valuation/ acquisition services from the Internal Services Department (ISD), and General County Overhead.

Other Changes

1.	$	(-8,000)	$	(-8,000)	--

Other Financing Uses: Reflects a shift in appropriation for the transferred ISD fleet vehicles; these vehicles are financed in fixed assets.

2.	$	472,000	$	472,000	--

Other Charges: Reflects an increase for Countywide Integrated Radio System equipment, partially offset by a decrease for LAC-CAL funded equipment purchases.

3.	$	(-1,485,000)	$	(-1,485,000)	--

Fixed Assets: Reflects a decrease in equipment purchases.

4.	$	3,200,000	$	3,200,000	--

Designations: Reflects an increase in reserve for planned replacement of equipment.

Total	***$***	***(-10,341,000)***	***$***	***(-10,341,000)***	***(-6.0)***

ROAD FUND

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SVCS & SUPPS	$ 164,361,368	$ 178,108,000	$ 223,732,000	$ 209,934,000	$ 209,934,000	$ -13,798,000
OTHER CHARGES	7,881,361	6,317,000	10,468,000	15,116,000	15,116,000	4,648,000
FA - B & I	8,713	323,000	565,000			-565,000
FA - EQUIPMENT	16,725	10,000	10,000	10,000	10,000	
TOT FIX ASSET	25,438	333,000	575,000	10,000	10,000	-565,000
RES EQU TRANS	5,703,249	1,387,000	6,661,000	6,263,000	6,263,000	-398,000
GROSS TOTAL	$ 177,971,416	$ 186,145,000	$ 241,436,000	$ 231,323,000	$ 231,323,000	$ -10,113,000
TOT FIN REQMTS	$ 177,971,416	$ 186,145,000	$ 241,436,000	$ 231,323,000	$ 231,323,000	$ -10,113,000
AVAIL FINANCE						
FUND BALANCE	$ 6,967,000	$ 6,136,000	$ 6,136,000	$ 5,000,000	$ 5,000,000	$ -1,136,000
CANCEL RES/DES	2,489,774	1,016,000	1,016,000	1,016,000	1,016,000	
PROPERTY TAXES	1,639					
SPECIAL ASSESS	43,561	5,000	161,000	5,000	5,000	-156,000
REVENUE	174,607,385	183,988,000	234,123,000	225,302,000	225,302,000	-8,821,000
TOT AVAIL FIN	$ 184,109,359	$ 191,145,000	$ 241,436,000	$ 231,323,000	$ 231,323,000	$ -10,113,000

FUND	FUNCTION	ACTIVITY
PW-ROAD FUND	PUBLIC WAYS & FACILITIES	PUBLIC WAYS

1996-97 Budget Message

This fund provides for construction and maintenance of streets, roads, bridges, and tunnels, and the installation, operation, and maintenance of traffic signals. The 1996-97 Proposed Budget reflects a reduction in Engineering and Studies, partially offset by increases in Bridge Retrofit and Proposition 116 projects. Subsequent adjustments are anticipated to reflect carryover projects once specific projects are identified.

Multi-Year Budget Planning

As part of their Vision 2000 strategic plan, the Department will focus on minimizing cost and improving the quality of service.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input (1993-94 dollars adjusted for inflation)				
Annual amount spent on routine tree trimming by contract	$1,599,704	$544,462	$1,237,000	$1,320,000
Annual amount spent on tree trimming by force account employees	$436,500	$425,734	$438,000	$415,000
Number of full-time force account employees used for tree trimming	5.83	5.58	5.74	5.70
Workload/Output				
Number of trees trimmed on routine basis by contract	43,371	17,963	32,000	35,200
Number of trees trimmed by force account employees	7,000	7,300	7,500	7,500
Efficiency				
Cost per tree trimmed for routine tree trimming by contract	$37*	$30*	$39*	$37*
Cost per tree trimmed by force account employees	$62	$58	$58	$55
Trees trimmed per full-time force account employees	1,200	1,300	1,300	1,300
Effectiveness/Outcome				
Cost factor based on 1993-94 baseline for force account employee tree trimming - cost per tree trimmed	100%	106%	106%	112%
Staffing factor based on 1993-94 baseline for full-time force account tree trimming - trees trimmed per full-time force account employees	100%	108%	108%	108%

* See Notes 3 and 4

Objectives for 1996-97

- Reduce the cost per tree trimmed by force account by seven percent from 1993-94 values.
- Increase the number of trees trimmed by contract to 35,200.
- Determine most cost-effective mix of contracts and force account tree trimming.
- Evaluate current methods of green waste disposal, and determine if recycling alternatives are available and cost-effective.

Performance Measures (cont'd)

Explanatory Notes

1. Work performed by contract consists of relatively large blocks of trees trimmed on a scheduled basis. Work performed by force account consists of a small number of trees trimmed on an emergency or as-needed basis, resulting in higher unit costs.

2. 1995-96 values consist of actual amounts through January 1996 and projections through the remainder of the fiscal year.

3. 1994-95 cost per tree trimmed by contract is significantly lower than other fiscal years. This resulted from the high level of work awarded the previous year, which required contractors to increase their staffs to handle the heavy workload. Contractors with large staffs and little work to bid on in 1994-95 submitted historically low bids in an attempt to maintain some amount of work.

4. Contract costs per tree trimmed returned to historical levels in 1995-96 as contractors adjusted their workforce and demand for their service increased, thus, allowing them to increase their bids and still obtain work.

5. The number of trees to be trimmed by force account in 1996-97 is projected to be consistent with the number trimmed in 1995-96. This number may be reduced, however, if a pilot, as-needed, contract currently being prepared for use in 1996-97 demonstrates contractors to be a cost-effective and quality alternative to force account work on the more expensive emergency and as-needed work.

6. Force account costs per tree trimmed were unusually low during 1994-95 due to the large number of contract trimming done the previous year, which eliminated many of the more difficult and expensive jobs our force account crew would have been responsible for.

7. Force account costs increased in 1995-96 due to increased labor costs for employees receiving step raises and promotions, and the low level of contract work performed in 1994-95, which increased the number of difficult and expensive jobs our force account crews were responsible for.

Changes From 1995-96 Adjusted Allowance

	Financing Uses	*Financing Available*	*Budgeted Positions*

Major Changes

	Financing Uses	Financing Available	Budgeted Positions
1.	$ (-8,344,000)	$ (-8,344,000)	--

Road Construction: Reflects a reduction in road construction programs. This decrease will be adjusted when project schedules are updated, and carryover construction projects are identified and rebudgeted for 1996-97.

	Financing Uses	Financing Available	Budgeted Positions
2.	$ 1,013,000	$ 1,013,000	--

Mapping - Roads and Highways: Reflects establishment of the County Infrastructure Mapping Program, which identifies various mapping services provided by the Road Fund, i.e., digital sales, geographic information systems, precise data base, etc. These services were previously budgeted under Engineering and Studies-Mapping.

	Financing Uses		*Financing Available*	*Budgeted Positions*

Major Changes (cont'd)

3.	$	4,150,000	$	4,150,000	--

Road Maintenance: Reflects an increase in slurry or seal pavement, vegetation control, litter and debris removal, pavement patching, and parkway tree maintenance. These increases are partially offset by decreases in road resurfacing, street sweeping, and maintenance of yard facilities.

4.	$	1,248,000	$	1,248,000	--

Disaster Services - Roads and Highways: Reflects increases for work associated with 1992, 1993, and 1995 storms, the 1993 fires, and 1994 Northridge earthquake.

5.	$	399,000	$	399,000	--

Underground Tanks: Reflects an increase for anticipated requirements related to the State's Well Investigation Program.

6.	$	6,148,000	$	6,148,000	--

Other Charges - Right-of-Way: Reflects an increase for right-of-way acquisition related to the Alameda Corridor project.

Other Changes

1.	$	(-1,037,000)	$	(-1,037,000)	--

Miscellaneous Adjustments: Reflects a decrease in Land Development and Survey support services offset by an increase in equipment maintenance based on actual expenditures.

2.	$	(-9,045,000)	$	(-9,045,000)	--

Engineering and Studies: Reflects a decrease in General Engineering programs to more accurately budget Road Fund services to specific programs.

3.	$	(-2,628,000)	$	(-2,628,000)	--

Permits: Reflects a decrease in permit issuance and control and permit inspection based on prior years' experience.

4.	$	446,000	$	446,000	--

Traffic Control and Public Safety: Reflects an increase in traffic signs, traffic signal maintenance, and fencing and safety provisions based on anticipated requirements.

5.	$	(-1,500,000)	$	(-1,500,000)	--

Aid to Others: Reflects a decrease in aid to cities based on future anticipated requirements.

	Financing Uses		Financing Available	Budgeted Positions
Other Changes (cont'd)				
6.	$	(-565,000)	$ (-565,000)	--
	Building and Improvements: Reflects the completion of capital projects in 1995-96.			
7.	$	(-398,000)	$ (-398,000)	--
	Residual Equity Transfer-Out: Reflects a decrease for replacement equipment.			
Total	***$***	***(-10,113,000)***	***$ (-10,113,000)***	***0.0***

REGIONAL PLANNING
JAMES E. HARTL, DIRECTOR

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$	5,940,303	$	5,899,000	$	5,917,000	$	10,817,000	$	6,195,000	$	278,000
SVCS & SUPPS		1,291,318		1,305,000		1,353,000		3,878,000		1,343,000		-10,000
OTHER CHARGES		81,617		100,000		100,000		100,000		100,000		
FA - EQUIPMENT				20,000		20,000		120,000		20,000		
OTH FIN USES		27,400		27,000		27,000						-27,000
GROSS TOTAL	$	7,340,638	$	7,351,000	$	7,417,000	$	14,915,000	$	7,658,000	$	241,000
LESS INT TRFS		15,123		4,000								
NET TOTAL	$	7,325,515	$	7,347,000	$	7,417,000	$	14,915,000	$	7,658,000	$	241,000
REVENUE		3,832,780		4,208,000		4,237,000		4,606,000		4,517,000		280,000
NET CO COST	$	3,492,735	$	3,139,000	$	3,180,000	$	10,309,000	$	3,141,000	$	-39,000
POSITIONS						84.0		152.0		84.0		

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	OTHER PROTECTION

Mission Statement

To establish and maintain a continuing comprehensive long-range planning 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 and development conditions in the County, to be used in formulating programs that encourage effectuation of the County's General Plan.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects an effort to maintain as many critical, core mission activities as possible. The Department plans to redirect staffing resources, streamline planning processes, and aggressively pursue all forms of revenue to mitigate any further erosions to public service and business retention efforts. The Department will maintain its public counter services, One-Stop counseling, concurrent case processing, and review of major development and low-income housing projects. Environmental Impact Review and the activities of the Environmental Review Board and the Significant Ecological Area Technical Advisor Committee will be maintained, as well as specifically-funded programs, such as Metropolitan Transportation Authority Transit Oriented Development plans, Air Quality Management Planning, Congestion Management Planning, and Southern California Association of Governments (SCAG) Regional Comprehensive Plan activities.

Multi-Year Budget Planning

Due to funding shortages over the past few years, the one area that has been severely impacted is the County's General Plan Program. However, due to the importance of this need, the Department's Vision 2000 strategic plan is predicated upon their ability to update the General Plan as well as area/community plans, and includes a streamlined zoning ordinance and development permit process.

Over the next several years, the Department will maximize efforts to promote business retention and improve quality of life through enhanced zoning enforcement strategies. By diligently seeking resources to incorporate appropriate technology and automation, the Department will increase productivity, efficiency, and effectiveness while encouraging public participation from communities.

Critical Needs

The Department's critical needs consist of formulating a comprehensive streamlined countywide General Plan, which has not been updated since 1980, and initiation of a long-range program to update area/community plans. In addition, expansion of countywide enforcement activities would allow the Department to provide enforcement services to all unincorporated areas of the County; currently code enforcement activities are provided only in specific areas where costs are revenue-offset.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Total number of zoning investigators	n/a	n/a	11.0	11.5
Total number of plot plan processing planners	n/a	n/a	2.0	1.75
Total number of permit processing planners	n/a	n/a	4.0	5.0
Workload/Output				
Number of first enforcement inspections completed	n/a	n/a	6413	6705
Number of D.A. enforcement referrals per investigator	n/a	n/a	303	318
Number of plot plan actions completed	n/a	n/a	1,700	1,400
Number of permits set for public hearing	n/a	n/a	247	247
Efficiency				
First enforcement inspections completed per investigator	n/a	n/a	583	583
D.A. enforcement referrals completed per investigator	n/a	n/a	28	28
Plot plan actions completed per planner	n/a	n/a	850	800
Permits set for public hearing per planner	n/a	n/a	62	62
Effectiveness/Outcome				
Percentage of first inspections completed Within 30 days of receipt of complaint	n/a	n/a	90%	90%
Percentage of violations referred to D.A. within nine months after issuance of order to comply	n/a	n/a	75%	75%
Percentage of plot plan actions completed within 16 Weeks	n/a	n/a	90%	90%
Percentage of permits set for public hearing within 180 Days of environmental/subdivision clearance	n/a	n/a	75%	85%

Performance Measures (cont'd)

Objectives for 1996-97

- -- Complete 90 percent of all zoning enforcement first inspections within 30 days of receipt of complaint.
- -- Complete 75 percent of all D.A. zoning enforcement referrals still non-complying after issuance of order to comply (within nine months).
- -- Take action on 90 percent of all plot plans within 16 weeks of a complete filing.
- -- Set 85 percent of permit public hearings within 180 days of environmental/subdivision clearance.

Explanatory Notes

Indicators are measured annually unless otherwise indicated.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-57,000)	$ 227,000	$ (-284,000)	(-1.0)

Countywide Code Enforcement: Reflects the reduction of a staff position associated with general countywide code enforcement activities. Also reflects an increase in revenue from the Community Development Commission to provide Community Development Block Grant code enforcement services to Walnut Park, East Los Angeles, Bassett, Avocado Heights, and the Union Pacific area.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-65,000)	$ --	$ (-65,000)	(-1.0)

Community Planning and Counseling Services: Reflects the reallocation of staff providing counseling and public information services to revenue-offset activities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ 338,000	$ 394,000	$ (-56,000)	3.0

Case Processing: Reflects increased revenue and staffing for land development case processing and major project contract case processing services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-146,000)	$ (-306,000)	$ 160,000	(-2.0)

Public Works and SCAG: Reflects a reduction of one-time revenue from the Department of Public Works and SCAG for work associated with the Los Angeles River Master Plan, Highway Planning, Congestion Management Planning, and the Regional Comprehensive Plan. Also reflects the reallocation of staff to revenue-offset activities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ 37,000	$ (-35,000)	$ 72,000	1.0

Countywide Planning and Technical Services: Reflects a reduction of one-time revenue from SCAG associated with the Regional Comprehensive Plan and addition of a technical position for data processing activities.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 161,000	$ --	$ 161,000	--
	Employee Benefits: Reflects an increase in employee benefits, including pension obligation bond costs.			
2.	$ (-27,000)	$ --	$ (-27,000)	--
	Other Financing Uses: Reflects the completion of Productivity Commission loan payments.			
Total	*$ 241,000*	*$ 280,000*	*$ (-39,000)*	*0.0*

REGISTRAR-RECORDER/COUNTY CLERK
CONNY B. McCORMACK, REGISTRAR-RECORDER/COUNTY CLERK

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 26,004,024	$ 24,002,000	$ 24,507,000	$ 26,509,000	$ 25,833,000	$ 1,326,000
SVCS & SUPPS	24,790,337	24,082,000	26,729,000	23,733,000	22,466,000	-4,263,000
OTHER CHARGES	3,999,923	4,340,000	4,611,000	4,093,000	4,093,000	-518,000
FA - EQUIPMENT	76,738	146,000	331,000	200,000	200,000	-131,000
OTH FIN USES	158,000	150,000	150,000	84,000	84,000	-66,000
GROSS TOTAL	$ 55,029,022	$ 52,720,000	$ 56,328,000	$ 54,619,000	$ 52,676,000	$ -3,652,000
LESS INT TRFS	240,723	292,000	322,000	777,000	777,000	455,000
NET TOTAL	$ 54,788,299	$ 52,428,000	$ 56,006,000	$ 53,842,000	$ 51,899,000	$ -4,107,000
REVENUE	38,747,118	41,478,000	45,056,000	39,745,000	39,745,000	-5,311,000
NET CO COST	$ 16,041,181	$ 10,950,000	$ 10,950,000	$ 14,097,000	$ 12,154,000	$ 1,204,000
POSITIONS			723.0	723.0	723.0	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	ELECTIONS

Mission Statement

To register voters; conduct federal, State, local, and special elections; verify initiative and referendum petitions; record real estate documents; maintain birth, death, and marriage records; issue marriage licenses; and file business documents. All of these activities are conducted under the provisions of the Federal and State Constitutions, State Codes, and County Ordinances.

1996-97 Budget Message

The 1996-97 Proposed Budget includes additional one-time only funding of $827,000 for the November 1996 Presidential General Election due to the cyclical nature of election expenditures and revenue; however, as in the past, there is no funding for unscheduled special elections.

The Recorder's Office will continue to operate at a reduced staffing level without overtime funding which will result in continued service delays in 1) the recordation and return of processed documents to customers, and 2) the processing of requests for copies of vital records.

The Proposed Budget also includes savings from the consolidation of voting precincts to accommodate a larger number of registered voters per precinct, reductions in Sheriff ballot transportation and troubleshooting services, postage savings from mailing more sample ballots 3rd class, and a slight reduction where possible on official ballot card orders.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, the Department will continue to focus on automation efficiencies to improve election, registration, and recorder services. Key objectives for 1996-97 include 1) expansion of Internet capability to provide public access to election information, 2) implementation of a microcomputer-based tally system (MTS) to increase election tally processing capability, and 3) a document imaging system for storage, updating, and retrieval of vital records.

During the next three years, new information technology applications will be required to accommodate the increasing workload and to strategically position the Department to meet business challenges.

Critical Needs

The Department's critical needs consist of automation of the Department's financial management, election, recorder, and support functions; reconfiguration of the Signature Retrieval System (SRS); replacement of a substandard headquarters parking lot lighting system; replacement of ballot transport bags, and Office of Security Management-recommended facility modifications. Further, additional resources would allow the Department to mitigate service delays in the recorder's operations.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
REGISTRATION				
Input				
Assigned Staff:				
Data Entry Clerk	10	14	14	14
Petition Signatures Checkers	13	13	13	13
Absent Voting Processing Clerks	19	15	15	15
Data Entry Clerk	7	11	16	16
Workload/Output				
Affidavit intake	325,539	427,272	430,000	450,000
Petition signatures	360,010	322,869	350,000	375,000
Absent voters	615,958	467,651	475,000	510,000
Registration updates	502,254	779,139	1,124,000	1,200,000
Efficiency				
Affidavits updated	32,554	30,519	30,714	32,143
Signatures processed	27,693	24,836	26,923	28,846
Absent voters processed	32,419	31,177	31,667	34,000
Registration updates completed	71,751	70,831	70,250	75,000
Effectiveness/Outcome				
Affidavits updated	108.5%	101.7%	102.4%	107.1%
Signatures processed	110.6%	99.3%	107.7%	113.7%
Absent voters	104.6%	100.6%	102.2%	109.7%
Registrations updated	102.5%	101.2%	100.4%	107.1%

Objectives for 1996-97

- Exceed production average of 30,000 affidavits per worker.
- Exceed production average of 25,000 signatures per worker.
- Exceed production average of 32,000 absent voters per worker.
- Exceed Production Average of 71,000 Registration Updates per worker.
- Within three (3) days verify candidate nomination papers, update affidavits of registration and process absentee ballots requests. Certify initiative and referendum petitions within thirty (30) days.

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
ELECTIONS				
Input				
Assigned Staff:				
Address snags	3	4	3	4
Telephone inquiries	2	2	2	2
Precinct map processing	2	4	4	4
Precinct realignment	5	1	5	5
Workload/Output				
Volumes:				
Address snags received	7,175	15,407	10,000	16,000
Telephone calls received	12,516	12,817	16,578	17,000
Maps received	1,145	1,584	1,584	1,584
Precincts realigned	2,062	254	2,000	3,000
Efficiency				
Quantity per Worker:				
Address snags worked	2,391	3,851	3,333	4,000
Telephone calls answered	6,258	6,408	8,289	8,500
Maps processed	1,031	396	396	396
Precincts worked	206	254	420	600
Effectiveness/Outcome				
Addresses resolved	79.7%	128.4%	111.1%	133.3%
Telephone calls resolved	78.2%	80.1%	103.6%	106.3%
Precinct maps processed	264.4%	101.5%	101.5%	101.5%
Precincts realigned	68.7%	84.7%	140.0%	200.0%

Objectives for 1996-97

- To continue precinct reduction project.
- To bring precinct map productions in-house.
- Maintain production average of 3,000 addresses worked.
- Maintain production average of 8,000 telephone calls answered.
- Maintain production average of 390 maps processed.
- Maintain production average of 300 precincts realigned.

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
RECORDER/COUNTY CLERK				
Input				
Assigned Staff:				
Document Examiners	16	14	13	13
Document Microfilm Operator	9	8	8	8
Counter/Mail	65	71	49	49
Workload/Output				
Volumes:				
Documents recorded	2,358,058	1,803,967	1,900,000	2,000,000
Documents microfilmed	5,423,533	4,149,124	4,370,000	4,600,000
Marriage licenses/certified copies issued	518,118	590,331	590,000	597,000
Efficiency				
Quantity per Worker:				
Documents recorded	147,379	128,855	146,154	153,846
Documents microfilmed	602,615	518,640	546,250	575,000
Marriage licenses/certified copies processed	7,971	8,315	12,041	12,184
Effectiveness/Outcome				
Documents recorded	114.2%	99.9%	113.3%	119.3%
Documents microfilmed	116.1%	99.9%	105.3%	110.8%
Marriage licenses/certified copies processed	99.6%	103.9%	150.5%	152.3%

Objectives for 1996-97

- Exceed production average of 129,000 documents per examiner, and 519,000 images per operation.
- Exceed production average of 8,000 licenses/certified copies per worker.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-283,000)	$ --	$ (-283,000)	--
2.	$ (-350,000)	$ --	$ (-350,000)	--

1. Office Expense Savings: Reflects primarily postage savings from cyclical election year requirements.

2. Sheriff Election Services: Reflects reductions in Sheriff ballot transportation and election troubleshooting services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-693,000)	$ --	$ (-693,000)	--

Precinct Board Salaries and Polling Place Rent: Reflects savings from reduction of polling places and cyclical requirements between even-number General Election years and Uniform District Elections (UDEL) held in odd-number years.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ --	$ (-2,444,000)	$ 2,444,000	--

Election Revenue: Reflects the elimination of UDEL and miscellaneous elections revenue resulting from cyclical changes.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-1,846,000)	$ --	$ (-1,846,000)	--

Sample Ballot Printing and Official Punch Card Ballot: Reflects cyclical requirements between even-number General Election years and odd-number UDEL election years, and a slight reduction where possible on official ballot card orders.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ (-355,000)	$ (-355,000)	$ --	--

Recorder Real Estate Fraud Notification: Reflects the expiration of legislation for the pilot fraud notification program on January 1, 1996. Efforts are underway to legislatively reestablish the program; partial year funding is reflected in anticipation of implementation.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ --	243,000	$ (-243,000)	--

State Revenue: Reflects increased state reimbursement for mandated election and registration services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ --	$ (-339,000)	$ 339,000	--

Marriage Licenses Fees and Marriage Ceremonies: Reflects decreases in marriage licenses and ceremonies based on current experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
9.	$ --	$ (-2,114,000)	$ 2,114,000	--

Recording Fees: Reflects decreases in revenue from various recording services based on current experience.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 1,326,000	$ --	$ 1,326,000	--

Employee Benefits: Reflects primarily increases in retirement, retiree health insurance, and pension bond costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 594,000	$ --	$ 594,000	--

Miscellaneous Services and Supplies: Reflects increases in communications, maintenance, and building support costs.

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Other Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-878,000)	$ --	$ (-878,000)	--

Computer Program and Support Services: Reflects primarily reductions in Election, Registration, and Recorder Computer Programming and Computer Support Services due to Internal Services Department rate changes.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ (-452,000)	$ --	$ (-452,000)	--

Utilities: Reflects utilities savings based on actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ (-518,000)	$ --	$ (-518,000)	--

Miscellaneous Other Charges: Reflects completion of the final debt service payment for the Signature Retrieval System, and decreases in judgement and damages, capital lease, LAC-CAL, and insurance costs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ (-131,000)	$ (-131,000)	$ --	--

Fixed Assets-Equipment: Reflects a reduction in revenue-offset fixed assets associated with the recorder operations.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ (-66,000)	$ --	$ (-66,000)	--

Other Financing Uses: Reflects completion of a Productivity Investment (PIF) loan repayment for the LACES project, which is partially offset by a new PIF loan payment for the microcomputer election tally system (MTS).

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ --	$ 455,000	$ (-455,000)	--

Recorder Services: Reflects an increase in District Attorney child support lien processing services.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
9.	$ --	$ (-171,000)	$ 171,000	--

Miscellaneous Revenue. Reflects reductions in miscellaneous revenue.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-3,652,000)***	***$ (-4,856,000)***	***$ 1,204,000***	***0.0***

RENT EXPENSE

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 53,927,409	$ 56,749,000	$ 61,509,000	$ 58,855,000	$ 58,855,000	$ -2,654,000
LESS EXP DIST	47,111,066	56,969,000	58,062,000	55,390,000	55,390,000	-2,672,000
TOT S & S	6,816,343	-220,000	3,447,000	3,465,000	3,465,000	18,000
OTHER CHARGES	160,697,421	170,722,000	171,113,000	187,725,000	187,725,000	16,612,000
LESS EXP DIST	146,167,134	147,916,000	150,434,000	166,375,000	166,375,000	15,941,000
TOT OTH CHRG	14,530,287	22,806,000	20,679,000	21,350,000	21,350,000	671,000
GROSS TOTAL	$ 21,346,630	$ 22,586,000	$ 24,126,000	$ 24,815,000	$ 24,815,000	$ 689,000
REVENUE	2,120,053	980,000	2,476,000	3,165,000	3,165,000	689,000
NET CO COST	$ 19,226,577	$ 21,606,000	$ 21,650,000	$ 21,650,000	$ 21,650,000	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

Mission Statement

To finance payments for leased space to house County programs and fund annual obligations for long-term financing of capital construction. Due to the decentralization of costs, with the exception of specific court-related space costs and the Emergency Operations Center (EOC), all leased space costs and long-term debt service are financed in the departmental operating budgets. Net County cost reflected in this budget only includes financing for specific court-related space and the EOC.

1996-97 Budget Message

The proposed changes include initial payments, and increases due to full year impact of other debt service payments for several capital construction projects as well as new leases. In addition, numerous adjustments and certain other additions have been incorporated for anticipated rent, taxes, insurance, and operating and labor expenses for existing facilities. These costs are fully offset by the termination of leases, the conclusion of payments for bond-financed facilities, and the recovery of costs from the respective departments.

To the extent that savings in lease costs are generated as a result of cancellation or reduction of lease costs in County departments, the savings will be realized in the departmental budgets with the exception of the specific court-related space.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*

Major Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ 823,000	$ 823,000	$ --	--

Full year cost impact for new and existing leases, debt service and associated insurance cost for facilities including Rancho Los Amigos, Martin Luther King, Peterson Museum, Burbank and Van Nuys Municipal Courts, and the Disney Parking Structure

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-134,000)	$ (-134,000)	$ --	--

Results from the final redemption of bonds or lease cancellations and adjustments for facilities at the San Fernando Juvenile Hall, El Monte Comprehensive Health Center, the Museum of Art and other lease terminations.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ --	$ --	$ --	--

Accounting adjustments were made to include appropriations in appropriate Services and Supplies and Other Charges accounts.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	*$ 689,000*	*$ 689,000*	*$ 0*	*0.0*

SPECIAL ASSESSMENTS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTHER CHARGES	$ 178,611	$ 195,000	$ 201,000	$ 205,000	$ 205,000	$ 4,000
LESS EXP DIST	56,788	65,000	63,000	67,000	67,000	4,000
TOT OTH CHRG	121,823	130,000	138,000	138,000	138,000	
GROSS TOTAL	$ 121,823	$ 130,000	$ 138,000	$ 138,000	$ 138,000	$
REVENUE	2,772	3,000	3,000	3,000	3,000	
NET CO COST	$ 119,051	$ 127,000	$ 135,000	$ 135,000	$ 135,000	$

FUND
GENERAL FUND

FUNCTION
GENERAL

ACTIVITY
PROPERTY MANAGEMENT

Mission Statement

The appropriation is used to pay assessments and taxes levied against the County by various agencies for the operation, maintenance, or improvements of streets and property for the performance of work related to grading, paving, or oiling streets; construction of sidewalks, crosswalks, steps, curbs, and gutters; sanitary sewers; drains; and lighting.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Other Changes				
1.	$ 4,000	$ 4,000	$ --	--

The appropriation and expenditure distribution have been adjusted in anticipation of increased billings.

SHERIFF
SHERMAN BLOCK, SHERIFF

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 854,370,535	$ 864,570,000	$ 852,361,000	$ 1,194,378,000	$ 871,786,000	$ 19,425,000
SVCS & SUPPS	141,846,738	142,776,000	160,184,000	204,867,000	153,919,000	-6,265,000
OTHER CHARGES	77,810,176	75,350,000	87,084,000	95,032,000	95,032,000	7,948,000
FA - EQUIPMENT	3,237,143	1,534,000	1,534,000	36,072,000	2,534,000	1,000,000
OTH FIN USES	102,693	122,000	103,000	224,000	224,000	121,000
GROSS TOTAL	$ 1,077,367,285	$ 1,084,352,000	$ 1,101,266,000	$ 1,530,573,000	$ 1,123,495,000	$ 22,229,000
LESS INT TRFS	4,723,745	2,487,000	7,717,000	2,292,000	2,292,000	-5,425,000
NET TOTAL	$ 1,072,643,540	$ 1,081,865,000	$ 1,093,549,000	$ 1,528,281,000	$ 1,121,203,000	$ 27,654,000
REVENUE	511,380,620	533,911,000	545,595,000	564,170,000	564,170,000	18,575,000
NET CO COST	$ 561,262,920	$ 547,954,000	$ 547,954,000	$ 964,111,000	$ 557,033,000	$ 9,079,000
POSITIONS			12,812.0	17,070.0	13,036.0	224.0

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. He 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 Department regularly provides a wide range of specialized and technical law enforcement services to every city in the County upon request. The Sheriff provides direct traffic and general law enforcement services, through contract, to 39 cities and the Southern California Regional Rail Authority (Metrolink).

1996-97 Budget Message

The 1996-97 Proposed Budget funds existing Sheriff programs at the current service level, and provides additional appropriation, funded by anticipated growth in public safety sales tax revenue, for escalating workload resulting from the "Three-Strikes, You're Out" statute, and infrastructure repairs at the Central Jail and Sybil Brand Institute custody facilities. In addition, the court security program is transferred from the Internal Services Department, fully offset by revenue from the courts.

Multi-Year Budget Planning

The Sheriff is currently preparing a Vision 2000 strategic plan and multi-year budget plan.

Critical Needs

The Sheriff's Department is severely impacted by increased patrol and custody workload resulting from the "Three-Strikes, You're Out" statute, complicated by the closure of the Mira Loma, Biscailuz Center, and Pitchess Ranch custody facilities due to reduced funding levels; the Sheriff's Department requires funding to reopen the closed facilities. Additionally, annual funding of $100.3 million is required to operate the Twin Towers Detention Facility.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Advanced training participants[1]	22,990	50,045	60,000	65,000
Average daily inmate population	19,725	19,896	18,138	18,138
Calls for patrol service	1,207,610	1,181,877	1,090,000	1,111,800
Part I crimes[2]	123,316	122,836	119,231	121,795
Arrests	91,895	96,507	99,062	100,100
Fingerprint classifications	192,852	198,174	198,000	200,000
Prisoners transported	1,761,184	1,838,266	1,700,000	1,700,000

Explanatory Notes

[1]Fiscal year 1993-94 force training and mandated training had minimum participants.

[2]Part I crimes consists of violent and property crimes.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ 9,490,000	$ 9,490,000	$ –	59.0

Public Safety Sales Tax Growth: Reflects anticipated growth of $15.7 million in public safety sales tax receipts, some of which have been used to adjust revenue and intrafund transfers to reflect actual experience. The remainder of the revenue has been used to fund unavoidable increases in the cost of employee benefits and capital lease payments and the following programs: $1.3 million and 50.0 budgeted positions required as a result of workload increases resulting from the "Three Strikes, You're Out" statute; $4.7 million and 9.0 budgeted positions to monitor 5,000 inmates participating in the work release program and infrastructure repairs at the Central Jail and Sybil Brand Institute custody facilities; and $1.5 million for crime lab computer programming requirements and replacement of outdated equipment.

2.	$ 970,000	$ 970,000	$ –	137.0

Court Services: Reflects full-year funding and service level enhancement of the court security program, offset by revenue from the courts, and civilianization of the civil process program.

3.	$ 2,690,000	$ 2,690,000	$ –	28.0

Revenue-Offset Programs: Reflects increased funding and positions to provide additional law enforcement services requested by contract cities, two additional months of funding to fully implement the COPS AHEAD grant, and construction costs for the Twin Towers and Century Regional detention facilities, fully offset by revenue.

	Gross Appropriation		*Revenue/IFT*		*Net County Cost*	*Budgeted Positions*
Other Changes						
1.	$ 9,079,000	$	--	$	9,079,000	--
	Unavoidable Cost Increases: Reflects funding for increases in pension bond costs.					
Total	***$ 22,229,000***	***$***	***13,150,000***	***$***	***9,079,000***	***224.0***

TWIN TOWERS DETENTION FACILITY

Mission Statement

Provide placement, security, and care of sentenced and nonsentenced County jail inmates at the Twin Towers Detention Facility.

1996-97 Budget Message

The Twin Towers Detention Facility will be complete and ready for occupancy in January 1997. A high priority for 1996-97 is to fund one tower, for which the annual cost is estimated at $36.3 million (476.0 sworn and civilian positions). Funding is not included in this proposed budget due to the continuing erosion of the County's general purpose revenues, including the recent loss of local taxes under the Guardino court ruling. This budget recommends impounding these local taxes until legislative relief or final court resolution is achieved. Should the State act to permit continued collection of these taxes, we recommend that $18.0 million be committed to opening Twin Towers, and that the remainder be allocated to the Board's reserve for budgetary uncertainties.

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$ 52,629,738	$ 52,015,000	$ 51,422,000	$ 52,740,000	$ 52,740,000	$ 1,318,000
LESS EXP DIST	55,390,761	58,409,000	59,232,000	60,128,000	60,128,000	896,000
TOT S & S	-2,761,023	-6,394,000	-7,810,000	-7,388,000	-7,388,000	422,000
OTHER CHARGES	3,947,161	7,300,000	8,416,000	7,994,000	7,994,000	-422,000
FA - EQUIPMENT	375,387		300,000	300,000	300,000	
GROSS TOTAL	$ 1,561,525	$ 906,000	$ 906,000	$ 906,000	$ 906,000	$
REVENUE	889,254	906,000	906,000	906,000	906,000	
NET CO COST	$ 672,271	$	$	$	$	$

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	COMMUNICATION

Mission Statement

To fund telephone utility, equipment, and maintenance costs through a centralized appropriation administered by the Internal Services Department (ISD).

1996-97 Budget Message

The 1996-97 Proposed Budget reflects an overall net increase in requirements primarily attributable to anticipated rate increases from telephone utility companies. The increased utility costs have been partially offset by reduced cost for services provided by ISD, primarily as a result of the restructuring of the ISD Information Technology Service (ITS).

The Proposed Budget also provides $675,000 in lease payments to finance telecommunications improvements for the Departments of Community and Senior Services, Regional Planning, and Public Social Services, as well as the Olive View Medical Center and the Long Beach Comprehensive Health Center. The estimated total cost for these improvements ($2.9 million) will be financed over a five-year period.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Expenditure Distribution/Revenue*	*Net County Cost*	*Budgeted Positions*

Major Changes

	Gross Appropriation	Expenditure Distribution/Revenue	Net County Cost	Budgeted Positions
1.	$ 3,460,000	$ 3,460,000	$ --	--

Utility Costs: Reflects projected net increases in billings from public telephone service providers due to anticipated rate increases.

	Gross Appropriation	Expenditure Distribution/Revenue	Net County Cost	Budgeted Positions
2.	$ (-407,000)	$ (-407,000)	$ --	--

Telecommunications Support Costs: Reflects a decrease in costs to support the County's infrastructure

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions

program requirements, including consultant services.

Major Changes (cont'd)

3.	$	(-1,735,000)	$	(-1,735,000)	$	--	--

Support Services: Reflects a decrease in ISD costs due primarily to restructured billing rates and the phasing-out of the COMPASS system.

Other Changes

1.	$	(-422,000)	$	(-422,000)	$	--	--

Other Charges: Reflects a net decrease primarily due to the completion of payments for various LAC-CAL purchases.

Total	***$***	***896,000***	***$***	***896,000***	***$***	***0***	***0.0***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
SAL & EMP BEN	$ 27,356,659	$ 27,234,000	$ 30,066,000	$ 32,104,000	$ 29,974,000	$ -92,000
SVCS & SUPPS	18,868,389	19,909,000	20,780,000	20,658,000	19,689,000	-1,091,000
OTHER CHARGES	1,158,003	1,249,000	1,071,000	1,011,000	1,011,000	-60,000
FA - EQUIPMENT	5,209			592,000		
OTH FIN USES	403,000	386,000	386,000	259,000	259,000	-127,000
GROSS TOTAL	$ 47,791,260	$ 48,778,000	$ 52,303,000	$ 54,624,000	$ 50,933,000	$ -1,370,000
LESS INT TRFS	7,875,854	8,091,000	9,731,000	8,451,000	8,451,000	-1,280,000
NET TOTAL	$ 39,915,406	$ 40,687,000	$ 42,572,000	$ 46,173,000	$ 42,482,000	$ -90,000
REVENUE	33,280,119	33,594,000	35,358,000	35,003,000	34,836,000	-522,000
NET CO COST	$ 6,635,287	$ 7,093,000	$ 7,214,000	$ 11,170,000	$ 7,646,000	$ 432,000
POSITIONS			649.5	704.0	649.0	-0.5

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	FINANCE

Mission Statement

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. To provide enforcement, auditing, consulting, education, estate administration, and public information services.

1996-97 Budget Message

The 1996-97 Proposed Budget primarily maintains the current service level for the Treasurer and Tax Collector. Anticipated decreases in both SB 2557 property tax administration cost reimbursement and one-time revenues are partially offset by additional SB 813 supplemental property tax cost reimbursement as a result of an increase in the Assessor's workload. In addition, the Proposed Budget includes funding for the replacement of computer hardware and software that will improve the delivery of customer services. The Proposed Budget also reflects savings resulting from space consolidations and systems improvements.

Multi-Year Budget Planning

Consistent with the Department's Vision 2000 strategic plan goals, the 1996-97 Proposed Budget maintains funding for the continued implementation of the Secured Tax Roll System (Phase III) which is scheduled for completion in the Fall of 1996; the continued development of a countywide property tax credit card program; taxpayer customer service improvements; Public Administrator systems modifications; and the development of a long-range training plan.

Over the next several years, the Department's Vision 2000 strategic plan includes pursuit of the following goals as they are determined to be feasible:

- Transition the County's collection and disbursement activities to an electronic funds transfer-based payment, collection, and data interchange processing system, which would enhance the County's cash flow and maximize revenues.

- Develop and implement an automated voice response payment system for the collection of tax payments and the provision of automated tax status information.

- Continue working with financial advisors to develop recommendations on alternative, conservative methods for County financing and refinancing.

Critical Needs

The Department's critical needs consist primarily of development and implementation of Vision 2000 strategic plan goals related to technology and innovations. Included are the enhancement of various systems that would improve Public Administrator operations and tax collection efforts, as well as customer services, security over the receipt of funds, accuracy of payment postings, and acceleration of deposits. Pursuit of these efforts would result in the maximization of County interest earnings.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Input				
Cost to process secured property tax mail payments	n/a	n/a	$2,214,405	$2,214,405
Secured property tax mail correspondence costs	n/a	n/a	$444,563	$444,563
Total bank transaction costs	n/a	n/a	$47,769	$47,769
Number of estate administrators	n/a	n/a	20	20
Workload/Output				
Secured property tax mail payments processed	n/a	n/a	4,200,000	4,200,000
Number of secured property tax mail correspondence responses	n/a	n/a	95,000	96,000
Number of bank transactions	n/a	n/a	35,881	35,998
Decedent cases assigned to the Public Administrator	n/a	n/a	3,671	3,192

Performance Measures (cont'd)

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Efficiency				
Secured property tax mail payments cost per transaction	n/a	n/a	$0.53	$0.53
Cost per secured property tax mail correspondence response	n/a	n/a	$4.68	$4.63
Cost per bank transaction	n/a	n/a	$1.33	$1.33
Decedent cases assigned per estate administrator	n/a	n/a	184	160
Effectiveness/Outcome				
Percent of secured property tax mail payments processed (1)	n/a	n/a	91%	91%
Percent of secured property tax mail correspondence disposed of within 30 business days	n/a	n/a	92%	93%
Percent of bank exceptions resolved within seven business days	n/a	n/a	89%	90%
Percent of decedent cases disposed of within one year of assignment	n/a	n/a	41%	43%

Objectives for 1996-97

- Maintain secured property tax mail payment cost per transaction at current year cost.
- Dispose of 93 percent of secured property tax mail correspondence within 30 business days.
- Maintain 90 percent of bank exceptions resolved within seven business days.
- Dispose of 43 percent of decedent cases within one year of assignment.

Explanatory Notes

(1) Based on an estimated 385,000 and 390,000 secured property tax mail payments posting exceptions for fiscal years 1995-96 and 1996-97, respectively.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Major Changes				
1.	$ --	$ (-536,000)	$ 536,000	--

Property Tax Administration: Reflects a decrease in SB 2557 property tax administration cost reimbursement based on 1995-96 estimated costs which are reimbursed in arrears.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ 721,000	$ --	$ 721,000	--

Information Technology Enhancement: Reflects funding for the phased-in replacement of computer hardware and software which no longer effectively meet the Department's operational requirements, and which will improve the delivery of customer services consistent with Vision 2000 strategic planning goals.

Other Changes

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
1.	$ (-92,000)	$ --	$ (-92,000)	(-0.5)

Salaries and Employee Benefits: Reflects decreased costs for retirement, unemployment insurance, and cafeteria benefit plans, partially offset by increased retirement debt service costs to reflect actual experience. Also reflects a net reduction in salaries to reflect realignment of budgeted positions.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
2.	$ (-154,000)	$ 299,000	$ (-453,000)	--

Services and Supplies and Other Charges: Reflects decreases in capital leases, telephone utilities, and building maintenance costs resulting from space consolidations, and reduced Productivity Investment Fund loan payments. Also reflects increases in postage and utility costs, offset by SB 813 supplemental property tax administration cost reimbursement associated with an anticipated increase in the Assessor's workload.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
3.	$ (-671,000)	$ (-671,000)	$ --	--

Banking Services: Reflects a reduction in reimbursable bank charges due to successful renegotiations in service rate reductions, partially offset by an increase in reimbursable banking services provided primarily to the Courts, District Attorney, and to the Office of Education.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
4.	$ --	$ (-245,000)	$ 245,000	--

Mail Services: Reflects primarily a reduction in mail services provided to the District Attorney and Courts, partially offset by an increase in mail services provided to the Department of Public Social Services, based on actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
5.	$ --	$ 249,000	$ (-249,000)	--

Collections Services: Reflects additional collections services provided primarily to the Department of Public Social Services based on increased activity related to Aid to Families with Dependent Children, Food Stamps, and State Intercept Referral Programs.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
6.	$ (-11,000)	$ (-33,000)	$ 22,000	--

License Services: Reflects a reduction in reimbursable data processing costs related to license operations, as well as other revenue decreases based on actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Other Changes, (cont'd)

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
7.	$ (-863,000)	$ (-790,000)	$ (-73,000)	--

Systems Efficiencies: Reflects a reduction in one-time reimbursable development costs for the continuation of the Secured Tax Roll System (Phase III) which is scheduled for completion in the Fall of 1996. Also reflects a significant reduction in data processing and telecommunications costs resulting from the implementation of one-time reimbursable property tax systems enhancements.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
8.	$ --	$ 633,000	$ (-633,000)	--

Revenue Increases: Reflects primarily an increase in investment services revenues, as well as increased Public Administrator-related revenues based on actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
9.	$ (-300,000)	$ (-708,000)	$ 408,000	--

Deferred Compensation Plans: Reflects the deletion of reimbursable consultant costs associated with the Deferred Compensation Plans which are now being charged directly to the Plans, as well as a reduction in revenues associated with the Hazardous Waste Billing Program which has been assumed by the Fire Department. Also reflects a decrease in redemption penalties and costs and miscellaneous revenues to reflect actual experience.

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
Total	***$ (-1,370,000)***	***$ (-1,802,000)***	***$ 432,000***	***(-0.5)***

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SAL & EMP BEN	$	$ 248,620,000	$ 242,979,000	$ 287,345,000	$ 258,022,000	$ 15,043,000
SVCS & SUPPS		208,628,000	203,591,000	238,731,000	196,392,000	-7,199,000
LESS EXP DIST				114,000	114,000	114,000
TOT S & S		208,628,000	203,591,000	238,617,000	196,278,000	-7,313,000
OTHER CHARGES		3,775,000	5,437,000	6,769,000	6,154,000	717,000
FA - EQUIPMENT		80,000	80,000	426,000	74,000	-6,000
GROSS TOTAL	$	$ 461,103,000	$ 452,087,000	$ 533,157,000	$ 460,528,000	$ 8,441,000
LESS INT TRFS		19,793,000	20,446,000	8,503,000	6,802,000	-13,644,000
NET TOTAL	$	$ 441,310,000	$ 431,641,000	$ 524,654,000	$ 453,726,000	$ 22,085,000
TOT FIN REQMTS	$	$ 441,310,000	$ 431,641,000	$ 524,654,000	$ 453,726,000	$ 22,085,000
AVAIL FINANCE						
REVENUE		441,310,000	431,641,000	524,654,000	453,726,000	22,085,000
TOT AVAIL FIN	$	$ 441,310,000	$ 431,641,000	$ 524,654,000	$ 453,726,000	$ 22,085,000
POSITIONS			4,786.9	5,385.9	4,821.9	35.0

1996-97 Budget Message

Government Code Section 77203.5 requires that each county establish a Trial Court Operations Fund. All State trial court funding revenue is required to be deposited into this fund. Further, all court operations expenditures must be included in the fund, with the exception of bailiff services, which may be excluded. The fund identifies both allowable and unallowable costs as defined by Government Code Section 77003 and Judicial Council Rule 810(b), California Rules of Court.

MUNICIPAL COURTS SUMMARY

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SAL & EMP BEN	$	$ 122,387,000	$ 122,017,000	$ 130,902,000	$ 126,433,000	$ 4,416,000
SVCS & SUPPS		98,372,000	97,084,000	98,117,000	83,365,000	-13,719,000
LESS EXP DIST				114,000	114,000	114,000
TOT S & S		98,372,000	97,084,000	98,003,000	83,251,000	-13,833,000
OTHER CHARGES		1,452,000	1,455,000	1,852,000	1,356,000	-99,000
FA - EQUIPMENT		80,000	80,000	426,000	74,000	-6,000
GROSS TOTAL	$	$ 222,291,000	$ 220,636,000	$ 231,183,000	$ 211,114,000	$ -9,522,000
LESS INT TRFS		14,230,000	13,747,000	1,497,000	1,497,000	-12,250,000
NET TOTAL	$	$ 208,061,000	$ 206,889,000	$ 229,686,000	$ 209,617,000	$ 2,728,000
TOT FIN REQMTS	$	$ 208,061,000	$ 206,889,000	$ 229,686,000	$ 209,617,000	$ 2,728,000
AVAIL FINANCE						
REVENUE		208,061,000	206,889,000	229,686,000	209,617,000	2,728,000
TOT AVAIL FIN	$	$ 208,061,000	$ 206,889,000	$ 229,686,000	$ 209,617,000	$ 2,728,000
POSITIONS			2,258.9	2,352.0	2,259.9	1.0

Mission Statement

Operate and administer the County's 24 Municipal Court Districts. These Courts have jurisdiction in misdemeanor cases, civil cases up to $25,000, small claims cases up to $5,000, and felony arraignments and preliminary hearings. The Municipal Court Mandatory Expense Budget provides funds for various court-mandated functions such as court reporters, court transcriptions, interpreters, expert witnesses, and court-appointed counsel for indigents. In addition, the Municipal Court Mandatory Expense Budget includes funding for the Planning and Research Unit and central data processing costs.

1996-97 Budget Message

The 1996-97 Proposed Budget reflects the maintenance of existing staffing and services. The recommendations include funding for additional employee benefits costs (including pension obligation bonds), the reallocation of State Trial Court Funding revenues between the Municipal and Superior Courts, and the reduction of revenues to reflect actual experience. The Proposed Budget also funds one Commissioner already working at the Newhall Municipal Court, offset by increased revenues at that court.

Critical Needs

The courts are experiencing an increasing demand for interpreter and transcription services which is likely the result of the "Three-Strikes, You're Out" statute. The courts also have a need for enhanced automation and expansion of weapons screening in all courts throughout the County.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Felonies	69,622	70,163	68,604	67,592
Nontraffic misdemeanors and infractions	227,165	226,620	227,733	255,396
Traffic misdemeanors and infractions	1,793,838	1,769,736	1,675,112	1,727,852
Illegal parking	77,041	2,245	1,692	1,590
Civil	197,155	206,356	209,427	202,134
Small Claims	144,931	141,290	143,520	144,128

Changes From 1995-96 Adjusted Allowance

	Financing Uses	Financing Available	Budgeted Positions

Other Changes

	Financing Uses	Financing Available	Budgeted Positions
1.	$ (-1,296,000)	$ (-1,296,000)	--

Consolidated Criminal History Reporting System (CCHRS): Reflects a reduction in costs and associated revenues for development of CCHRS.

	Financing Uses	Financing Available	Budgeted Positions
2.	$ 4,416,000	$ --	1.0

Salaries and Employee Benefits: Reflects increased costs for employee benefits such as retiree health, workers' compensation, and pension obligation bonds. Also includes the addition of one Commissioner already working at the Newhall Municipal Court.

	Financing Uses	Financing Available	Budgeted Positions
3.	$ 1,032,000	$ --	--

Mandatory Court Expenses: Reflects increased mandatory costs for interpreters and court reporter transcripts. The recommendations also reflect the elimination of billing by the central budgets of Planning and Research, Data Processing and Other, which reduces the services and supplies and intrafund transfers accounts.

	Financing Uses	Financing Available	Budgeted Positions
4.	$ (-1,424,000)	$ --	--

Miscellaneous Adjustments: Reflects miscellaneous reductions in services and supplies, other charges and fixed assets, including the Administratively Consolidated Municipal Courts' one-time start-up costs for implementation of an in-house collection program, and elimination of commission funding for an outside collection contractor. This reduction is partially offset by a decrease in intrafund transfers.

	Financing Uses		*Financing Available*	*Budgeted Positions*

Other Changes (cont'd)

5.	$	--	$	(-4,586,000)	--

Revenue Adjustments: Reflects reduced fines, forfeitures, and fees revenues in some courts to reflect actual experience.

6.	$	--	$	--	--

Reallocation of State Trial Court Funding: Reflects the reallocation of $11,782,000 in State Trial Court Funding from the Municipal Courts to the Superior Court. In turn, the General Fund subsidy has been adjusted to reflect a reduction of $11,782,000 in the Superior Court and an increase in the Municipal Courts.

7.	$	--	$	8,610,000	--

Other General Fund Subsidy Change: Reflects an increased General Fund contribution to cover pension bond costs and $6,832,000 in funding to offset revenue deletions based on actual experience.

Total	***$***	***2,728,000***	***$***	***2,728,000***	***1.0***

SUPERIOR COURT/MANDATORY EXPENSE SUMMARY
JOHN A. CLARKE, EXECUTIVE OFFICER/CLERK OF THE SUPERIOR COURT

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED* FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
FINANCE REQMTS						
FINANCING USES						
SAL & EMP BEN	$	$ 126,233,000	$ 120,962,000	$ 156,443,000	$ 131,589,000	$ 10,627,000
SVCS & SUPPS		110,256,000	106,507,000	140,614,000	113,027,000	6,520,000
OTHER CHARGES		2,323,000	3,982,000	4,917,000	4,798,000	816,000
GROSS TOTAL	$	$ 238,812,000	$ 231,451,000	$ 301,974,000	$ 249,414,000	$ 17,963,000
LESS INT TRFS		5,563,000	6,699,000	7,006,000	5,305,000	-1,394,000
NET TOTAL	$	$ 233,249,000	$ 224,752,000	$ 294,968,000	$ 244,109,000	$ 19,357,000
TOT FIN REQMTS	$	$ 233,249,000	$ 224,752,000	$ 294,968,000	$ 244,109,000	$ 19,357,000
AVAIL FINANCE						
REVENUE		233,249,000	224,752,000	294,968,000	244,109,000	19,357,000
TOT AVAIL FIN	$	$ 233,249,000	$ 224,752,000	$ 294,968,000	$ 244,109,000	$ 19,357,000
POSITIONS			2,528.0	3,033.9	2,562.0	34.0

*The estimated actual does not reflect the full $26.3 million in critical needs identified by the Superior Court.

Mission Statement

The Administratively Unified Superior and Municipal Courts of Los Angeles County are committed to the administration of justice with equality, fairness, and integrity, in an expeditious and timely manner for the people of the County of Los Angeles. The Court seeks to provide equal access to justice, prompt and courteous service, independence and accountability of court actions, and to exercise case management practices designed to facilitate the fair and timely disposition of cases.

The Court values equality and fairness, excellence of service, respect for the individual, and responsible and effective use of resources, and strives to nurture public confidence and trust.

1996-97 Budget Message

The 1996-97 Proposed Budget essentially maintains the same level of funding as estimated to be spent by the Court in 1995-96. This represents an increase of $9.1 million, in which 64 critical positions are funded for one-half year. In recognition of the County's diminished resources, the Court concurs that its most critical needs are funded in the 1996-97 Proposed Budget and has committed to managing its operations within the budget recommended for 1996-97.

In 1995-96, the Court has also agreed to limit its overexpenditure to $9.1 million; however, we acknowledge that the Court has identified additional needs totaling $26.3 million, which include Three Strikes case processing, juror services, security and automation.

Multi-Year Budget Planning/Critical Needs

Additional funding or redeployment of existing resources and staff would be needed to enable the Superior Court to meet its strategic plan, as well as the Vision 2000 goals related to the Three Strikes law, security conditions in Court facilities, essential improvements in the countywide jury qualification and assignment system, improvements in technology, and staffing deficiencies.

Performance Measures

Performance Indicator	Actual 1993-94	Actual 1994-95	1995-96 Estimated Actual	1996-97 Projected
Workload/Output				
Juvenile delinquency filings	29,585	29,957	29,957	30,101
Juvenile delinquency dispositions	22,090	24,394	22,438	27,000
Juvenile dependency filings	17,689	19,371	20,048	20,500
Juvenile dependency dispositions	14,515	15,347	19,504	20,000
Total criminal filings	48,289	50,297	47,920	49,000
Total criminal dispositions	46,343	44,658	46,286	45,000
Three strikes filings	2,060	7,885	8,900	9,000
Three strikes dispositions	200	4,950	3,707	4,500
Criminal trials	2,852	3,033	3,600	3,700
Jury affidavits mailed	4,094,641	3,914,756	3,750,000	3,750,000
Jurors summoned	391,676	369,361	375,170	376,000
Juror days served	1,169,460	1,223,815	1,252,848	1,300,000
Jury trials sworn-superior	3,712	3,770	3,820	3,900
Jury trials sworn-municipal	2,054	2,116	2,138	2,150
Efficiency				
Cost per filing-juvenile delinquency	n/a	$134.22	$131.54	$131.54
Cost per filing-juvenile dependency	n/a	$137.97	$130.64	$130.00
Cost per filing-criminal	n/a	$188.59	$182.46	$182.46
Cost per juror summoned	$4.21	$4.93	$4.95	$4.85
Effectiveness/Outcome				
Avg. monthly productivity-juv. delinquency[1]	n/a	3.8%	4.0%	4.4%
Avg. monthly productivity-juv. dependency	n/a	4.6%	15.4%	15.5%
Avg. time span for closed criminal cases				
Three strikes cases[2]	n/a	102 days	102 days	102 days
All others	n/a	86 days	86 days	86 days
Pct. of jurors responding positively to opinion poll[3]	n/a	77.7%	78.9%	85.0%
Pct. of prospective jurors who don't respond to affidavit	47.7%	36.4%	19.1%	15.0%

Performance Measures (cont'd)

Objectives for 1996-97

Juvenile Courts - Reduce case backlog by 4.4 percent in Delinquency and 15.5 percent in Dependency.
Juror Services - Increase percentage of jurors responding positively to exit poll to 85 percent; Reduce percentage of jurors who fail to return affidavit form to 15 percent.

Explanatory Notes

[1]The Productivity Index is a report measuring the percentage reduction of the Juvenile Delinquency or Dependency beginning caseload for each month. Since the report is not prepared on an annual or fiscal year basis, the average monthly percentage reduction is reported here.

[2]Average time span of closed cases measures the time from filing to final disposition.

[3]Represents combination of those who responded "Strongly Agree" or "Agree" to the statement that serving as a juror was a positive civic duty.

Changes From 1995-96 Adjusted Allowance

	Financing Uses	Financing Available	Budgeted Positions

Major Changes

1.	$ 110,000	$ 110,000	2.0

Juvenile Court Mediation: Reflects the cost for two Senior Family Mediators offset by revenue from the Mediation Services Special Fund.

2.	$ 2,157,000	$ --	--

California Youth Authority (CYA): Reflects anticipated cost increases associated with the State imposition of a sliding scale and an increase from $25 to $150 for juveniles committed to the CYA.

3.	$ 9,100,000	$ --	32.0

Overexpenditures For Critical Needs: Reflects funding necessary for the Court to maintain services essentially at the 1995-96 spending level.

Other Changes

1.	$ 2,047,000	$ --	--

Salaries and Employee Benefits: Reflects increased costs associated with the pension obligation bonds.

2.	$ --	$ --	--

Reallocation of State Trial Court Funding: Reflects the reallocation of $11,782,000 in State Trial Court Funding from the Municipal Courts to the Superior Court. In turn, the General Fund subsidy has been adjusted to reflect a reduction of $11,782,000 in the Superior Court and an increase in the Municipal Courts.

	Financing Uses		*Financing Available*	*Budgeted Positions*

Other Changes (cont'd)

3.	$	5,943,000	$	5,943,000	--

Other Miscellaneous Adjustments: Reflects miscellaneous cost increases in operating and mandatory expenses, primarily offset by revenue charged for civil juries.

4.	$	--	$	13,304,000	--

Other General Fund Subsidy Change: Reflects funding for pension bond costs, $9.1 million to maintain the 1995-96 spending level, and increased costs associated with CYA commitments.

Total	***$***	***19,357,000***	***$***	***19,357,000***	***34.0***

TRIAL COURT OPERATIONS-GF CONTRIBUTIONS

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1994-95	ESTIMATED FISCAL YEAR 1995-96	ADJUSTED ALLOWANCE 1995-96	REQUESTED FISCAL YEAR 1996-97	PROPOSED FISCAL YEAR 1996-97	CHANGE FROM ADJ ALLOW
OTH FIN USES	$	$ 204,862,000	$ 188,655,000	$ 277,702,000	$ 210,569,000	$ 21,914,000
NET CO COST	$	$ 204,862,000	$ 188,655,000	$ 277,702,000	$ 210,569,000	$ 21,914,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	JUDICIAL

FINANCING USE CLASSIFICATION		ACTUAL FISCAL YEAR 1994-95		ESTIMATED FISCAL YEAR 1995-96		ADJUSTED ALLOWANCE 1995-96		REQUESTED FISCAL YEAR 1996-97		PROPOSED FISCAL YEAR 1996-97		CHANGE FROM ADJ ALLOW
SVCS & SUPPS	$	95,491,004	$	97,142,000	$	106,424,000	$	104,550,000	$	99,434,000	$	-6,990,000
LESS EXP DIST		80,171,361		82,633,000		92,606,000		86,829,000		86,829,000		-5,777,000
TOT S & S		15,319,643		14,509,000		13,818,000		17,721,000		12,605,000		-1,213,000
OTHER CHARGES				2,491,000		2,889,000		5,700,000		5,700,000		2,811,000
OTH FIN USES				473,000		759,000		206,000		206,000		-553,000
GROSS TOTAL	$	15,319,643	$	17,473,000	$	17,466,000	$	23,627,000	$	18,511,000	$	1,045,000
REVENUE		2,313,040		782,000		775,000		1,820,000		1,820,000		1,045,000
NET CO COST	$	13,006,603	$	16,691,000	$	16,691,000	$	21,807,000	$	16,691,000	$	

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	PROPERTY MANAGEMENT

Mission Statement

To distribute and administer utility costs, including electricity, natural gas, and heating fuel, as well as manage industrial waste collection and energy management programs through a centralized appropriation administered by the Internal Services Department.

1996-97 Budget Message

The 1996-97 Proposed Budget provides funding necessary to administer the countywide energy management program involving utility acquisition, rate and billing management, the facilities energy retrofit program, and operation of the cogeneration and power plants. Significant changes include the reductions in utility costs and energy management program support costs, and increased costs for new municipal leases for building retrofits. Funding is also included for only the most critical equipment replacement and repairs at the Civic Center Cogeneration and Pitchess Brine plants.

Critical Needs

There is a critical need for an expanded program to replace and repair critical equipment for the cogeneration and power plants to bring the facilities up to industry standards and avoid future equipment failure.

Changes From 1995-96 Adjusted Allowance

	Gross Appropriation	*Revenue/IFT*	*Net County Cost*	*Budgeted Positions*
Major Changes				
1.	$ (-4,675,000)	$ (-4,048,000)	$ (-627,000)	--

Electricity: Reflects a net decrease in electricity costs resulting from estimated energy savings and anticipated electricity usage.

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions

Major Changes (cont'd)

2.	$	(-2,500,000)	$	(-2,165,000)	$	(-335,000)	--

Natural Gas: Reflects decreased natural gas purchases due to rate reductions.

3.	$	2,352,000	$	1,835,000	$	517,000	--

Energy Management and Administration: Reflects primarily an increase in the Building Retrofit Program for municipal leases which is partially offset by a reduction in Demand-Side Management program services.

4.	$	613,000	$	130,000	$	483,000	--

Cogeneration: Reflects an increase in operational costs for the Pitchess, Civic Center and Olive View Cogeneration Plants, and the Pitchess Brine Plant. Also includes a minimal increase for critical equipment replacement and repairs at the Civic Center Cogeneration and Pitchess Brine Plants.

Other Changes

1.	$	86,000	$	74,000	$	12,000	--

Building Environmental Automated System (BEAS): Reflects an increase in costs associated with the first year of a three-year BEAS replacement project which is partially offset by a decrease in BEAS operational costs.

2.	$	(-3,000)	$	(-3,000)	$	--	--

Power Plants: Reflects a decrease in operational costs for the San Fernando Juvenile Hall, Dorothy Kirby Center, Los Padrinos and the 2707 South Grand Power Plants.

3.	$	(-553,000)	$	(-553,000)	$	--	--

Other Financing Uses: Reflects primarily a net reduction in savings to be transferred to the Energy Management A.C.O. Fund for future energy retrofit projects.

4.	$	(-52,000)	$	(-2,000)	$	(-50,000)	--

Other Adjustments: Reflects primarily a reduction in costs for rubbish/industrial waste removal and street lighting, partially offset by an increase in fuel costs, based on projected expenditures.

Total	***$***	***(-4,732,000)***	***$***	***(-4,732,000)***	***$***	***0***	***0.0***

Appendix/Index

STATISTICS

GEOGRAPHY:	The County of Los Angeles has an area of 4,083 square miles with altitudes that vary from nine feet below to 10,080 feet above sea level.	
WEATHER:	Annual mean temperature	66 degrees F.
	Annual precipitation	14.77 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.	
COUNTY SEAT:	The voter-approved County seat is the City of Los Angeles.	

ELECTED OFFICIALS:

<u>County</u>

5	Supervisors
1	Sheriff
1	District Attorney
1	Assessor
238	Superior Court Judges
189	Municipal Court Judges

<u>Congressional Delegation</u>

17	Representatives

<u>State Delegation</u>

14	Senators
25	Assembly Members

REGISTERED VOTERS: 3,613,240 as of March 2, 1996

ASSESSED VALUATION:
(1995-96)

Local Assessed - Secured	$456,640,575,154
- Unsecured	30,089,249,863
State Assessed	13,624,647,649
Total	$500,354,472,666

CITIES: There are 88 cities within the County (see page 59.1).

POPULATION:
(Estimate as of 1/1/96)

Incorporated areas	8,452,800
Unincorporated areas	984,700
Total	9,437,500

ESTIMATED POPULATION OF THE 88 CITIES
OF THE COUNTY OF LOS ANGELES

INCORPORATED CITIES	POPULATION*	INCORPORATED CITIES	POPULATION*
Agoura Hills	21,200	La Verne	32,300
Alhambra	90,600	Lawndale	29,100
Arcadia	52,000	Lomita	20,100
Artesia	16,300	Long Beach	433,000
Avalon	3,200	Los Angeles	3,651,400
Azusa	44,500	Lynwood	69,000
Baldwin Park	77,600	Malibu	12,100
Bell	39,800	Manhattan Beach	33,900
Bellflower	65,400	Maywood	32,400
Bell Gardens	47,900	Monrovia	38,600
Beverly Hills	33,300	Montebello	65,800
Bradbury	900	Monterey Park	67,500
Burbank	101,300	Norwalk	100,400
Calabasas	18,600	Palmdale	106,100
Carson	89,900	Palos Verdes Estates	14,000
Cerritos	55,800	Paramount	52,900
Claremont	34,100	Pasadena	135,000
Commerce	13,000	Pico Rivera	64,500
Compton	97,100	Pomona	143,300
Covina	45,800	Rancho Palos Verdes	42,700
Cudahy	25,900	Redondo Beach	63,900
Culver City	40,600	Rolling Hills	2,000
Diamond Bar	55,100	Rolling Hills Estates	8,200
Downey	94,300	Rosemead	57,700
Duarte	21,500	San Dimas	35,000
El Monte	121,400	San Fernando	24,700
El Segundo	16,100	San Gabriel	40,500
Gardena	55,500	San Marino	13,400
Glendale	193,100	Santa Clarita	129,600
Glendora	51,200	Santa Fe Springs	16,600
Hawaiian Gardens	15,000	Santa Monica	90,400
Hawthorne	77,300	Sierra Madre	11,200
Hermosa Beach	18,700	Signal Hill	8,500
Hidden Hills	1,900	South El Monte	23,100
Huntington Park	64,300	South Gate	97,200
Industry	700	South Pasadena	24,900
Inglewood	115,200	Temple City	33,000
Irwindale	1,100	Torrance	139,800
La Cañada Flintridge	20,000	Vernon	100
La Habra Heights	6,500	Walnut	31,100
Lakewood	77,000	West Covina	101,800
La Mirada	45,500	West Hollywood	37,200
Lancaster	120,100	Westlake Village	7,900
La Puente	42,100	Whittier	82,500

* Source: County of Los Angeles Chief Administrative Office, Strategic Planning and Urban Research Division, as of January 1, 1996

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 1996). Underlined items are operated by the County of Los Angeles.*

CULTURAL/RECREATIONAL ATTRACTIONS
Angeles National Forest
<u>Arboretum of Los Angeles County</u>
Descanso Gardens
Griffith Observatory and Planetarium
Huntington Library, Art Collections, and Botanical Gardens
Los Angeles Philharmonic Orchestra
Los Angeles Zoo
Magic Mountain
Mt. Wilson Observatory
<u>South Coast Botanic Garden</u>
Universal Studios
Virginia Robinson Gardens

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

Loyola Marymount University
Occidental College
Otis College of Art and Design
Pepperdine University
University of California at Los Angeles
University of Southern California

MOTION PICTURE STUDIOS
Columbia
Disney
Paramount
Twentieth Century Fox
Universal
Warner Brothers

CULTURAL FACILITIES
Beckman Auditorium
Greek Theatre
<u>Hollywood Bowl</u>
James A. Doolittle Theatre
<u>John Anson Ford Amphitheatre</u>
<u>Leo S. Bing Theater</u>
<u>Music Center</u>
- Ahmanson Theatre
- Dorothy Chandler Pavilion
- Mark Taper Forum

Pantages Theatre
Royce Hall
Shrine Auditorium
Shubert Theatre
Universal Amphitheatre

MUSEUMS
Autry Museum of Western Heritage
Cabrillo Marine Aquarium
California State Museum of Science and Industry
<u>George C. Page Museum of La Brea Discoveries</u>
Hollywood Bowl Museum
J. Paul Getty Museum
Los Angeles Children's Museum
<u>Los Angeles County Museum of Art</u>
- Japanese Pavilion

<u>Los Angeles County Museum of Natural History</u>
Museum of Contemporary Art
Norton Simon Museum of Art
Pacific Asia Museum
Petersen Automotive Museum
Southwest Museum

SPORTS
Los Angeles Blades
Los Angeles Clippers
Los Angeles Dodgers
Los Angeles Galaxy
Los Angeles Kings
Los Angeles Lakers

* Not listed are more than 100 parks, 19 golf courses, 31 miles of beaches, Marina del Rey Harbor, 85 public libraries, and 3 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 1994-95: Amounts represent actual expenditures and revenues for fiscal year 1994-95.

ADJUSTED ALLOWANCE 1995-96: The Adjusted Allowance provides a yardstick to measure the current year's estimates and the recommendations for 1996-97. It includes certain global and other adjustments made to the 1995-96 initial Adopted Budget to enhance its comparability with the 1996-97 Proposed Budget. Specifically, nine adjustments are reflected in the 1995-96 Adjusted Allowance: No. 26, State transfer of title and maintenance for eight beaches to the County; No. 28, Transfer of Indigent Defense Services costs; No. 42, Distribution of Pension Bond Refinancing Savings; Nos. 43A and 43B, Distribution of Hiring Freeze and Services and Supplies Reductions; No. 56, Creation of Library Community Facilities District #8; No. 59, Implementation of the Federal Fiscal relief plan for Health Services; No. 69, Alternative departmental methods to finance the hiring and services and supplies savings; and No. 98, Reflects State funding for Probation Camps.

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. Abbreviations: APPROP FOR CON; APPROP FOR CONTINGCY

AUDITOR-CONTROLLER SCHEDULES: The 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. Abbreviation: AVAIL FIN; AVAIL FINANCE

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 SUMMARY SCHEDULES: The 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 provides the ability to make analytical comparisons.

CAPITAL PROJECT: Capital improvements to buildings which increase square footage, construction of new facilities for which the cost of the project exceeds $100,000 and the acquisition of land regardless of the cost.

CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM: Addendum provides summary and detailed information about 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 ADJUSTED ALLOWANCE: The resulting variance when the 1996-97 Proposed Budget is compared to the 1995-96 Adjusted Allowance. This reflects the movement (i.e., up, down, no change) proposed for 1996-97 from the current year.

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.

ENCUMBRANCE: Committed monies related to unperformed contracts for goods or services. Encumbrances outstanding at year's end are reported as reservations of fund balance, since they do not constitute expenditures or liabilities.

ENTERPRISE FUNDS: Those operations that are financed and run like commercial entities, where the intent is to recover, primarily by user charges, the cost of providing ongoing services.

ESTIMATED DELINQUENCIES: The amount of estimated property taxes which will remain uncollected at the end of the fiscal year. Abbreviation: EST DELINQ

ESTIMATED FISCAL YEAR 1995-96: Amounts in this column reflect estimated expenditures and revenues for the full fiscal year.

EXPENDITURE DISTRIBUTION: Transactions that constitute reimbursement of a fund or organization for expenditures or expenses initially made from it which are properly charged to another fund or organization. Abbreviation: EXP DIST

FINANCING REQUIREMENTS: Total needs requiring financing for the fiscal year. Abbreviations: FIN REQMTS; FINANCE REQMTS

FISCAL YEAR: The period of time, beginning on July 1 and lasting through June 30 of the next year, to which the annual operating budget applies.

FIXED ASSETS-BUILDINGS AND IMPROVEMENTS: Expenditures for the acquisition of buildings and improvements. Abbreviations: FA - B & I; FA - Bldgs & Improv

FIXED ASSETS-EQUIPMENT: Expenditures for the acquisition of physical property of a permanent nature, other than land, buildings, and improvements. Abbreviation: FA - EQUIPMENT

FIXED ASSETS-LAND: Expenditures for the acquisition of land. Abbreviation: FA - 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, Hospital Enterprise Fund operations and Trial Court 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: Fund equity restriction to provide for legally declared emergency expenditures. Board authorization is required to expend these monies. Abbreviation: GENER RESERVES

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: Accounting mechanism to show expenditure transfers between operations within the same fund. This mechanism is used to better reflect location of actual cost. For example, the cost of 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. Abbreviations: INT TRFS; IFT

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.

MANDATED CASELOAD/MANDATED WORKLOAD: Levels of workload to be carried out by the County that are required by the State or Federal government.

MISSION: 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: The amount of the operation financed by discretionary sources, principally property taxes. Abbreviation: NCC; NET CO COST

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.

OPERATING BUDGET: Plans for current expenditures and the proposed 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 are 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. Abbreviation: OPER TRAN IN

OTHER CHARGES: An object of expense which reflects costs not directly associated with the daily expenses of running an operation. Includes such things as cash payments to County wards, interest and principal charges, taxes and assessments from other governmental agencies, and judgments and/or settlements. Abbreviation: OTH CHRG

OTHER FINANCING USES: Operating transfers out from one governmental fund to another. Abbreviation: OTH FIN USES

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.

OTHER PROPRIETARY FUNDS: Funds to account for those governmental activities which are similar to those found in the private sector (Enterprise other than Hospital Enterprise and Internal Service Funds).

PERFORMANCE MEASUREMENT: An approach to provide more useful statistical information by expanding workload information to include efficiency and outcome measures, based upon measurable objectives.

PRIVATIZATION: The act of procuring services to be performed by private firms and individuals in lieu of County employees.

PROGRAM CURTAILMENT: Reduction in activity/service level to an existing specified program. Such reduction generally serves as a means of getting to the recommended funding level.

PROGRAM PRIORITIZATION: The process of evaluating and ranking programs based upon program objectives, required resources, and effectiveness. The intent is to reduce or eliminate low-priority programs and to redirect the resultant savings to 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, Aid to Families with Dependent Children, 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 shares.

PROPOSED BUDGET 1996-97: The Board of Supervisors' Proposed Budget, which is approved in April. It may be amended following public budget hearings and Board deliberations in May and June.

PROPOSED FISCAL YEAR 1996-97: Upon approval by the Board of Supervisors, the recommendations of the Chief Administrative Officer become the official Board proposals for appropriation and revenue to implement each operation.

REFURBISHMENT: A periodic renovation of existing space that costs in excess of $100,000. Projects 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 March 1 of each year. The regular roll contains values for both secured (real) and unsecured (personal) properties. Secured parcels are those on which taxes are a lien.

REQUESTED FISCAL YEAR 1996-97: Respective operation's official request for appropriation and revenue to implement its stated objectives.

RESERVES/DESIGNATIONS: Portions of fund balance set aside for various purposes.

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: RES EQU 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, savings (401K) plan, and Horizons plan. Abbreviations: SAL & EMP BEN; S & EB

SERVICES AND SUPPLIES: An object of expense reflecting purchase of goods and services within the year. Abbreviations: SVCS & SUPPS; S & S

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 legally restricted in the way they may be spent.

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; effective July 28, 1983), whereby changes to property taxes are made effective the date the property ownership title is transferred.

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