



County of Los Angeles

**1997-98
Proposed Budget**

Board of Supervisors

Gloria Molina
Supervisor, First District

Yvonne Brathwaite Burke
Supervisor, Second District

Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Supervisor, Fourth District

Michael D. Antonovich
Supervisor, Fifth District

**Submitted to the
Board of Supervisors
April 1997**

Volume One

County of Los Angeles Board of Supervisors



Gloria Molina
Supervisor, First District
Population: 1,973,100
Square Miles: 215



Yvonne Brathwaite Burke
Supervisor, Second District
Population: 1,910,900
Square Miles: 157



Zev Yaroslavsky
Supervisor, Third District
Population: 1,850,200
Square Miles: 432



Don Knabe
Supervisor, Fourth District
Population: 1,920,200
Square Miles: 426



Michael D. Antonovich
Supervisor, Fifth District
Population: 1,984,600
Square Miles: 2,853



County of Los Angeles

1997-98 Proposed Budget

April 1997

Submitted
to the

**Los Angeles County
Board of Supervisors**

by

David E. Janssen
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

DAVID E. JANSSEN
Chief Administrative Officer

April 24, 1997

Board of Supervisors

GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

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

Dear Supervisors:

1997-98 PROPOSED COUNTY BUDGET (3-VOTES)

The 1997-98 Los Angeles County Proposed Budget total of almost \$12 billion, reflects a decrease of \$173 million in total requirements.

TOTAL REQUIREMENTS - ALL FUNDS - 1997-98 (Millions of dollars)				
Fund	1996-97 Budget	1997-98 Proposed	Change	% Change
Total General County	\$ 9,833.5	\$ 9,397.1	\$ (436.4)	(4.4)
Special Districts/Special Funds	2,315.5	2,578.9	263.4	11.4
Total Budget	\$ 12,149.0	\$ 11,976.0	\$ (173.0)	(1.4)
Budgeted Positions	81,892.5	83,946.4	2,053.9	2.5

Budget Overview

Our recommendations for the 1997-98 Proposed Budget essentially maintain most County operations at current year levels. However:

- Selected and largely cost-offset augmentations are recommended for the Departments of Public Social Services (GAIN program), Children and Family Services (caseload growth), and Mental Health (jail and other mental health services expansions), and for the Sheriff's Department for operation of the Twin Towers Detention Facility; and
- The Department of Health Services (DHS) is reflecting an as yet unallocated appropriation reduction in excess of \$400 million, which will result in a net County cost reduction of \$123.1 million.

The cost-offset augmentations noted above are not available to address the County's "structural problem," but rather are earmarked for specific purposes, as indicated. Broad curtailments have been avoided primarily due to somewhat improved fiscal conditions and Board action to contain expenditures.

The Proposed Budget and accompanying handbook reflect the improved and more informative format developed at the instruction of your Board, including additional revenue detail; organization charts; program detail; profiles of departmental management numbers and structure; as well as additional services and supplies detail. This enhanced format, in combination with the focused budget workshops, should foster a more in-depth and fundamental understanding of the significant issues, components, and structure of County departmental budgets. In this letter, we have provided:

- A clarifying perspective of the nature of the County's structural problem;
- A discussion of key budget assumptions and remaining uncertainties;
- A summary of funding recommendations for major County programs;
- Examples of multi-year budget planning, cost-effective restructuring, and cooperative partnerships which departments are pursuing.

The combination of improved budget planning, cooperative partnerships, and the County's own efforts to restructure its operations as we approach the new millennium, will determine our ability to sustain responsive County government built upon a sound fiscal foundation.

The County's Structural Problem -- A Real Solution Requires State and/or Federal Action

We have talked for several years about the estimated \$1 billion structural problem, or shortfall, that has faced Los Angeles County, but it is not clear that everyone has the same understanding of what this means. A common understanding is important as our success or failure to solve the problem is, in large part, the basis upon which we are judged by the financial community. Very recently, the County Economy and Efficiency (E&E) Commission released its report entitled, Review of the Relationship Between Los Angeles County and State Government. The report found that, *"General agreement exists throughout the State of California that government has become increasingly dysfunctional. Government, particularly local government, finds itself in the difficult position of responding to burgeoning service demands, while revenues continue to shrink. Public confusion over governments financial management and service delivery responsibilities further exacerbated the dysfunctionality of the situations..."*

A structural problem is believed to exist when long-term expenditure forecasts continue to exceed anticipated available revenues. A structural problem exists in Los Angeles County, and many other counties as indicated in the E&E Commission's report, due to a five-year recession, and the State's transfer of County property taxes to schools, severely eroding our revenue base while expenditure requirements remained constant or grew. As the State Legislative Analyst observed in her report entitled, An Overview and Assessment of Los Angeles County's 1995-96 Budget Problem (July 11, 1995), "*The current budget shortfall is reflective of a major structural imbalance between program costs and revenues, primarily caused by the combination of property tax shifts, sluggish revenue growth, and declining federal funds.*"

All other things being equal, there are only two basic ways to solve the problem: increase revenues or reduce expenditures (which includes more efficient operations). Unfortunately, neither of these is readily available to county government. On the revenue side, counties have had virtually no ability to raise revenues since the passage of Proposition 13. Even the limited authority it does possess is now clouded by the 1995 California Supreme Court decision on Proposition 62. Additionally, passage of Proposition 218 in November 1996 has further complicated the County's ability to raise revenue.

On the expenditure side, county government has historically been constrained by mandated federal and State program requirements and inadequate reimbursement. For example, the California State Supreme Court recently ruled in favor of San Diego County, finding the State was not providing subvention for the Medically Indigent Adult program as required. Additionally, the County cannot control the demand for many of its services. Earmarked revenues and maintenance of effort (MOE) requirements further restrict your Board's ability to reduce General Fund expenditures. Our best estimate indicates that, of the total \$12.1 billion 1996-97 budget, only approximately \$400 million is available for reduction, and over 50 percent of that amount is dedicated to public safety.

In view of these realities, the only real long-term solutions to the structural problem facing the County are the following: 1) to have the State and federal governments fully fund their mandated obligations, 2) return the property tax transferred in 1992-93 and 1993-94, 3) eliminate the MOE requirements so that your Board has flexibility to make reductions if necessary, and/or 4) provide a new stable revenue source. Until one or a combination of these events occur, county government in California will continue to survive only by becoming more efficient, marginally reducing service levels, and relying on one-time resources wherever available. In the absence of a comprehensive solution involving the State and/or federal governments, the County of Los Angeles has relied on these measures to avoid ever adopting an unbalanced budget, or ending a fiscal year without a surplus.

Budget Picture Is Somewhat Improved Due to Board Action and Other Factors, But Significant Challenges and Vulnerabilities Remain

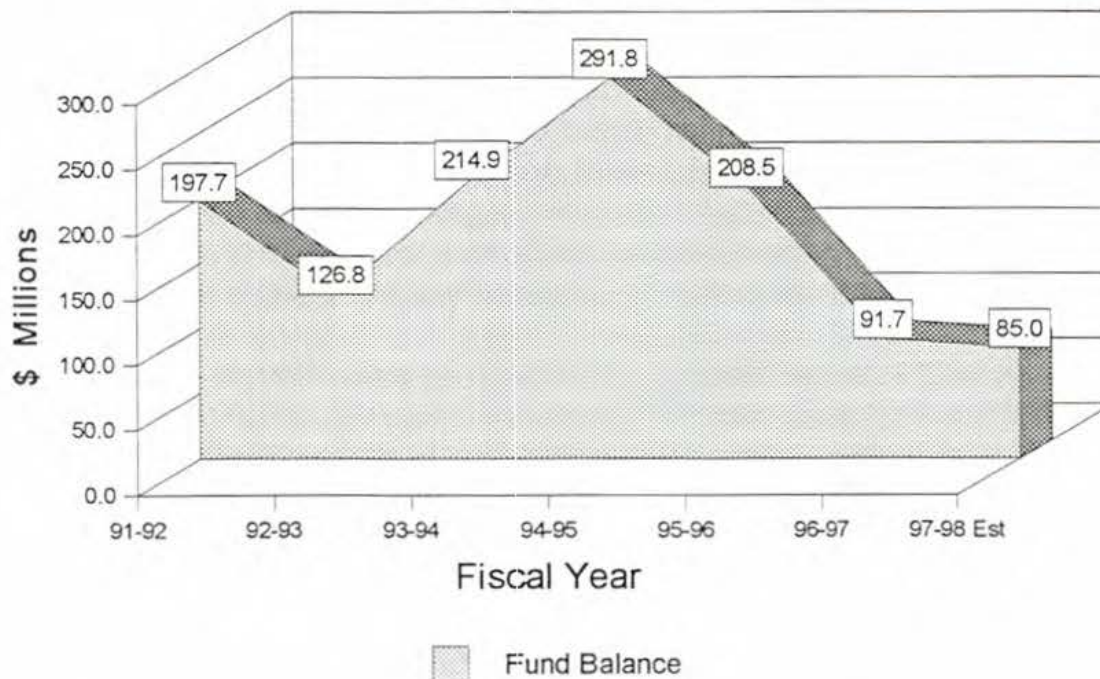
A variety of improved fiscal circumstances, and tough budget decisions by your Board, have resulted in a guardedly improved fiscal outlook for the County; among these are the following:

- Over the past few years, your Board has pursued a balanced strategy in addressing the County's continuing structural shortfall, including 1) identification of additional revenue sources, 2) requiring departments to absorb most inflationary cost increases, and 3) imposition of focused curtailments, as in 1996-97 and 1994-95.
- The local economy continues to reflect gradual improvement, resulting in modest increases in the County's key revenue sources, including property and sales taxes, and vehicle license fees.
- Based upon the Governor's 1997-98 Proposed State Budget, there are no new proposals for additional takeaways of County revenue similar to the two-year property tax shift from 1992 to 1994.

Despite the guarded improvement in our fiscal outlook, significant challenges and vulnerabilities remain in the budget which emphasize the need to increase our multi-year planning and restructuring efforts as outlined further in this letter. The Proposed Budget also is based upon certain assumptions; to the extent some of these assumptions prove to be overly optimistic, the County would face a budget shortfall. These challenges, vulnerabilities, and assumptions include:

- As depicted in the following chart, the County has been gradually reducing its reliance on fund balance to support ongoing operations over the past few years. As recently as 1994-95, nearly \$300 million in fund balance was used for ongoing operations, while for 1997-98, we are projecting utilization of only \$85 million in fund balance for the General Fund.

UTILIZATION OF FUND BALANCE GENERAL FUND



- Based upon recent and projected generation of excess LACERA earnings, we project that these funds will minimally be available for County use for the immediately succeeding fiscal years, if not longer, allowing the County a multi-year timeframe within which to address the structural shortfall currently backfilled with these revenues.
- Our recommendations assume enactment of special taxes for the Fire Department and Public Library on the June 3, 1997 ballot via approval by the required 2/3 majority of voters casting ballots; these taxes would replace revenue from the existing Fire benefit assessment and Library community facilities district (CFD), which have been jeopardized by passage of Proposition 218 in November 1996. Failure to achieve passage of these special taxes would result in a reduction of \$51.7 million for Fire and \$8.9 million for the Library. Should such funding reductions be suffered by these operations, the devastating consequences would include closure of more than 20 neighborhood fire stations, a 157-position reduction in daily fire company staffing, up to a 35 percent reduction in service hours at the 44 CFD libraries, and release of 60 to 70 permanent and 300 part-time Library positions, among other critical service reductions and terminations.

It is important to note that, should the Fire Department sustain such a shortfall, your Board would not be able to legally utilize General Fund resources to backfill this special district loss.

- Our assumptions also reflect continued County use of up to 25 percent of the amount now paid to LACERA on behalf of employees as an offset to retiree health insurance costs, consistent with the agreement executed last year.
- Based on the Governor's Proposed State Budget, we are assuming \$52.1 million in welfare block grant funding to support Probation Department operations.
- Although a high County priority, the budget does not reflect salary increases. Should funding be identified to enable your Board to consider increases, the countywide gross cost of each percent of increase would be \$38.9 million, with net cost totaling \$21.8 million.
- Our assumptions have not addressed potential County liability regarding retroactive payment of general relief (GR) benefits consistent with the *Gardner* decision; the County is still evaluating various options for addressing this issue.
- The ultimate structure of welfare reform, and how it will impact local government, is yet to be determined or detailed. The budget does not currently address the impacts of: a potential shift of legal immigrants from Supplemental Security Income to GR; possible termination of In Home Supportive Services eligibility for legal immigrants; or enactment of the limitations and restrictions embodied in the Governor's Temporary Assistance to Needy Families proposals.

Summary of Major County Programs/Operations in Proposed Budget

As noted, our recommendations essentially maintain most County operations at current year levels, with limited program enhancements funded primarily by revenue increases. With regard to the DHS reductions, yet to be detailed, the Department is committed to identifying reductions with the least impact on public services. The following summarizes some of our key recommendations as they relate to the County's major program areas:

- Law and Justice:
 - The Sheriff's budget reflects \$55.1 million in revenue-offset funding to provide full-year operation of the Twin Towers facility, consistent with the plan approved by your Board in October 1996 to contract with the State and federal governments to house their prisoners at other County jails.

- The Probation Department's budget reflects full-year funding for the Offender Management Program, as well as the \$52.1 million in assumed welfare block grant funding to support Department operations.
- Additional revenue from implementation of the \$25 registration fee is predominately recommended to allow the Public Defender to address some of its most critical program needs, such as Sexual Predator cases, and meet the additional workload associated with reopening of the San Fernando Courthouse, expansion of the Antelope Valley Court complex, and a new courtroom at Citrus Municipal Court.

-- Health Services:

The DHS budget reflects: 1) expansion of the outpatient care plan, including significant additional public/private partnerships; 2) privatization of Rancho Los Amigos Medical Center, conversion of High Desert Hospital to a comprehensive health center, and other inpatient capacity reductions to meet the goals of the 1115 Waiver Medicaid Demonstration project; and 3) maintenance of prenatal care for undocumented women despite an anticipated loss of State funding per the Governor's Proposed State Budget.

-- Social Services:

- Children and Family Services experienced a current year caseload growth of 7 percent; similar growth is projected for 1997-98. Additional net County cost of \$13.5 million is recommended in order to maximize federal and State revenue for the Department's continuing caseload growth.
- The budget reflects the addition of 328 positions in the Department of Public Social Services, primarily related to the GAIN program expansion approved by your Board in January 1997; the Department's current level of service is essentially maintained despite an overall \$11.2 million net County cost reduction largely attributable to an accounting correction involving past federal and State claiming practices. The budget also assumes approval of legislation to continue the County match waiver.
- Primarily due to both carryover and projected Realignment Sales Tax revenues, the Department of Mental Health reflects \$35.2 million in additional appropriation, enabling the Department to expand mental health services in jails, as well as other program enhancements.

-- General Government:

- Revenue shortfalls in the Registrar-Recorder/County Clerk, related in part to a multi-year decline in real property transfers, have impaired the Department's ability to meet existing workload requirements, as well as additional workload, including two new voter-approved mandates: The Open Primary law (Proposition 198), and Proposition 208, which allows for free candidate materials in sample ballots under certain conditions. Increased resources of \$2.1 million are reflected to enable the Department to meet these current and expanded requirements.
- As four local cities have opted not to assume responsibility for the County community regional parks within their jurisdictions as we had assumed in the current year budget, the Proposed Budget restores \$1.8 million in net County cost funding for operation of these parks, although we will continue to pursue transfer where there is interest.
- In order to commence development of the first comprehensive update to the Countywide General Plan since 1980, and initiate a long-range program to update area/community plans, pursuant to your Board's instruction, the Department of Regional Planning reflects an increase of \$0.6 million.
- The Auditor-Controller's budget reflects \$1.0 million in additional resources to initiate an effort to audit all County departments, consistent with your Board's order of November 1996.

Multi-Year Planning, Restructuring Efforts, and Partnerships Are Essential

Barring a solution to the County's structural problem as discussed earlier (i.e., via State and/or federal action), we need to continue to address the County's unresolved shortfall through means immediately available. This includes developing focused multi-year strategies, including phased restructuring and enhanced forecasting analysis, to bring the County's budget into balance over the long-term, built on a more reliable, predictable funding base. Our gradually diminishing reliance of fund balance to support ongoing operations is a key strategy in this regard. This process may involve some potentially unpleasant transitional adjustments; to the extent that new revenues and/or efficiencies cannot close the gap, program curtailments and/or eliminations will need to be pursued.

Further, later this year, I will be presenting recommendations for an enhanced multi-year budget planning and analysis process, consistent with the Vision 2000 strategic planning effort. The following highlights some of the countywide and departmental multi-year planning and restructuring efforts reflected in the Proposed Budget:

- The Proposed Budget reflects restoration of the operating reserve used in the current year to help backfill the one-time gap in Probation Department funding, thereby assuring the financial community of the County's continued commitment to fiscal prudence.
- Anticipating the significant workload and attendant costs which will be required consistent with the need to convert key County automated systems to accommodate the year 2000, departments are working with the Chief Information Officer to redirect resources to this critical multi-year effort.
- DHS is embarking on a six-year effort to build a departmental enterprise information architecture in order to address the business needs of an integrated health care delivery system operating in a managed care environment.
- The Public Defender is planning to market its first commercial computer software as a revenue-generating effort over the next few years.
- Beaches and Harbors is proceeding with an asset management strategy that promotes second generation development of Marina del Rey, increasing both public access and enjoyment, as well as County revenues.
- The Agricultural Commissioner/Director of Weights and Measures is working with the retail industry toward passage of State legislation to provide funding for the inspection of retail scanning devices.

In view of the limited funding resources available to the County, cooperative funding partnerships with other levels of government and other jurisdictions, as well as the private sector, are essential to maintain key services. Indeed, several of the County's largest programs are increasingly dependent on close and coordinated partnerships with the State and/or federal government. For example:

- While DHS is assuming continued funding from the 1115 Waiver, the shortfall which the Department is projecting in the remaining years of the Waiver program underscores the urgency of maintaining a close and productive working relationship between the County and federal and State representatives.

- Welfare reform will unavoidably require development and maintenance of a new partnership with the State as an outgrowth of the federal welfare legislation, in order to determine the most cost-effective, equitable, and compassionate method of addressing the needs of the indigent population and transitioning them to productive lives.
- Efforts continue to enact a systematic overhaul of the trial court funding system in order to consolidate funding decisions at the State level, gradually increase the State's financial obligation, and cap counties' funding responsibilities.
- The revenue generated by the Sheriff's successful efforts to contract out County jail space to the federal Immigration and Naturalization Service and State Department of Corrections is allowing for the opening and operation of the new Twin Towers Detention Facility, and adding over 1,800 beds to our current jail bed capacity, thereby easing overcrowding.
- The Department of Parks and Recreation has received a three-year funding commitment from the U.S. Department of Justice for additional park police under the Community Oriented Policing Services (COPS) program.

As we pursue these operational and funding partnerships with the State and federal governments, we will seek not only to ensure that the County is treated fairly, but that we begin to reverse the usual course that these governments have pursued in the past when working with local government -- that is through mandates and MOE requirements which increasingly tie your Board's hands in addressing the County's budget.

Public-private partnerships, a key element of the Vision 2000 planning effort, are also of significance as evidenced by the integral role such cooperative endeavors are playing in DHS' effort to restructure County health services from a hospital-based system to a more effective, modern, and ultimately less-costly outpatient-based system. Among the other innovative public-private partnerships which departments are pursuing, as reflected in the Proposed Budget, are the following:

- The Arts Commission is partnering with San Francisco and San Diego, as well as convention and visitors bureaus, the State Department of Tourism, and corporate sponsors, to market the cultural attractions of Los Angeles and the State, both domestically and internationally.
- The Probation Department is actively involving community organizations and pursuing other public/private partnership endeavors in a multi-disciplinary effort to prevent juvenile crime; the Department has already received initial State funding for such an effort.

- The Department of Community and Senior Services plans to partner with the private sector in creating job opportunities for Job Training Partnership Act participants and welfare recipients.

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 24
Commence public budget hearings	May 7
Commence final budget deliberations, and adopt final budget upon conclusion	June 23

Prior to your deliberations on the 1997-98 final budget, we will file supplemental reports including: the May revisions to the Governor's budget and updates on other 1997-98 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/Legal Requirements and Timeframes

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.


For your information, the following summarizes key legal requirements and timeframes relating to the Proposed and Final County Budgets:

- State law requires that the Proposed Budget be adopted by July 20; the County Code requires adoption by June 30.
- State law requires adoption of the Final Budget by August 30 (may be extended if State budget adopted after July 1); County Code requires adoption by August 1.
- If a Final County Budget is not adopted by July 1, State law provides that the Proposed Budget (or, if no Proposed Budget, the preceding year's budget) becomes the official budget pending adoption of a Final Budget. In these cases, some expenditures would require specific Board approval (e.g., new permanent employees, fixed assets).
- Per State law, your Board may make changes to the Proposed Budget with a simple majority (3 votes) up until adoption of the Final Budget, providing that any changes are based on the "permanent record" developed during public hearings; this includes the Proposed Budget, departmental budget requests, and all written and oral input by Supervisors, County staff, and the public. Changes not based upon material in the "permanent record" can be effected with a 4/5 vote.

THEREFORE, IT IS RECOMMENDED THAT YOUR BOARD:

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 1997-98; instruct the Auditor-Controller to have the necessary copies printed; order the publication of the necessary notices and set May 7, 1997 as the date on which public hearings will begin.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer



General Information

PROPOSED BUDGET

Financial Summary 1997-98

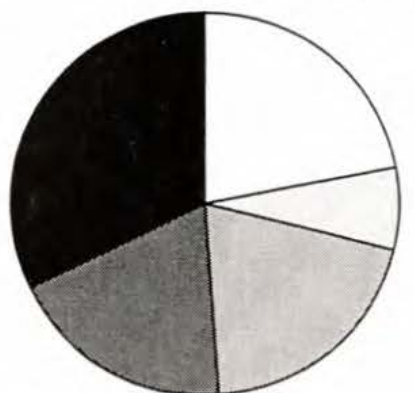
GENERAL AND SPECIAL COUNTY FUNDS AND DISTRICTS

(in Millions of Dollars)				
	1996-97 BUDGET	1997-98 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL COUNTY	\$9,833.5	\$ 9,397.1	\$ (436.4)	-4.4%
SPECIAL FUNDS	650.3	692.1	41.8	6.4%
SPECIAL DISTRICTS	1,115.4	1,321.7	206.3	18.5%
OTHER PROPRIETARY FUNDS	119.6	127.7	8.1	6.8%
OTHER FUNDS	430.2	437.4	7.2	1.7%
TOTAL	\$12,149.0	\$11,976.0	\$ (173.0)	-1.4%

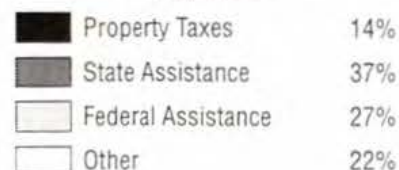
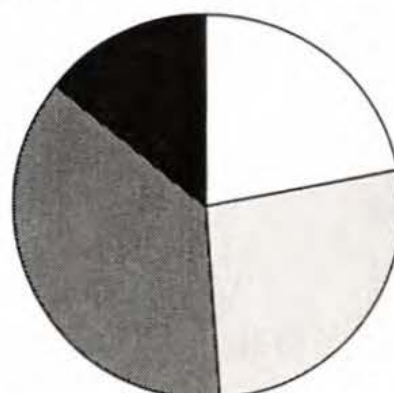
The 1997-98 proposed net operating budget totals \$12.0 billion, a decrease of \$173.0 million, or 1.4 percent less than the 1996-97 Budget. The budget represents a balanced plan, devoting limited resources to the highest priority programs while attempting to maintain basic services. These programs cover a wide range of functions, from road and flood maintenance, to ensuring the health and safety of County residents, to providing access to a variety of recreational and cultural opportunities. The proposals for 1997-98 are subject to public hearings, scheduled for May 1997, and adoption by the Board of Supervisors, anticipated in late June. Changes are detailed by department and/or funds within the 1997-98 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 \$2.1 billion, artificially inflate the budget by 18 percent, resulting in an operating budget of \$14.1 billion, which is reflected in the Auditor-Controller budget schedules, pursuant to State Controller requirements.

**TOTAL COUNTY
REQUIREMENTS: \$12.0 Billion**



**TOTAL COUNTY
RESOURCES: \$12.0 Billion**



PROPOSED BUDGET

Financial Summary 1997-98

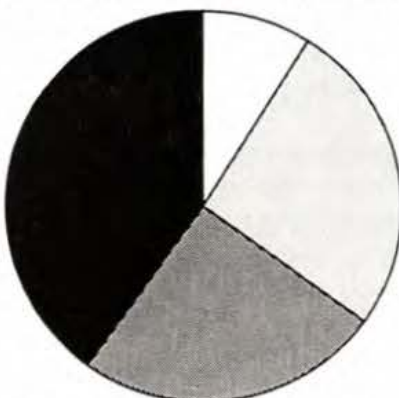
GENERAL COUNTY

	(in Millions of Dollars)			
	1996-97 BUDGET	1997-98 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL FUND	\$ 8,242.7	\$7,908.8	\$(333.9)	-4.1%
HOSPITAL ENTERPRISE FUNDS	1,309.9	1,197.9	(112.0)	-8.6%
DEBT SERVICE FUNDS	36.4	37.9	1.5	4.1%
TRIAL COURT OPERATIONS FUND	244.5	252.5	8.0	3.3%
TOTAL	\$9,833.5	\$ 9,397.1	\$(436.4)	-4.4%

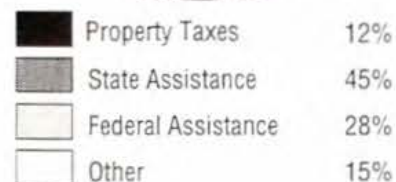
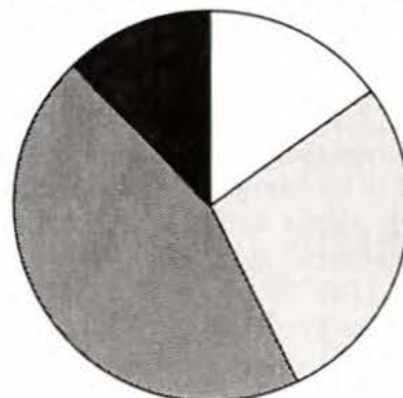
The 1997-98 proposed net operating budget for general County operations is \$9.4 billion, a decrease of \$436.4 million, or 4.4 percent less than the 1996-97 Budget. General County funds provide for a multitude of services to individuals and communities within the County of Los Angeles. These services include: 1) a law enforcement system; 2) 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 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 \$1.7 billion, artificially inflate the budget by 18 percent, resulting in an operating budget of \$11.1 billion.

**GENERAL COUNTY
REQUIREMENTS: \$9.4 Billion**

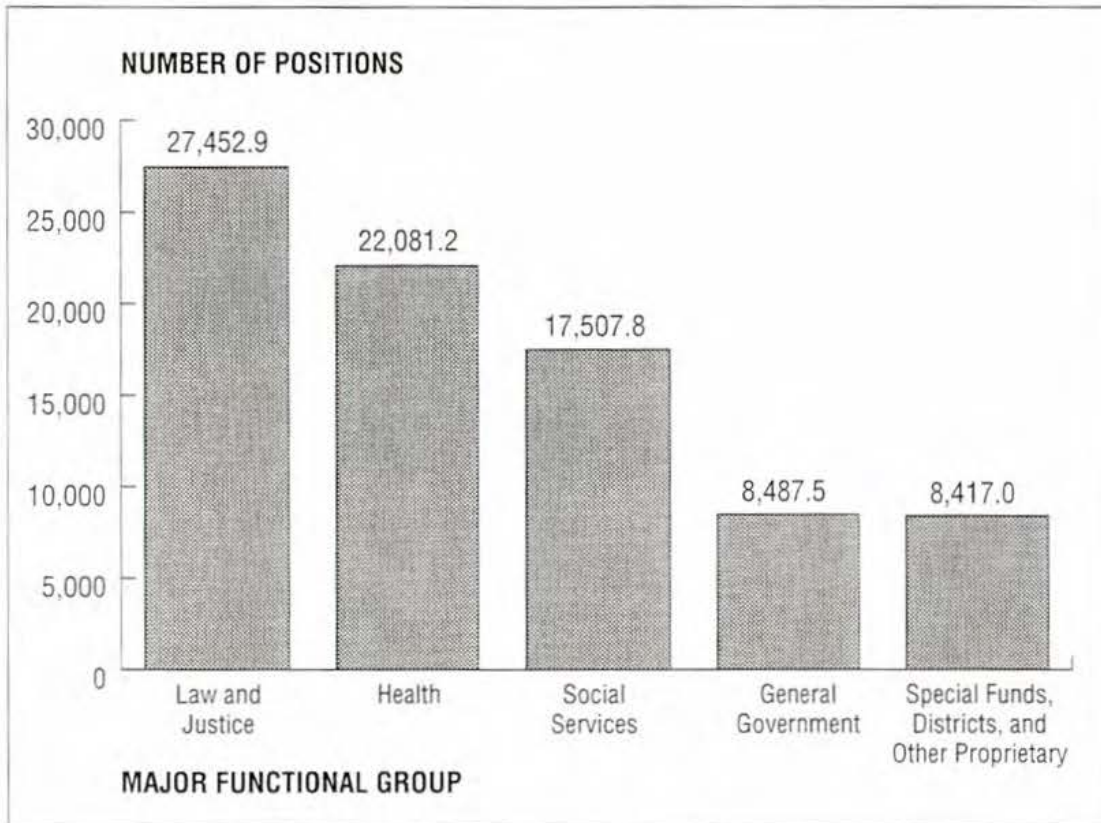


**GENERAL COUNTY
RESOURCES: \$9.4 Billion**



BUDGETED POSITIONS BY MAJOR FUNCTIONAL GROUP

TOTAL BUDGETED POSITIONS: 83,946.4



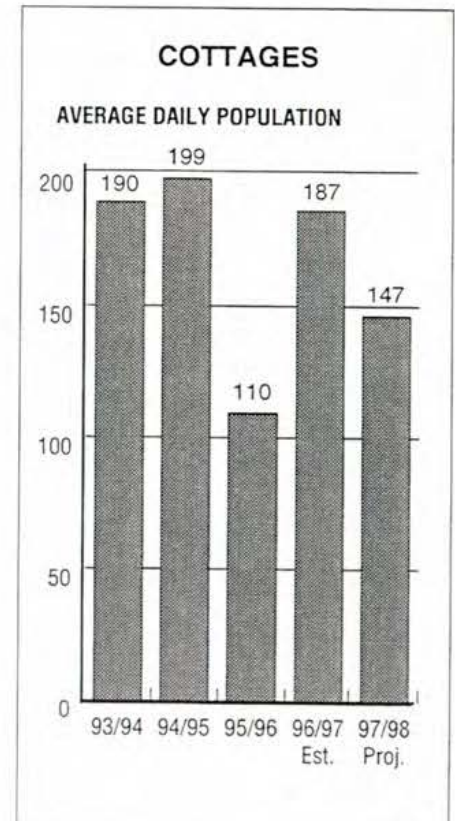
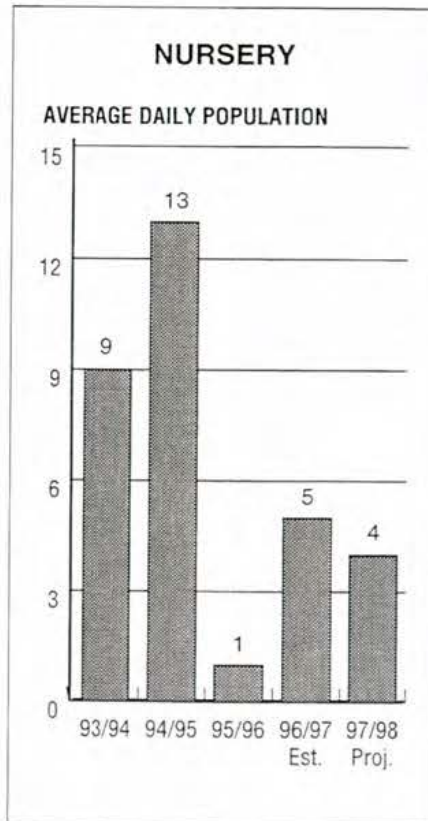
The 1997-98 Proposed Budget provides funding for 83,946.4 budgeted full-time-equivalent positions, which represents an increase of 2,053.9 positions from the 1996-97 level of 81,892.5. As depicted in the chart, 59 percent of the budgeted positions in the County are in both the law and justice functional group (which includes Municipal and Superior Court positions) and health functional group (which includes the 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 increase in budgeted positions is reflective of selected and largely cost-offset augmentations for the Sheriff's Department for operation of the Twin Towers Detention Facility, and the Departments of Children and Family Services (caseload growth), Public Social Services (GAIN program), and Mental Health (jail and other mental health services expansions). The major position changes are Sheriff (+749.0), Children and Family Services (+422.0), Public Social Services (+328.0), Mental Health (+221.5), Probation (+88.3), Fire (+70.0), Parks and Recreation (+68.0), Municipal Courts (+49.0), Superior Court (+41.0), and Community and Senior Services (+25.0), which are partially offset by Health Services (-118.6).

CHILDREN AND FAMILY SERVICES

MACLAREN CHILDREN'S CENTER Average Daily Population

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

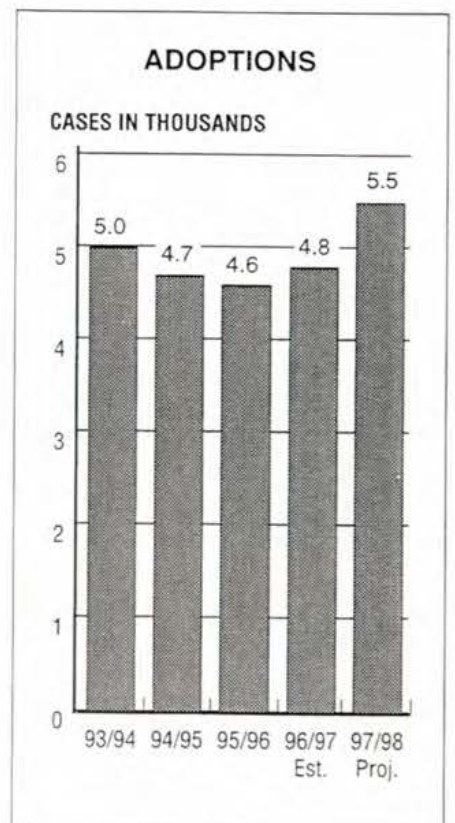
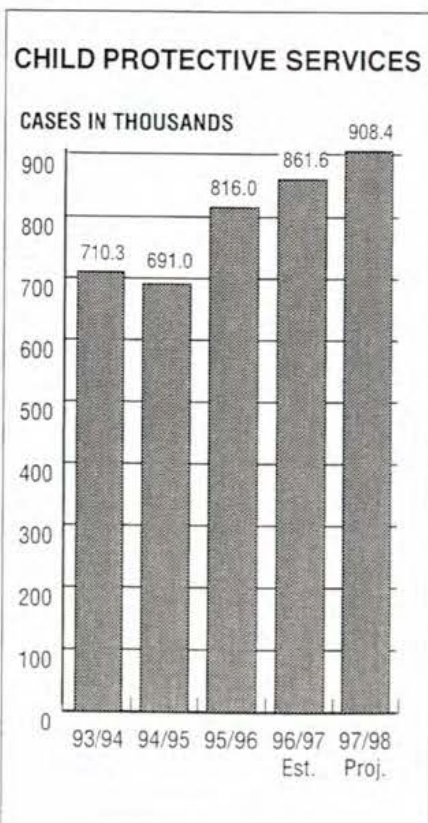


MAJOR CASELOADS

These caseloads reflect the major workload of the Department:

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

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

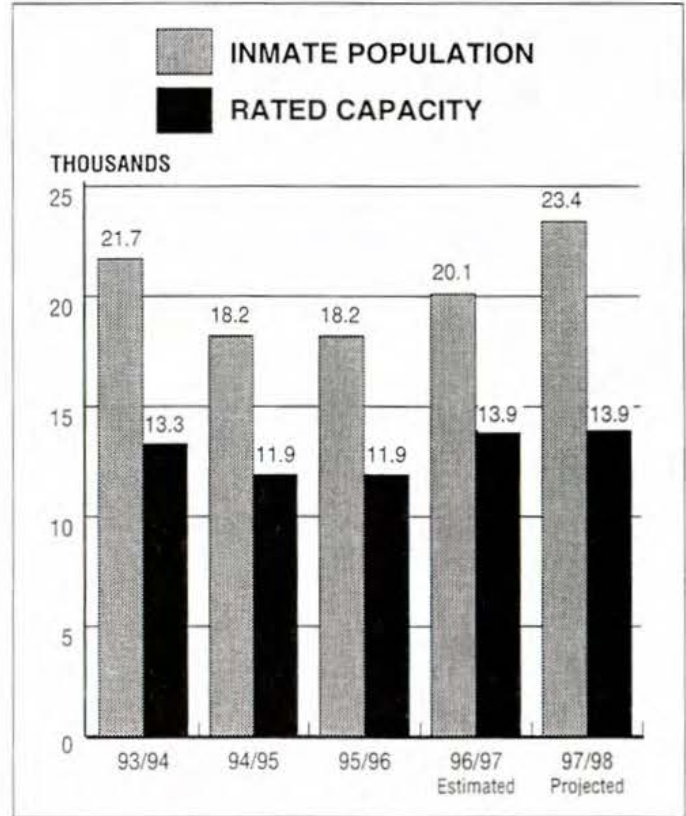


DETENTION POPULATION

SHERIFF INMATE POPULATION

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

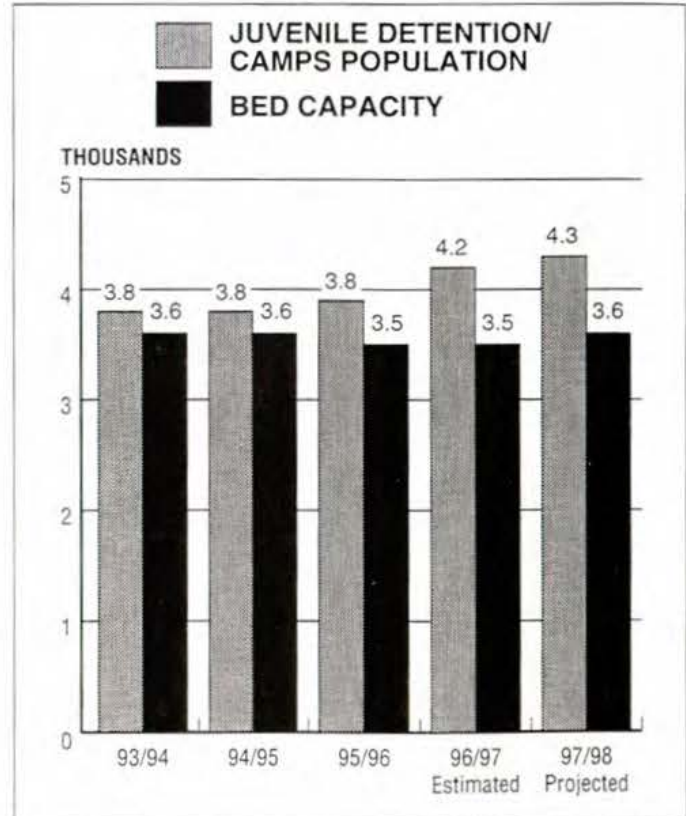
In addition to the Los Angeles County inmate population reflected on this chart, the Sheriff's Department will provide housing for 1,900 inmates at the Mira Loma and Pitchess South custody facilities, under contract with the State and federal governments. The projected inmate population reflects court-ordered maximum capacity, maintained through an early release program instituted in May 1988.



PROBATION JUVENILE HALLS/ CAMPS POPULATION

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

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



HEALTH SERVICES

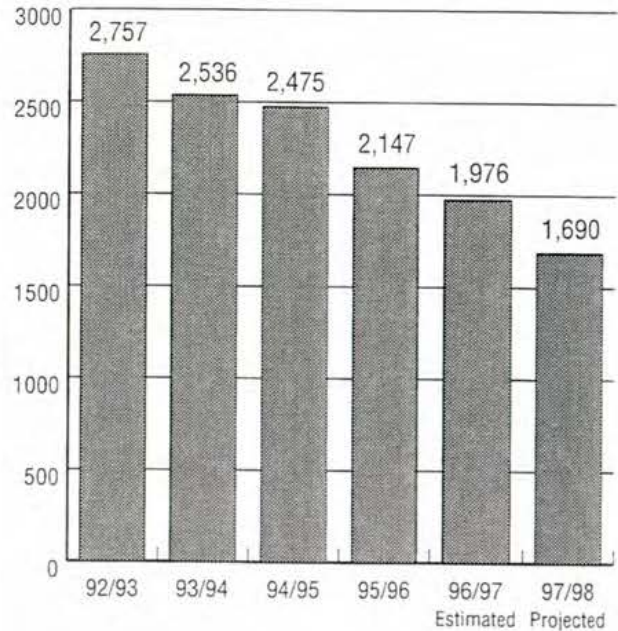
INPATIENT CENSUS

The Department of Health Services is experiencing a decline in inpatient census due to the changing environment of health care delivery that emphasizes community-based primary care in an outpatient setting. Managed care, a countywide decline in births, a vigorous recruitment of Medi-Cal patients by the private sector and the Medicaid Demonstration Project are the driving forces behind reductions in inpatient census. Specifically, the Medicaid Demonstration Project's current goal is to decrease the inpatient census to 1,583 by the end of the project in 1999-2000.

The 1997-98 projected census is prior to any workload adjustment which may be necessary to balance the Department's expenditures with available financing.

AVERAGE DAILY INPATIENT CENSUS

NUMBER OF INPATIENTS



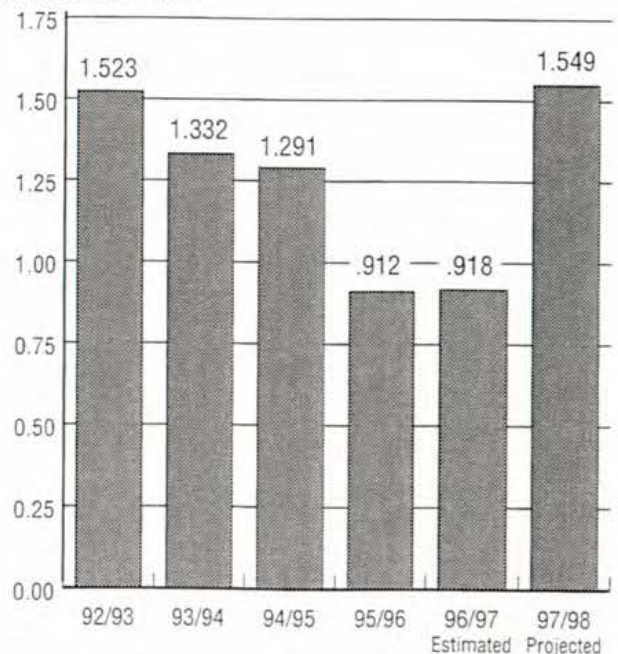
OUTPATIENT VISITS

As part of the Medicaid Demonstration Project, the Board approved an Outpatient Care Plan that increases access to primary care through partnerships with private providers in their clinics. The goal is to increase ambulatory care access by 50 percent to reduce hospital-based care.

Because of reductions required in 1995-96 to balance the budget, the number of outpatient visits declined significantly. Health Services is projecting increases in 1997-98 as a result of the public/private partnerships becoming fully operational. The total number of clinics, including the comprehensive health centers, providing care to County patients has increased from 45 to more than 115.

OUTPATIENT VISITS

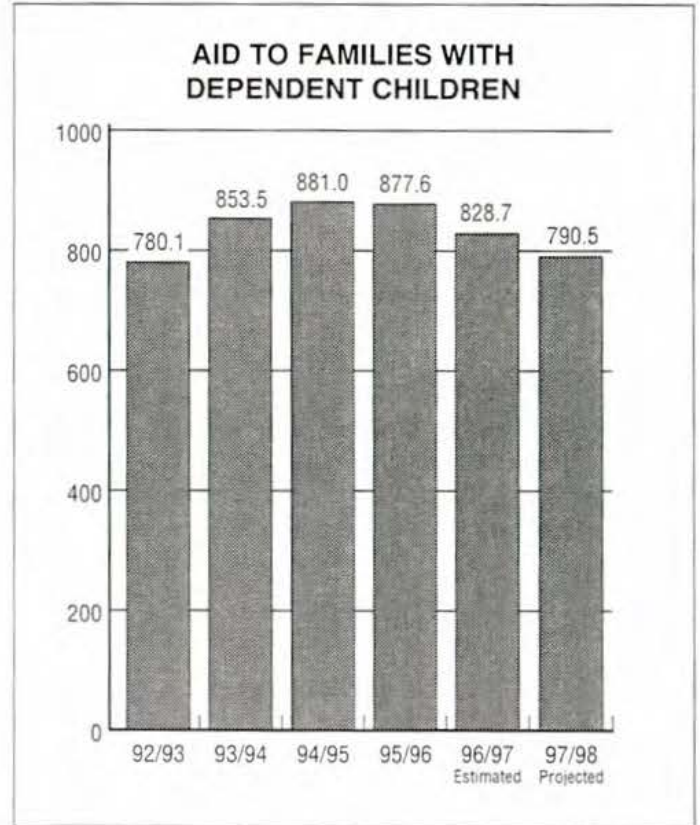
MILLIONS OF VISITS



PUBLIC ASSISTANCE

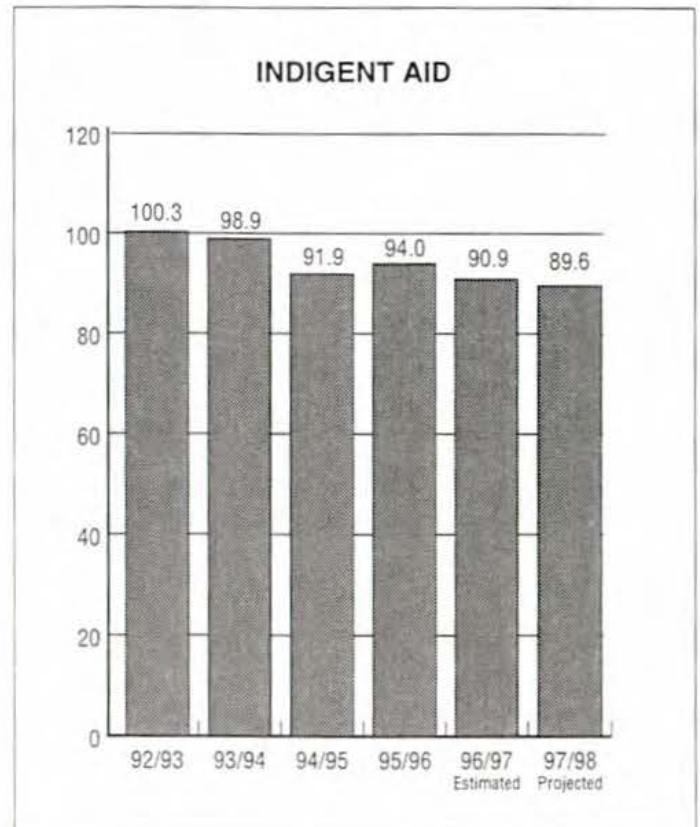
AID TO FAMILIES WITH DEPENDENT CHILDREN

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 1997-98, which begins July 1, 1997 and ends June 30, 1998. 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. Examples of this type of fund are the County's Hospital Enterprise Funds.

III. Internal Service Fund

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

IV. Debt Service Fund

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

V. Special Fund

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

VI. Special District

Funded by specific taxes and assessments, Special Districts are separate legal entities 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 Proposed Budget recommendations of the Chief Administrative Officer. The letter includes a summary of the major changes and new initiatives reflected in the recommendations, and provides a discussion of the funding recommendations for major County program areas. The letter also outlines the major funding assumptions upon which the budget recommendations are based, and identifies other factors and uncertainties which may affect the budget, but which cannot as yet be quantified, and therefore, are not addressed in the Proposed Budget. Finally, the transmittal letter outlines the legal requirements and process for adopting both a Proposed and Final County Budget.

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, an organization chart, a brief discussion on the 1997-98 Proposed Budget, multi-year budget planning, critical needs, performance measurement statistics, and a display of the changes from the 1996-97 budget 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.

COUNTY OF LOS ANGELES

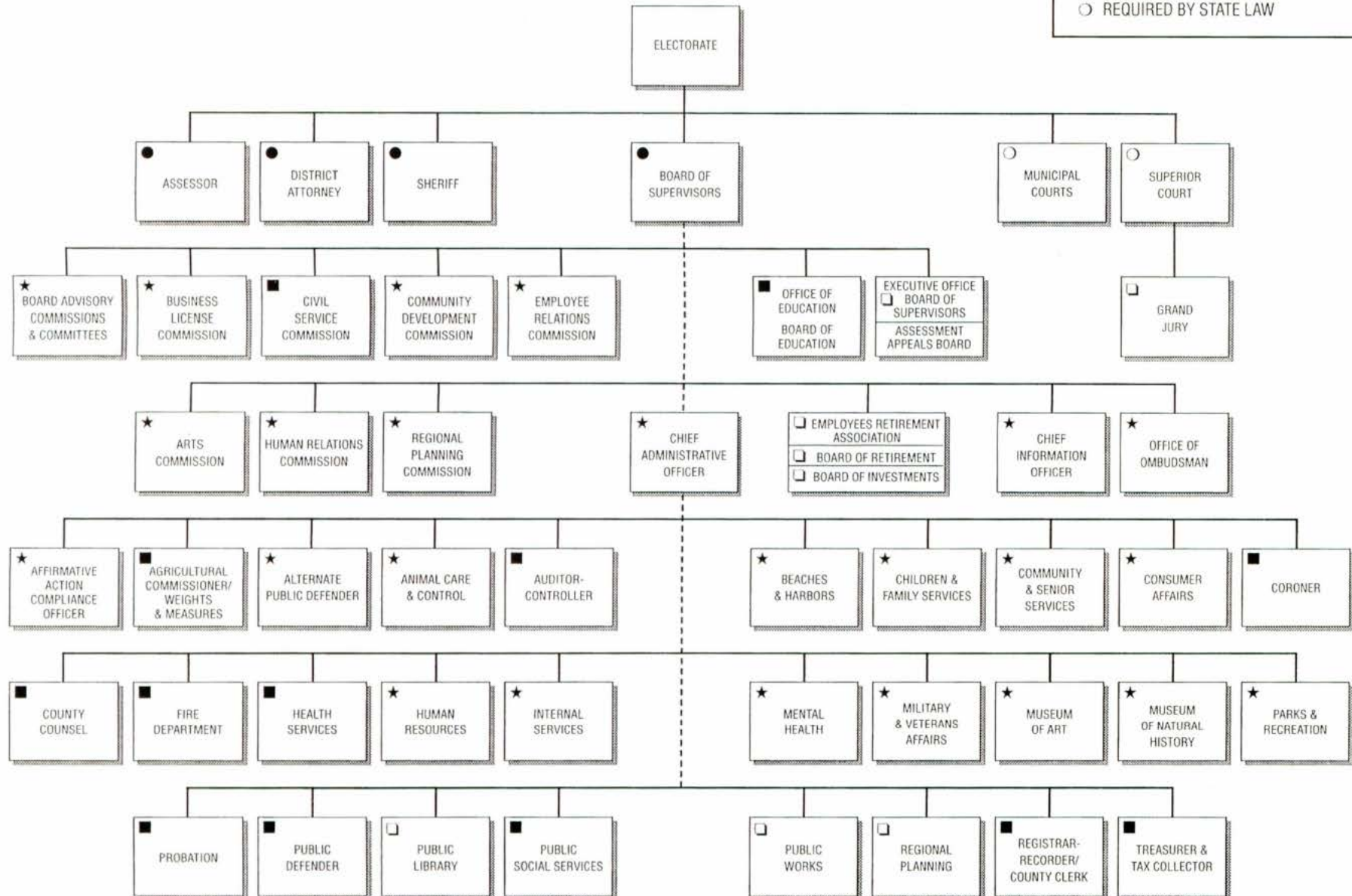
LEGEND

APPOINTIVE

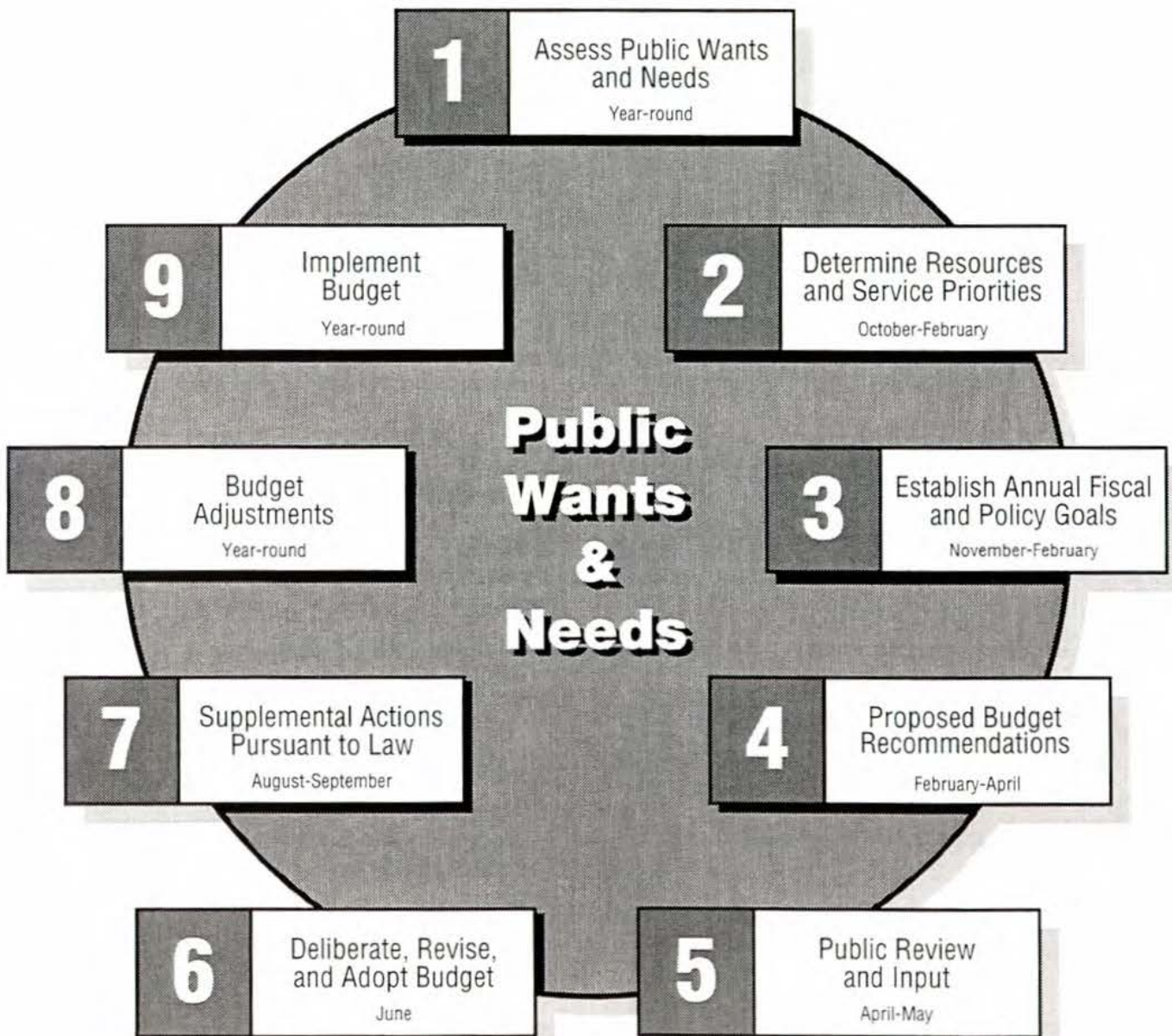
- REQUIRED BY COUNTY CHARTER
- REQUIRED OR AUTHORIZED BY STATE LAW
- ★ ESTABLISHED BY ORDINANCE OF THE BOARD OF SUPERVISORS

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
DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 18,176,489	\$ 17,600,000	\$ 19,242,000	\$ 20,658,000	\$ 20,220,000	\$ 978,000
SERVICES & SUPPLIES	4,875,426	5,100,000	6,034,000	6,165,000	6,079,000	45,000
OTHER CHARGES	666,578	760,000	943,000	1,010,000	893,000	-50,000
FIXED ASSETS-EQUIP	49,000			50,000	50,000	50,000
GROSS TOTAL	\$ 23,767,493	\$ 23,460,000	\$ 26,219,000	\$ 27,883,000	\$ 27,242,000	\$ 1,023,000
LESS INTRAFD TRANSFER	11,457,634	12,017,000	13,237,000	14,355,000	14,355,000	1,118,000
NET TOTAL	\$ 12,309,859	\$ 11,443,000	\$ 12,982,000	\$ 13,528,000	\$ 12,887,000	\$ -95,000
REVENUE	8,709,728	8,334,000	9,873,000	9,904,000	9,904,000	31,000
NET COUNTY COST	\$ 3,600,131	\$ 3,109,000	\$ 3,109,000	\$ 3,624,000	\$ 2,983,000	\$ -126,000
BUDGETED POSITIONS	283.5	270.5	270.5	280.5	273.5	3.0
REVENUE DETAIL						
RENTS AND CONCESSIONS \$	1,596,596	2,753,000	4,238,000	4,238,000	4,238,000	
PERSONNEL SERVICES	1,615,661	1,303,000	1,303,000	1,303,000	1,303,000	
PLANNING & ENG SVCS	16,702					
ROAD & STREET SVCS	27,613					
CHRGs FOR SVCS-OTHER	3,761,562	3,733,000	3,845,000	4,189,000	4,189,000	344,000
OTHER SALES	2,552					
MISCELLANEOUS	257,503	248,000				
SALE OF FIXED ASSETS	530					
OPERATING TRANSFER IN	1,431,009	297,000	487,000	174,000	174,000	-313,000
TOTAL	\$ 8,709,728	\$ 8,334,000	\$ 9,873,000	\$ 9,904,000	\$ 9,904,000	\$ 31,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget for the Chief Administrative Office reflects a current services budget, incorporating internal shifts of personnel in order to maintain high priority programs. This budget also reflects the establishment of a new Washington D.C. office which is recommended to improve coordination of the County's advocacy effort. This is an important step toward improving the effectiveness of Los Angeles County in Washington D.C. through enhanced communications with legislators, administration staff, and/or federal agencies. Additionally, our Urban Research Team has an increased responsibility to manage the Emergency Management Information Systems computer network at the County's Emergency Operations Center providing ongoing systems maintenance and technical support services and to upgrade and redesign of the County's budget system which is outdated and can no longer meet the demands and needs of our changing budget process and requirements.

Multi-Year Budget Planning

The Chief Administrative Office is in the process of developing a framework and approach to facilitate and promote greater focus on multi-year budget analysis and planning, with the objective of enhancing the County's ability to predict, effect, and respond to fiscal and operational developments while maximizing continuity in the provision of our most critical and essential services.

Critical Needs

Diminishing resources including the loss of talented and experienced staff continues to be a major issue in maintaining critical service levels. However, the Department is committed to continue making every effort to remain flexible by managing its resources to meet the changing needs of County government.

Objectives for 1997-98

- Provide greater budget and operational information to the Board of Supervisors with the objective of enhancing and facilitating informed decision-making on the 1997-98 Budget and ongoing budget issues.
- Maximize the use, value, and economic return of County real property assets.
- Improve the credibility of Los Angeles County in Washington D.C. and Sacramento with the objective of achieving the County's legislative goals.

	<i>Gross Appropriation</i>	<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	

Program Changes

1.	\$	346,000	\$	346,000	\$	—	—
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Urban Research: Reflects the addition of two programmers responsible for providing technical support for the Emergency Management Information System at the Emergency Operations Center offset by the deletion of 2.0 budgeted vacant positions. Also reflected are minor one-time processing costs associated with the recovery of additional sales tax revenues for the County to replace a portion of a contracted service at a lower cost; the backfill of vacant positions to meet increased workload demands; and a reduction in Other Charges due to the completion of LAC-CAL payments for computer equipment.

2.	\$	332,000	\$	332,000	\$	—	3.0
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Intergovernmental Relations: Reflects the establishment of a Washington D.C. office to improve the effectiveness of the County's federal legislative advocacy efforts. Also reflected is funding for staffing the office with three County employees, space rental costs, and various other services and supplies costs. These costs will be covered by budgeted legislative advocacy funds.

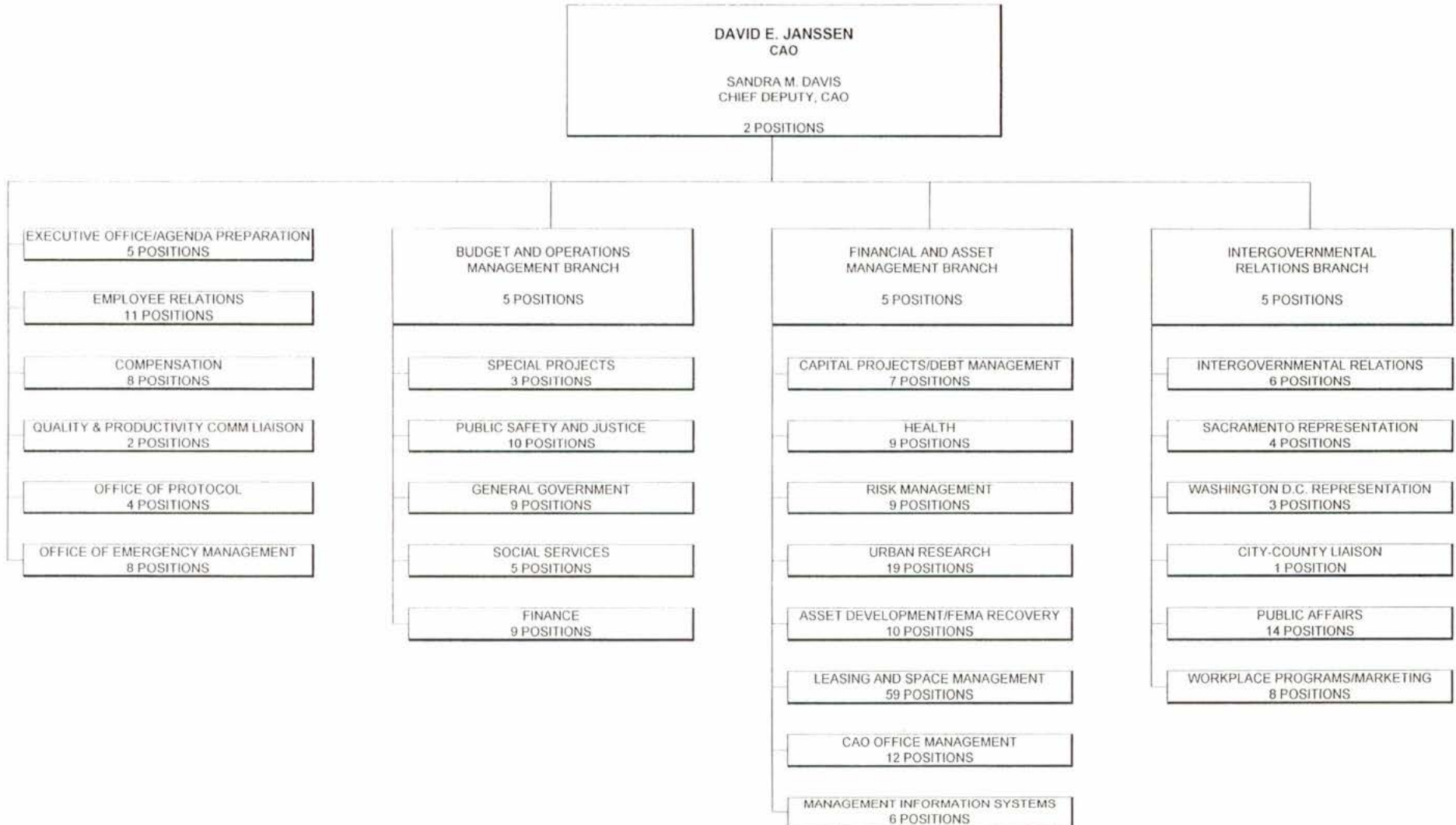
3.	\$	322,000	\$	367,000	\$	(-45,000)	—
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Leasing and Space Management: Reflects the funding to backfill vacant positions and consultant costs to meet increased leasing and space management workload, offset by increased revenue and billings to departments.

<i>Gross</i>		<u>Changes From 1996-97 Budget</u>		<i>Budgeted</i>
<i>Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Positions</i>
<u>Program Changes (cont'd)</u>				
4.	\$ (-305,000)	\$ (-313,000)	\$ 8,000	—
<u>Marketing:</u> Reflects the deletion of the funding and Productivity Investment Fund loan of \$200,000 for the establishment of a County Store. This project was included in the 1996-97 Final Budget, however, after reevaluating the project scope, it was determined that it would be too costly to attempt at this time. Also reflected is a realignment of costs and funding to more appropriately reflect the current Marketing program.				
<u>Other Changes</u>				
1.	\$ (-126,000)	\$ —	\$ (-126,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
2.	\$ 420,000	\$ 420,000	\$ —	—
<u>Countywide Budget System:</u> Reflects one-time funding from Nondepartmental Special Accounts to upgrade and redesign the countywide Oracle budget system used by this office and the Auditor-Controller to produce the Proposed and Final County Budgets each fiscal year. Because of the age of the system, it can no longer meet the changing demands of the budget process. The new system will be designed to increase efficiency and provide the flexibility to perform a variety of needed functions.				
3.	\$ 34,000	\$ (-3,000)	\$ 37,000	—
<u>Departmentwide Adjustments:</u> Reflects restoration of funding for one position in the Workplace Giving program to provide central coordination between the County and various charitable organizations. Also reflected is a reduction in intrafund transfers due to reduced CAO services provided to departments, partially offset by increased revenue generated for providing staff to coordinate the Deferred Income plans.				
Total \$	1,023,000	\$ 1,149,000	\$ (-126,000)	3.0

ADMINISTRATIVE OFFICER

1997-98 PROPOSED BUDGET POSITIONS = 273.5



AFFIRMATIVE ACTION COMPLIANCE OFFICE
JOHN HILL, AFFIRMATIVE ACTION COMPLIANCE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,450,366	\$ 1,548,000	\$ 1,654,000	\$ 2,383,000	\$ 1,775,000	\$ 121,000
SERVICES & SUPPLIES	706,267	636,000	603,000	1,028,000	789,000	186,000
OTHER CHARGES	39,824	42,000	42,000	43,000	43,000	1,000
OTHER FINANCING USES	33,000	33,000	33,000			-33,000
GROSS TOTAL	\$ 2,229,457	\$ 2,259,000	\$ 2,332,000	\$ 3,454,000	\$ 2,607,000	\$ 275,000
LESS INTRAFD TRANSFER	532,967	595,000	641,000	748,000	748,000	107,000
NET TOTAL	\$ 1,696,490	\$ 1,664,000	\$ 1,691,000	\$ 2,706,000	\$ 1,859,000	\$ 168,000
REVENUE	1,058,687	1,048,000	1,075,000	1,254,000	1,254,000	179,000
NET COUNTY COST	\$ 637,803	\$ 616,000	\$ 616,000	\$ 1,452,000	\$ 605,000	\$ -11,000
BUDGETED POSITIONS	23.0	25.0	25.0	32.0	28.0	3.0
REVENUE DETAIL						
INTEREST	\$ 2,807	\$	\$	\$	\$	
STATE-OTHER	143,909	166,000	170,000	189,000	189,000	19,000
OTHER GOVT AGENCIES	35,000	35,000	35,000	50,000	50,000	15,000
ASSESS/TAX COLL FEES		56,000		35,000	35,000	35,000
AGRICULTURAL SERVICES	75,000	75,000	75,000	75,000	75,000	
CHRGs FOR SVCS-OTHER	737,208	706,000	785,000	806,000	806,000	21,000
OTHER SALES	58,439			56,000	56,000	56,000
MISCELLANEOUS	6,324	10,000	10,000	43,000	43,000	33,000
TOTAL	\$ 1,058,687	\$ 1,048,000	\$ 1,075,000	\$ 1,254,000	\$ 1,254,000	\$ 179,000
FUND GENERAL FUND	FUNCTION GENERAL		ACTIVITY PERSONNEL			

Mission Statement

To develop, monitor and enforce the County's Affirmative Action, Civil Rights, Diversity, and Community Business Enterprise (CBE) 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.

1997-98 Budget Message

Consistent with the Department's Vision 2000 goals, the 1997-98 Proposed Budget includes funding for three additional positions as part of the "Preventing Employment Discrimination" training program and further expansion of ADA and diversity training. In addition, the Proposed Budget reflects a decrease in reimbursement for contract compliance monitoring; as well as grant increases for the Native American Indian Commission (NAIC) and Community Services American Indian Block Grant (CSAIBG).

Multi-Year Budget Planning

The Proposed Budget allows the Department to continue progress towards achievement of its Vision 2000 strategic plan goals and objectives, which include implementation of a model diversity plan in 100 percent of County departments. The Department's vision and primary focus for the next three years will be to ensure that by the year 2000, the workforce is diverse, trained, and motivated by providing the most effective "equality of opportunity" programs and services to departments, employees, and the community. The Department will also endeavor to ensure that all people are treated with fairness, respect, and dignity in the processes of employment, contracting, and service delivery.

Critical Needs

The Department has a critical need for an additional Deputy Compliance Officer in order to address the Board's request to monitor the pending extension of the Conciliation Agreement between the Department of Health Services and the Equal Employment Opportunity Commission (EEOC). The Department also has a critical need for computer systems maintenance support to generate statistical information relative to the County's compliance with federal, State, and local Employment Opportunity/Affirmative Action regulations and Board mandates.

<u>Performance Measures</u>					
<u>Performance Indicator</u>		<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>					
	Number of Affirmative Action program (AAP) training staff	2	2	2	2
	Number of ADA training staff	1	1	2	2
	Number of allegations of discrimination referred by outside agencies (1)	n/a	167	226	271
<u>Workload/Output</u>					
	Number of employees annually trained on AAP	1,885	1,482	1,250	3,000
	Number of employees trained on ADA	200	200	300	800
	Number of staff hours spent on allegations of discrimination	n/a	1,080	1,206	1,447
<u>Efficiency</u>					
	Employees trained annually per AAP training staff	943	741	625	1500
	Employees trained annually per ADA training staff	200	200	150	400
	Number of staff hours per allegation of discrimination	n/a	6.5	5.3	5.3
<u>Effectiveness/Outcome</u>					
	Percentage of employees who viewed training as beneficial	85%	89%	90%	90%
	Percentage of case closure	n/a	46.7%	50%	55%

Objectives for 1997-98

- Conduct diversity training for 14 percent of the County work force.
- Increase percentage of employees trained by 100 percent.
- Increase percentage of case closure by 10 percent.

Explanatory Notes

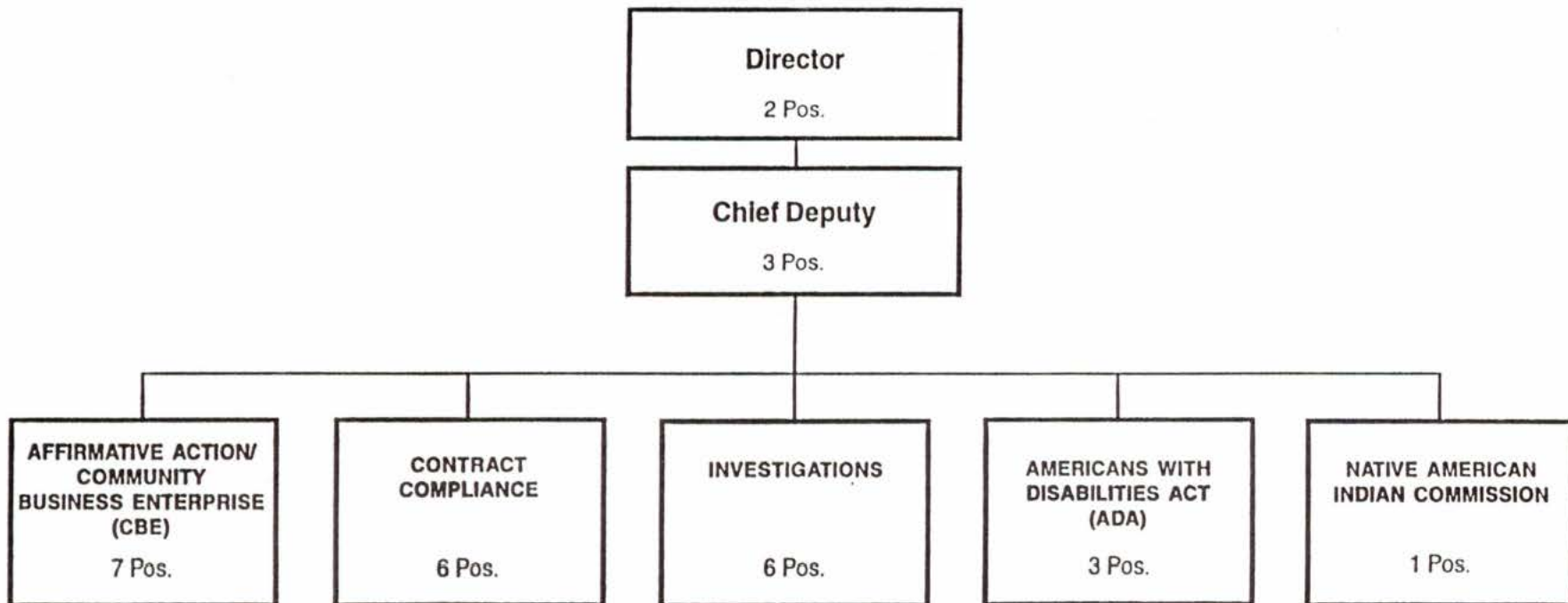
- (1) An outside agency such as the Equal Employment Opportunity Commission may refer one complaint alleging several elements of discrimination (i.e., gender, age, ethnicity). The Department's investigative staff reviews each allegation of discrimination.

		<u>Changes From 1996-97 Budget</u>		
	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ 240,000	\$ 240,000	\$ —	3.0
<u>Discrimination Prevention Training</u> : Reflects funding for three additional positions and operational costs associated with the Board-mandated "Preventing Employment Discrimination Training" program, offset by intrafund transfer and revenue from participating County departments.				
2.	\$ 69,000	\$ 69,000	\$ —	—
<u>Grant Increases</u> : Reflects increase in grant funding for the NAIC and CSAIBG services and programs.				
3.	\$ —	\$ (-154,000)	\$ 154,000	—
<u>Contract Compliance</u> : Reflects projected decrease in contract compliance intrafund transfer and revenue primarily from the Department of Health Services.				
4.	\$ —	\$ 62,000	\$ (-62,000)	—
<u>ADA and Diversity Training</u> : Reflects projected increase in intrafund transfer for ADA and diversity training provided to County employees.				
5.	\$ 74,000	\$ 56,000	\$ 18,000	—
<u>Community Business Enterprise (CBE)</u> : Reflects publication cost of the CBE directory, offset by the revenue generated from directory sales; as well as an increase in contract computer services, which primarily provides support for the CBE program.				
<u>Other Changes</u>				
1.	\$ (-33,000)	\$ —	\$ (-33,000)	—
<u>Productivity Investment Fund (PIF)</u> : Reflects completion of payments for PIF loan awarded in 1994-95.				
2.	\$ (-29,000)	\$ —	\$ (-29,000)	—
<u>Services and Supplies</u> : Reflects various decreases, primarily in one-time expenditure for computer equipment and software, partially offset by increases in office expense and utilities.				
3.	\$ 2,000	\$ 13,000	\$ (-11,000)	—
<u>Countywide Cost Allocation Plan</u> : Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
4.	\$ (-48,000)	\$ —	\$ (-48,000)	—
<u>Salaries and Employee Benefits</u> : Reflects reduction in employee benefits, primarily in Savings Plan and workers compensation costs.				
Total	\$ 275,000	\$ 286,000	\$ (-11,000)	3.0

OFFICE OF AFFIRMATIVE ACTION COMPLIANCE

John Hill, Director

Total 1997-98 Proposed Budget Positions = 28



AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

E. LEON SPAUGY, AGRICULTURAL COMMISSIONER/DIRECTOR, WEIGHTS AND MEASURES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 11,371,934	\$ 11,265,000	\$ 12,445,000	\$ 12,426,000	\$ 11,988,000	\$ -457,000
SERVICES & SUPPLIES	3,480,683	3,740,000	3,740,000	3,885,000	3,629,000	-111,000
OTHER CHARGES	35,184	112,000	130,000	100,000	100,000	-30,000
FIXED ASSETS-EQUIP	274,393	83,000	83,000	815,000	60,000	-23,000
GROSS TOTAL	\$ 15,162,194	\$ 15,200,000	\$ 16,398,000	\$ 17,226,000	\$ 15,777,000	\$ -621,000
LESS INTRAFD TRANSFER	359,977	276,000	594,000	351,000	351,000	-243,000
NET TOTAL	\$ 14,802,217	\$ 14,924,000	\$ 15,804,000	\$ 16,875,000	\$ 15,426,000	\$ -378,000
REVENUE	13,629,606	13,165,000	13,964,000	13,763,000	13,678,000	-286,000
NET COUNTY COST	\$ 1,172,611	\$ 1,759,000	\$ 1,840,000	\$ 3,112,000	\$ 1,748,000	\$ -92,000
BUDGETED POSITIONS	290.0	283.0	283.0	289.0	278.0	-5.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 1,506,454	\$ 1,540,000	\$ 1,630,000	\$ 1,673,000	\$ 1,673,000	\$ 43,000
PEN/INT/COSTS-DEL TAX	164,482					
STATE AID-AGRICULTURE	2,180,918	2,267,000	2,394,000	2,299,000	2,299,000	-95,000
STATE-OTHER	85,322	115,000	115,000	149,000	149,000	34,000
FEDERAL-OTHER	-4,870					
AUDITING-ACCTG FEES	-20					
LEGAL SERVICES	484,729	339,000		406,000	406,000	406,000
AGRICULTURAL SERVICES	4,729,564	4,479,000	4,856,000	3,922,000	3,922,000	-934,000
CHRGs FOR SVCS-OTHER	4,319,487	4,270,000	4,863,000	5,096,000	5,096,000	233,000
OTHER SALES	38,185	35,000	52,000	42,000	42,000	-10,000
MISCELLANEOUS	97,682	120,000	54,000	176,000	91,000	37,000
SALE OF FIXED ASSETS	27,673					
TOTAL	\$ 13,629,606	\$ 13,165,000	\$ 13,964,000	\$ 13,763,000	\$ 13,678,000	\$ -286,000
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY PROTECTION INSPECTION	

Mission Statement

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

1997-98 Budget Message

The 1997-98 Proposed Budget essentially maintains current year service levels. A net County cost reduction of \$92,000 was achieved primarily through increased inspection and device registration revenue, and a reduction in vacant budgeted positions.

Multi-Year Budget Planning

As part of its Vision 2000 strategic plan, the Department will continue to pursue new sources of revenue, opportunities to establish partnerships with other agencies, and other methods to more effectively perform its mission. The Department will also continue to work with the retail industry toward the passage of State legislation to provide funding for the inspection of retail scanning devices. Implementation of the Department's long-term strategies will incorporate an ongoing employee training program and the consolidation of the Agricultural and Weights and Measures inspector classifications to better utilize a shrinking technical staff.

Critical Needs

The Department's ability to respond to the Africanized Honey (Killer) Bee has been substantially compromised in this budget. The lack of adequate funding will limit our response should the pest invade Los Angeles County during fiscal year 1997-98.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Weed abatement direct labor costs recovered	\$746,681	\$545,472	\$515,200	\$489,440
Total environmental toxicological laboratory direct labor costs to perform analyses(1)	28,575	33,655	30,485	30,485
Total business practices/ investigations inspections hours(2)	6,865	5,256	4,785	4,785
<u>Workload/Output</u>				
Total parcels cleared	8,934	10,296	10,068	10,329
Number of analyses performed	121,810	128,469	130,000	130,000
Number of business inspections(2)	2,168	1,855	1,632	1,568
<u>Efficiency</u>				
Direct labor costs per parcel	\$83.57	\$52.98	\$51.17	\$47.39
Average time to perform an analysis	14.1 min.	15.7 min.	14.1 min.	14.1 min.
Inspection time per business	3.2 hrs.	2.8 hrs.	2.9 hrs.	2.9 hrs.
<u>Effectiveness/Outcome</u>				
Average labor cost per parcel compared to standard of \$58.78	70%	111%	115%	124%
Average time to perform an analysis compared to standard of 17.4 minutes	123%	111%	123%	123%
Inspection hours per business compared to standard of 3 hours	94%	107%	103%	103%

Objectives for 1997-98

- Reduce weed abatement direct labor costs, by 5 percent, through the use of vendors, resulting in a reduction of future equipment costs and workers compensation costs.
- Maintain 100 percent effectiveness level, or higher, in performing environmental toxicology laboratory analyses.
- Increase effectiveness in performing business practices/investigation inspections by 5 percent.

Explanatory Notes

- (1) Convert hours to minutes to compute efficiency measure.
- (2) Decrease reflects loss of inspection personnel due to budget curtailments.

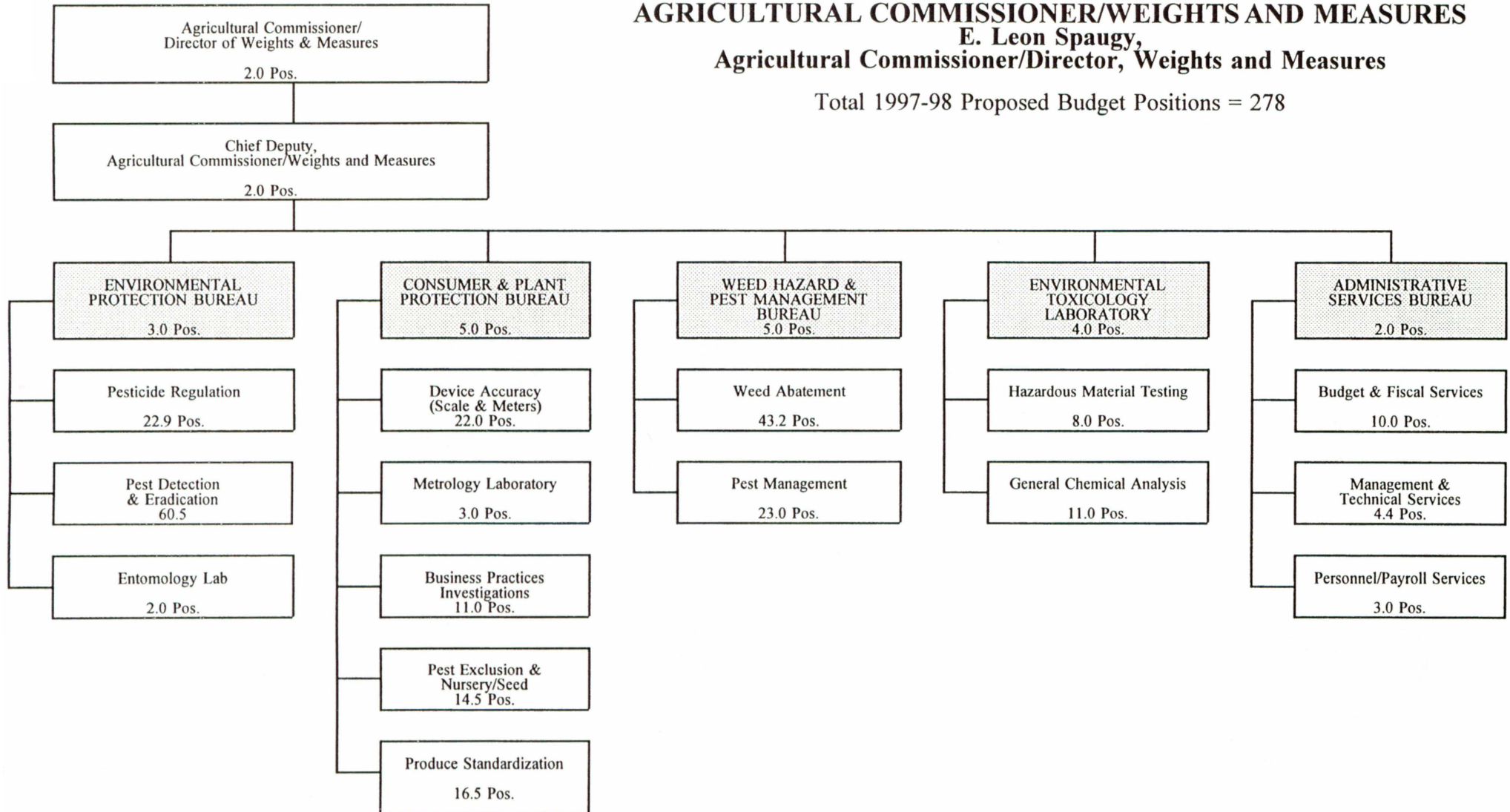
		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes</u>				
1.	\$ (-105,000)	\$ 42,000	\$ (-147,000)	(-2.2)
<u>Environmental Protection Reduction:</u> Reflects primarily the realignment of staffing based on actual experience including the transfer of 3.0 positions to the Consumer and Plant Protection program, partially offset by a slight increase in daily as-needed positions for the pest detection services, and services and supplies costs. Also reflects an increase in inspection revenue.				
2.	\$ 386,000	\$ 427,000	\$ (-41,000)	6.0
<u>Consumer and Plant Protection Increase:</u> Reflects the transfer of 3.0 positions from the Environmental Protection program, and 1.0 position from the Weed Hazard and Pest Management program. Also reflects the addition of 2.0 positions for the pest exclusion and retail meters subprograms, and associated services and supplies to meet workload demands. The increase in revenue is attributable to additional agricultural inspection and device registration revenue.				
3.	\$ (-324,000)	\$ (-348,000)	\$ 24,000	(-8.8)
<u>Weed Hazard and Pest Management Reduction:</u> Reflects the transfer of 1.0 position to the Consumer and Plant Protection program. Due to a reduction in workload, this program also reflects the deletion of 7.8 vacant positions, reduction in equipment and equipment maintenance costs, and reduced revenue.				
4.	\$ (-69,000)	\$ —	\$ (-69,000)	—
<u>Africanized Honey Bee:</u> Reflects the elimination of the remaining three months funding for the Africanized Honey Bee Public Awareness Program which was curtailed in 1996-97.				
<u>Other Changes</u>				
1.	\$ (-357,000)	\$ —	\$ (-357,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a net reduction in salaries and employee benefits based on experience.				
2.	\$ —	\$ (-565,000)	\$ 565,000	—
<u>Intrafund/Revenue Changes:</u> Reflects primarily a decrease in the level of service requested by other County departments.				
3.	\$ (-44,000)	\$ —	\$ (-44,000)	—
<u>Other Charges/Fixed Assets:</u> Reflects a reduction in costs for indemnity payments and equipment.				

Agricultural Commissioner/Weights and Measures (cont'd)

	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
4.	\$ (-108,000)	\$ (-85,000)	\$ (-23,000)	--
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	(-621,000)	\$ (-529,000)	\$ (-92,000)	(-5.0)

COUNTY OF LOS ANGELES
AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES
E. Leon Spaugy,
Agricultural Commissioner/Director, Weights and Measures

Total 1997-98 Proposed Budget Positions = 278



**ALTERNATE PUBLIC DEFENDER
BRUCE A. HOFFMAN, ALTERNATE PUBLIC DEFENDER**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 12,629,340	\$ 16,234,000	\$ 17,240,000	\$ 18,739,000	\$ 17,240,000	\$
SERVICES & SUPPLIES	1,973,757	2,468,000	1,959,000	1,969,000	1,969,000	10,000
OTHER CHARGES	409	55,000	10,000	69,000	69,000	59,000
FIXED ASSETS-EQUIP	91,402	113,000	113,000	113,000	54,000	-59,000
GROSS TOTAL	\$ 14,694,908	\$ 18,870,000	\$ 19,322,000	\$ 20,890,000	\$ 19,332,000	\$ 10,000
REVENUE	3				55,000	55,000
NET COUNTY COST	\$ 14,694,905	\$ 18,870,000	\$ 19,322,000	\$ 20,890,000	\$ 19,277,000	\$ -45,000
BUDGETED POSITIONS	189.0	189.0	189.0	206.0	189.0	
REVENUE DETAIL						
MISCELLANEOUS	\$ 3	\$	\$	\$	55,000	55,000
TOTAL	\$ 3	\$	\$	\$	55,000	55,000
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY JUDICIAL	

Mission Statement

To provide legal representation to indigent defendants whom the Public Defender is unable to represent due to a conflict of interest in Superior and Municipal Court proceedings, and in appeals to higher courts.

1997-98 Budget Message

The 1997-98 Proposed Budget essentially maintains the Alternate Public Defender at the 1996-97 funding level. The Proposed Budget reflects the absorption of cost increases in salaries due to the reallocation of 8 attorney positions based upon workload shifts for "three strikes" cases. The Proposed Budget also reflects funding for capital lease expenses which has been fully offset with a cost reduction in fixed assets.

Multi-Year Budget Planning

The Alternate Public Defender will continue to provide quality legal representation for indigent defendants at all courthouses at substantial savings to the County, while also seeking innovative approaches to increase efficiency and savings within the criminal justice system and continuing to participate in cost-saving staffing strategies and revenue-generating programs.

In addition, the Department remains receptive to the potential for expansion to those courts not currently staffed by the Alternate Public Defender. Expansion is anticipated to result in additional savings to the County.

Critical Needs

The Department continues to require funding for 5 additional investigators. The investigators are required due to the exceptionally complex nature of cases.

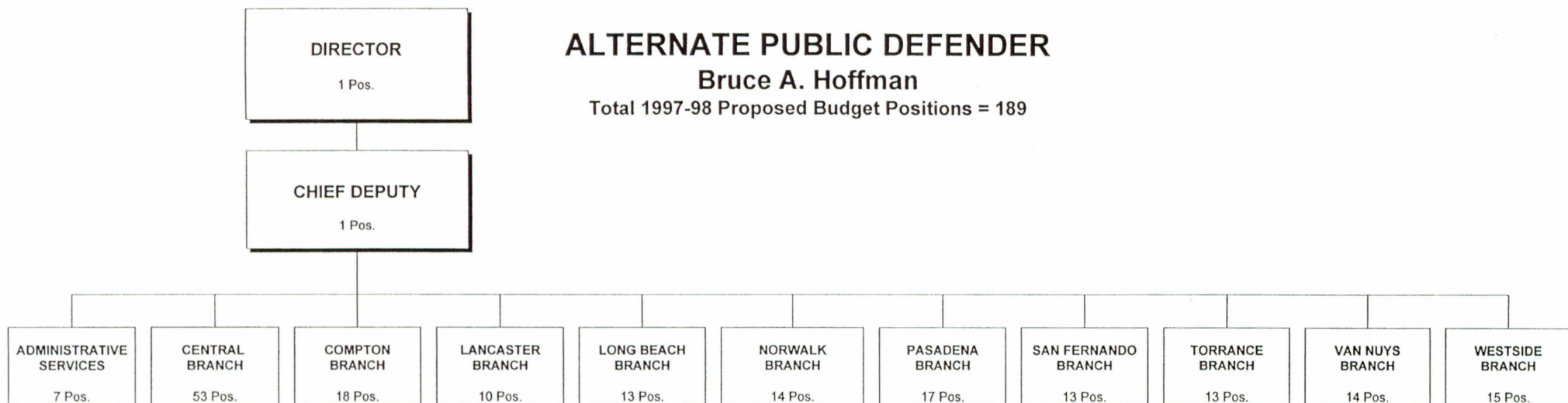
<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
	<u>1994-95</u>	<u>1995-96</u>	<u>Actual</u>	
<u>Input</u>				
Total attorneys	68.0	128.0	134.0	134.0
Felony costs (millions)	\$4.6	\$9.2	\$10.9	\$10.9
Misdemeanor costs (millions)	\$1.6	\$3.6	\$ 3.8	\$3.8
<u>Workload/Output</u>				
Felony cases	11,086	15,075	17,750	17,750
Misdemeanor cases	11,260	18,156	21,159	21,159
<u>Efficiency</u>				
Felony cost/case	\$415	\$610	\$614	\$614
Misdemeanor cost/case	\$142	\$198	\$179	\$179

Objectives for 1997-98

As part of the Vision 2000 strategic plan, the Alternate Public Defender will implement Phase II of the Alternate Public Defender Network (APDNET) at all ten branches. APDNET is a fully automated legal research, case tracking and communication database system that connects the Department's offices countywide.

<u>Gross</u>	<u>Changes From 1996-97 Budget</u>		<u>Budgeted</u>
	<u>Revenue/IFT</u>	<u>Net County Cost</u>	
<u>Appropriation</u>			<u>Positions</u>
<u>Program Changes</u>			
1. \$ 804,000	\$ —	\$ 804,000	9.0
<u>Three Strikes</u> : Reflects the addition of 8 Deputy Public Defender III and 1 Head Deputy Public Defender to handle the more complex workload of the "three strikes" cases.			
2. \$ (-670,000)	\$ —	\$ (-670,000)	(-9.0)
<u>Defense of Adults</u> : Reflects the deletion of 8 Deputy Public Defender II and 1 Deputy Public Defender IV to finance the workload shift attributable to "three strikes" cases.			
<u>Other Changes</u>			
1. \$ 11,000	\$ —	\$ 11,000	—
<u>Salaries and Employee Benefits</u> : Reflects the addition of 1 Data Systems Analyst II to assist in the implementation of Phase II of APDNET and the deletion of 1 Accountant II to finance support staff required for APDNET.			
2. \$ (-145,000)	\$ —	\$ (-145,000)	—
<u>Salaries and Employee Benefits</u> : Reflects a net decrease in employee benefits based on actual experience.			

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
3.	\$ 59,000	\$ —	\$ 59,000	—
<u>Other Charges</u> : Reflects an increase in capital lease expenses.				
4.	\$ (-59,000)	\$ —	\$ (-59,000)	—
<u>Fixed Assets</u> : Reflects a reduction in fixed assets which is being reallocated for capital lease expenses.				
5.	\$ 10,000	\$ 55,000	\$ (-45,000)	—
<u>Countywide Cost Allocation Plan Adjustment</u> : Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	10,000	\$ 55,000	\$ (-45,000)	0.0



ANIMAL CARE AND CONTROL

FRANK R. ANDREWS, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 7,562,483	\$ 7,717,000	\$ 8,017,000	\$ 8,108,000	\$ 8,108,000	\$ 91,000
SERVICES & SUPPLIES	2,451,266	2,858,000	2,578,000	2,795,000	2,439,000	-139,000
OTHER CHARGES	101,333	178,000	178,000	178,000	178,000	
FIXED ASSETS-EQUIP		20,000		210,000		
GROSS TOTAL	\$ 10,115,082	\$ 10,773,000	\$ 10,773,000	\$ 11,291,000	\$ 10,725,000	\$ -48,000
LESS INTRAFD TRANSFER	40,000	40,000	40,000	40,000	40,000	
NET TOTAL	\$ 10,075,082	\$ 10,733,000	\$ 10,733,000	\$ 11,251,000	\$ 10,685,000	\$ -48,000
REVENUE	8,763,326	9,260,000	9,230,000	9,288,000	9,197,000	-33,000
NET COUNTY COST	\$ 1,311,756	\$ 1,473,000	\$ 1,503,000	\$ 1,963,000	\$ 1,488,000	\$ -15,000
BUDGETED POSITIONS	212.0	200.0	200.0	213.0	213.0	13.0
REVENUE DETAIL						
ANIMAL LICENSES	\$ 5,584,852	\$ 6,064,000	\$ 6,064,000	\$ 6,064,000	\$ 6,064,000	
PERSONNEL SERVICES	1,720,299	1,720,000	1,720,000	1,720,000	1,629,000	-91,000
HUMANE SERVICES	452,849	430,000	450,000	448,000	448,000	-2,000
CHRGs FOR SVCS-OTHER	904,252	966,000	916,000	976,000	976,000	60,000
MISCELLANEOUS	99,636	80,000	80,000	80,000	80,000	
SALE OF FIXED ASSETS	1,438					
TOTAL	\$ 8,763,326	\$ 9,260,000	\$ 9,230,000	\$ 9,288,000	\$ 9,197,000	\$ -33,000
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY 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 and 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.

1997-98 Budget Message

The 1997-98 Proposed Budget funds operations at the 1996-97 level. Due to prior year cost-effective restructuring of animal control operations, the Department is able to add 12 kennel and field positions and one information technology position.

Multi-Year Budget Planning

The 1996-97 Adopted Budget enabled the Department to commence its Vision 2000 strategic plan, emphasizing 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 50 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.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Number of veterinarians	5	5	5	5
Number of field hours	75,790	80,312	100,000	81,000
Number of hours canvassed	44,718	45,854	45,400	46,000
<u>Workload/Output</u>				
Veterinary medical income	\$666,000	\$700,000	\$735,000	\$735,000
Animal impoundments	86,357	98,005	100,000	102,000
Canvassing income	\$2,321,348	\$2,496,815	\$2,658,000	\$2,700,000
<u>Efficiency</u>				
Income per veterinarian	\$133,000	\$140,000	\$147,000	\$147,000
Impoundment per hour	1.14	1.22	1.00	1.26
Amount collected per canvassing hour	51.91	54.45	58.55	58.70
<u>Effectiveness/Outcome</u>				
Percent increase in veterinary medical income	4%	5%	5%	0%
Percent increase in animal impounds	n/a	12%	2%	2%
Percent increase in license canvassing income	n/a	7%	6%	2%

Objectives for 1997-98

- Continued rise in productivity leading to eventual unit self-sufficiency.
- Continued increase in impoundments, focusing on enforcement, particularly in areas frequented by dog packs.
- Increase in animal license compliance to improve efficiency in enforcement of licensing regulation, and generate increased income to help make Department financially self-supporting.

<u>Gross Appropriation</u>	<u>Changes From 1996-97 Budget</u>		<u>Budgeted Positions</u>
	<u>Revenue/IFT</u>	<u>Net County Cost</u>	

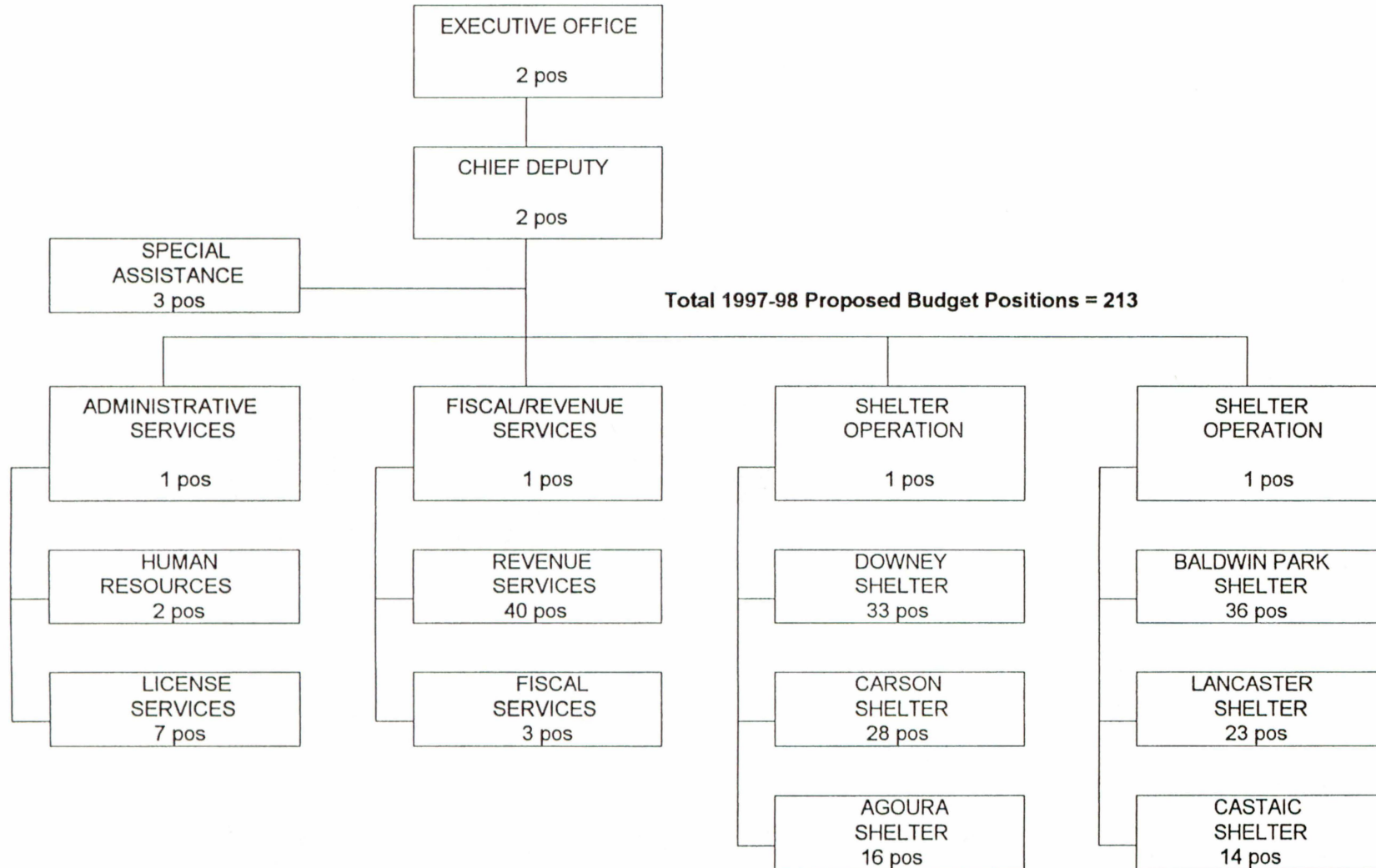
Program Changes

1.	\$	—	\$	60,000	\$	(-60,000)	—
<u>Spay/Neuter Services</u> : Reflects a 6 percent increase in spay/neuter revenue through restructuring the operation.							
2.	\$	231,000	\$	—	\$	231,000	12.0

Animal Control Field Services: Reflects the addition of six Animal Control Officer I positions, and the addition of six Animal Shelter Aids, to improve animal control field services to unincorporated areas.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u> (cont'd)				
3.	\$ 45,000	\$ —	\$ 45,000	1.0
<u>Computer Network System</u> : Reflects the addition of one Data Systems Analyst I position to support the Department's computer network system.				
<u>Other Changes</u>				
1.	\$ —	\$ (-2,000)	\$ 2,000	—
<u>Humane Services</u> : Reflects a decrease in revenue collected at the shelters.				
2.	\$ (-185,000)	\$ —	\$ (-185,000)	—
<u>Salaries and Employee Benefits</u> : Reflects a reduction in employee benefits and additional salary savings based on anticipated expenditures.				
3.	\$ (-33,000)	\$ —	\$ (-33,000)	—
<u>Services and Supplies</u> : Reflects a reduction in various supplies and service accounts.				
4.	\$ (-106,000)	\$ (-91,000)	\$ (-15,000)	—
<u>Countywide Cost Allocation Plan Adjustment</u> : Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total	\$ (-48,000)	\$ (-33,000)	\$ (-15,000)	13.0

DEPARTMENT OF ANIMAL CARE AND CONTROL
1997-98 ORGANIZATION CHART



ARTS COMMISSION
LAURA ZUCKER, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 1,736,381	\$ 1,521,000	\$ 1,514,000	\$ 2,432,000	\$ 2,204,000	\$ 690,000
REVENUE	1,194,424	873,000	866,000	490,000	1,339,000	473,000
NET COUNTY COST	\$ 541,957	\$ 648,000	\$ 648,000	\$ 1,942,000	\$ 865,000	\$ 217,000
REVENUE DETAIL						
STATE-OTHER	\$ 120,900	\$ 100,000	\$ 100,000	\$ 35,000	\$ 695,000	\$ 595,000
OTHER GOVT AGENCIES	365,040	62,000	55,000		150,000	95,000
MISCELLANEOUS	-2,516					
OPERATING TRANSFER IN	711,000	711,000	711,000	455,000	494,000	-217,000
TOTAL	\$ 1,194,424	\$ 873,000	\$ 866,000	\$ 490,000	\$ 1,339,000	\$ 473,000
<div style="display: flex; justify-content: space-between;"> FUND GENERAL FUND FUNCTION RECREATION & CULTURAL SERVICES ACTIVITY CULTURAL SERVICES </div>						

Mission Statement

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

1997-98 Budget Message

The 1997-98 Proposed Budget reflects revenue-offset funding from the San Francisco and San Diego Arts Commissions, convention and visitor bureaus and corporate partners for the Cultural Tourism Initiative. Additionally, 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 Pavilion; 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 the historical County park facility. However, the Arts Organization Stabilization Initiative, a five-year pilot program for mid-size multicultural organizations, has been eliminated due to the unavailability of funding.

Multi-Year Budget Planning

In continuing implementation of its Vision 2000 strategic plan, the Commission has completed an evaluation of its grant programs, and has formed a partnership with its counterparts in San Francisco and San Diego, as well as convention and visitor bureaus, the State Office of Tourism, and corporate sponsors, to market the cultural attractions of Los Angeles and the State domestically and internationally.

Critical Needs

This budget does not meet the need to expand contracts for services with nonprofit organizations in a number of program areas: the number of grants to small-budget organizations will decrease due to the implementation of multi-year funding cycles; Commission-approved recommendations to implement a newly structured program of grants and technical assistance for mid-size organizations cannot be implemented; and insufficient resources exist to expand funding for larger budget visual and media arts organizations. This need is particularly important because federal funding of the arts in Los Angeles will decrease by 60 percent in the next fiscal year.

<u>Performance Measures</u>				
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Cost of marketing materials - Ford Theatre rentals	n/a	n/a	n/a	\$5,000
Cost of National/State/County Partnership technical assistance (TA) program	\$15,000	\$20,280	\$22,000	\$22,000
Cost of Holiday Celebration	\$90,000	\$240,000	\$215,000	\$215,000
Number of requests for free concerts	n/a	143	154	175
<u>Workload/Output</u>				
Rental revenue from Ford Theatre	\$11,012	\$30,650	\$124,259	\$136,465
Number of organizations completing TA program	8	9	14	14
Number of Holiday Celebration viewers ¹	240,000	306,000	606,000	650,000
Number of free concerts funded	n/a	124	114	112
<u>Efficiency</u>				
Cost per dollar earned in Ford Theatre rentals	n/a	n/a	n/a	\$.04
Cost per organization completing TA program	\$1,875	\$2,253	\$1,571	\$1,571
Cost per Holiday Celebration viewer	\$.38	\$.78	\$.35	\$.33
Average cost per concert	n/a	\$890	\$965	\$985
<u>Effectiveness/Outcome</u>				
Percentage increase in Ford Theatre rental revenue from previous year	n/a	178%	305%	10%
Percentage of successfully completed technical assistance program projects	75%	82%	93%	93%
Percentage of Holiday Celebration audience indicating a satisfactory+ rating ²	n/a	97%	95%	97%
Percentage of concert requests funded ³	n/a	87%	74%	64%
<u>Objectives for 1997-98</u>				
— Increase the amount of rental revenue generated by the Ford Theatre by 10 percent by developing promotional materials for film location work.				
— Continue to refine technical assistance program to ensure that 90 percent or more organizations successfully complete projects.				
— Maintain satisfactory+ rating of more than 95 percent of Holiday Celebration viewers while increasing viewership by seven percent.				
— Maintain concert funding for 74 percent of applicants.				
<u>Explanatory Notes</u>				
1. Television viewership estimated based on known rating points and average viewing time of one hour.				
2. Based on random sample survey of 8 percent of live audience.				
3. As the cost per concert continues to rise due to union rates, and requests increase, it is anticipated that funding will be available for 10 percent fewer requests.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ (-100,000)	\$ (-50,000)	\$ (-50,000)	—
<u>Termination of Arts Organization Stabilization Initiative:</u> Reflects the end of the five-year pilot of this grant and technical assistance program for mid-size multicultural organizations.				
2.	\$ 31,000	\$ (-10,000)	\$ 41,000	—
<u>Increased Allocation for National/State/County Partnership:</u> Reflects approximately a 10 percent increase in net County cost due to reduced revenue for this program, and the reallocation of funding as a result of the elimination of the Arts Organization Stabilization Initiative.				
3.	\$ 750,000	\$ 750,000	\$ —	—
<u>Cultural Tourism Initiative:</u> Reflects National Endowment for the Arts-funded program to increase tourism to Los Angeles region.				
4.	\$ 9,000	\$ —	\$ 9,000	—
<u>Summer Nights at the Ford:</u> Reflects an increase in the Summer Nights at the Ford program to more accurately reflect actual expenditures.				
<u>Other Changes</u>				
1.	\$ —	\$ (-217,000)	\$ 217,000	—
<u>Cable Television Franchise Revenue:</u> Reflects a reduction in revenue from the Cable Television Franchise Fund.				
Total \$	690,000	\$ 473,000	\$ 217,000	0.0

ASSESSOR KENNETH P. HAHN, ASSESSOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 71,374,623	\$ 72,059,000	\$ 74,745,000	\$ 74,989,000	\$ 74,653,000	\$ -92,000
SERVICES & SUPPLIES	14,659,094	16,715,000	17,427,000	18,852,000	18,801,000	1,374,000
OTHER CHARGES	2,046,756	2,066,000	2,091,000	2,001,000	2,001,000	-90,000
FIXED ASSETS-EQUIP		75,000	57,000			-57,000
OTHER FINANCING USES	63,000	28,000	28,000	27,000	27,000	-1,000
GROSS TOTAL	\$ 88,143,473	\$ 90,943,000	\$ 94,348,000	\$ 95,869,000	\$ 95,482,000	\$ 1,134,000
LESS INTRAFD TRANSFER	55,136	31,000	64,000	21,000	21,000	-43,000
NET TOTAL	\$ 88,088,337	\$ 90,912,000	\$ 94,284,000	\$ 95,848,000	\$ 95,461,000	\$ 1,177,000
REVENUE	40,608,260	44,626,000	48,453,000	47,512,000	47,512,000	-941,000
NET COUNTY COST	\$ 47,480,077	\$ 46,286,000	\$ 45,831,000	\$ 48,336,000	\$ 47,949,000	\$ 2,118,000
BUDGETED POSITIONS	1,380.0	1,528.0	1,528.0	1,533.0	1,533.0	5.0
REVENUE DETAIL						
PEN/INT/COSTS-DEL TAX \$	25,306	\$	\$	\$	\$	
STATE-OTHER	12,259,806	13,852,000	15,255,000	16,470,000	16,470,000	1,215,000
ASSESS/TAX COLL FEES	26,927,792	29,430,000	32,058,000	29,933,000	29,933,000	-2,125,000
AUDITING-ACCTG FEES	5,347					
CIVIL PROCESS SERVICE	1,250					
COURT FEES & COSTS	795					
RECORDING FEES	1,269					
CHRGs FOR SVCS-OTHER	3,266	643,000	640,000	609,000	609,000	-31,000
OTHER SALES	373,501					
MISCELLANEOUS	1,006,839	701,000	500,000	500,000	500,000	
SALE OF FIXED ASSETS	3,089					
TOTAL	\$ 40,608,260	\$ 44,626,000	\$ 48,453,000	\$ 47,512,000	\$ 47,512,000	\$ -941,000
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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects additional funding necessary to provide staffing resources in support of the final year of the three-year State-County Property Tax Administration Program (AB 818). Also reflects the necessary backfilling of projected reductions in SB 813 supplemental property tax administration and SB 2557 property tax administration revenue.

Multi-Year Budget Planning

In pursuit of 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 the unprecedented numbers of assessment appeals cases that continue to be 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. Additionally, modifications to the Assessor's property database and other computer systems need to be accomplished to accommodate the turn of the century (year 2000), and to expedite the property tax assessment, collection, and refund processes.

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u> <u>1994-95</u>	<u>Actual</u> <u>1995-96</u>	<u>Estimated</u> <u>Actual</u>	<u>Projected</u>
<u>Input</u>				
New construction (NC) assessments staff	47	101	81	96
Reappraisable transfer staff	217	220	189	216
Appeals defense staff	154	156	164	170
Property statements staff	28	54	54	56
Parcel changes staff	64	60	61	62
Exemption claims staff	47	44	43	43
<u>Workload/Output</u>				
Total number of completed NC assessments	51,312	102,345	71,580	90,300
Total number of completed reappraisable transfers	309,659	322,228	317,500	344,440
Total number of appeals defended	62,974	65,886	76,000	77,800
Total number of completed late and "no reply" property statements	151,887	213,052	210,000	215,600
Total number of completed parcel changes	12,017	12,406	12,135	11,991
Total number of processed exemption claims	108,157	94,347	100,525	100,525
<u>Efficiency</u>				
Completed NC assessments per staff	1,092	1,013	884	941
Completed reappraisable transfers per staff	1,427	1,465	1,680	1,595
Defended appeals per staff	409	422	463	458
Completed late and "no reply" property statements per staff	5,425	3,945	3,889	3,850
Completed parcel changes per staff	188	207	199	193
Completed exemption claims per staff	2,301	2,144	2,338	2,338
<u>Effectiveness/Outcome</u>				
NC statements	37,672	18,119	4,500	5,800
Reappraisable transfers	23,908	5,568	4,500	5,400
Appeals defended	0	0	0	0
Completed property statements	13,696	7,869	7,300	4,900
Completed parcel changes	0	0	0	0
Processed exemption claims	2,300	2,808	2,475	2,475

Performance Measures (cont'd)Objectives for 1997-98

- To achieve an estimated backlog not to exceed 5,800 new construction assessments by June 30, 1998, as it is stipulated in the Property Tax Administration Contract (AB 818).
- To achieve an estimated backlog not to exceed 5,400 reappraisable transfers by June 30, 1998, as it is stipulated in the Property Tax Administration Contract (AB 818).
- To prepare a defense for all assessment appeal cases scheduled by the Assessment Appeals Board.
- To reduce the 1996-97 estimated backlog of 7,300 late and "no reply" property statements to 4,900 by June 30, 1998.
- To complete all 1997 parcel changes by June 30, 1998.
- To prevent an increase in the current estimated backlog of 2,475 exemption claims as of June 30, 1998.

	Gross Appropriation	Changes From 1996-97 Budget		Budgeted Positions
		Revenue/IFT	Net County Cost	

Program Changes

1.	\$ 1,215,000	\$ 1,215,000	\$ --	5.0
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State-County Property Tax Administration Program: Reflects full-year appropriation and revenue for staffing and related services and supplies in order to implement the final year of the State-County Property Tax Administration Program.

Other Changes

1.	\$ 403,000	\$ --	\$ 403,000	--
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Services and Supplies: Reflects primarily an increase in utility costs.

2.	\$ (-336,000)	\$ --	\$ (-336,000)	--
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Salaries and Employee Benefits: Reflects ministerial adjustments to more accurately reflect costs.

3.	\$ (-90,000)	\$ --	\$ (-90,000)	--
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Other Charges: Reflects a decrease in capital lease expenses due to the purchase of two facilities during the 1996-97 fiscal year.

4.	\$ (-57,000)	\$ --	\$ (-57,000)	--
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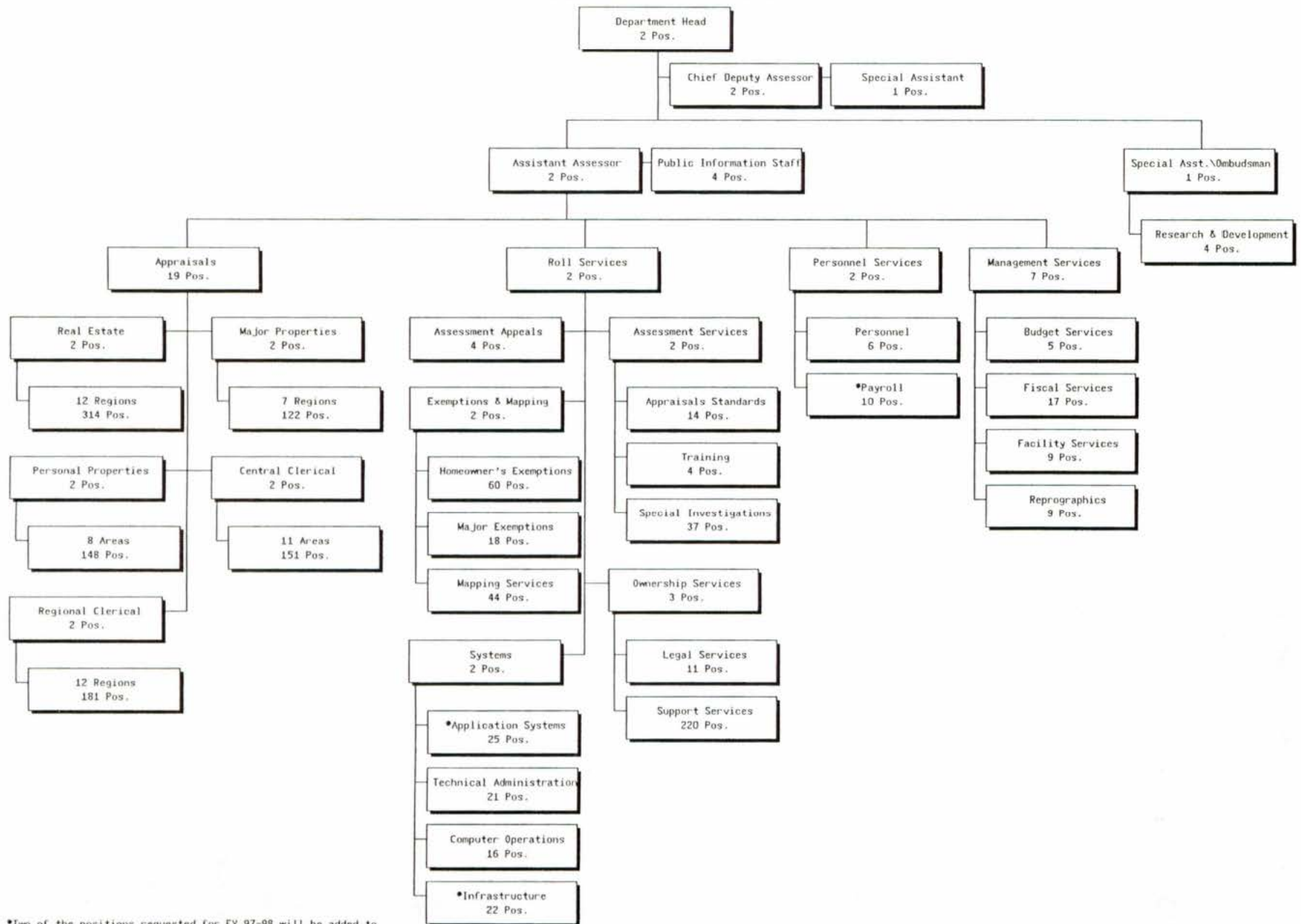
Fixed Assets: Reflects reduced fixed assets needs.

5.	\$ (-1,000)	\$ --	\$ (-1,000)	--
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Other Financing Uses: Reflects a reduction in payments for Productivity Investment Fund loans.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
6.	\$ —	\$ (-43,000)	\$ 43,000	—
<u>Intrafund Transfers</u> : Primarily reflects a decrease in services rendered to other County departments.				
7.	\$ —	\$ (-2,717,000)	\$ 2,717,000	—
<u>Revenues</u> : Primarily reflects anticipated reductions in SB 813 supplemental property tax administration and SB 2557 property tax administration reimbursement.				
8.	\$ —	\$ 561,000	\$ (-561,000)	—
<u>Countywide Cost Allocation Plan Adjustment</u> : Reflects adjustment to comply with the federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	1,134,000	\$ (-984,000)	\$ 2,118,000	5.0

Los Angeles County, Office of the Assessor
Kenneth P. Hahn, Assessor
Total Positions = 1533



*Two of the positions requested for FY 97-98 will be added to Application Systems, two positions will be added to Infrastructure, and one position will be added to Payroll.

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AUDITOR-CONTROLLER

ALAN SASAKI, AUDITOR-CONTROLLER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 19,779,057	\$ 19,721,000	\$ 21,336,000	\$ 21,269,000	\$ 21,212,000	\$ -124,000
SERVICES & SUPPLIES	14,059,915	13,408,000	13,363,000	13,760,000	13,202,000	-161,000
OTHER CHARGES	619,531	707,000	617,000	642,000	642,000	25,000
FIXED ASSETS-EQUIP	66,422					
OTHER FINANCING USES	80,872			54,000	54,000	54,000
GROSS TOTAL	\$ 34,605,797	\$ 33,836,000	\$ 35,316,000	\$ 35,725,000	\$ 35,110,000	\$ -206,000
LESS INTRAFD TRANSFER	14,701,811	15,220,000	17,439,000	16,665,000	16,345,000	-1,094,000
NET TOTAL	\$ 19,903,986	\$ 18,616,000	\$ 17,877,000	\$ 19,060,000	\$ 18,765,000	\$ 888,000
REVENUE	12,963,568	11,758,000	11,011,000	10,199,000	10,199,000	-812,000
NET COUNTY COST	\$ 6,940,418	\$ 6,858,000	\$ 6,866,000	\$ 8,861,000	\$ 8,566,000	\$ 1,700,000
BUDGETED POSITIONS	351.0	365.0	365.0	366.0	365.0	
REVENUE DETAIL						
ASSESS/TAX COLL FEES	\$ 2,723,166	\$ 5,236,000	\$ 4,591,000	\$ 4,677,000	\$ 4,677,000	\$ 86,000
AUDITING-ACCTG FEES	3,298,273	2,079,000	2,082,000	2,041,000	2,041,000	-41,000
CIVIL PROCESS SERVICE	20,454	22,000	22,000	23,000	23,000	1,000
COURT FEES & COSTS	350					
CHRGs FOR SVCS-OTHER	5,528,221	3,320,000	3,307,000	2,998,000	2,998,000	-309,000
OTHER SALES	3					
MISCELLANEOUS	1,265,835	904,000	961,000	413,000	413,000	-548,000
OPERATING TRANSFER IN	127,266	197,000	48,000	47,000	47,000	-1,000
TOTAL	\$ 12,963,568	\$ 11,758,000	\$ 11,011,000	\$ 10,199,000	\$ 10,199,000	\$ -812,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects the reallocation of positions and contracting to address the Board order of November 19, 1996 to audit all County departments, to enhance public service by extending the hours of the payroll public service counter, and to enhance apportionment of property tax refunds. The Proposed Budget also reflects a reduction in various expenditure and revenue categories, including adjustments in salaries and employee benefits; reductions in intrafund transfer and revenue; and savings from reduced charges for Internal Services Department information technology services.

The Proposed Budget also includes funding for the repayment of a Productivity Investment Fund loan received in 1996-97.

Multi-Year Budget Planning

The Auditor-Controller will fulfill its Vision 2000 strategic plan, in part, by moving forward with modifications to current work processes that will achieve efficiency through new technology and automation; by continuing to realign the Department's organizational structure to improve accountability and service; and by assisting in the improvement of countywide internal controls and management practices. Furthermore, the Auditor-Controller plans to continue refocusing the Department from an emphasis on processing to an emphasis on monitoring and consulting.

Critical Needs

The Department has a critical need for information technology resources to ensure successful completion of Year 2000 conversions.

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u> <u>1994-95</u>	<u>Actual</u> <u>1995-96</u>	<u>Estimated</u> <u>Actual</u>	<u>Projected</u>
<u>Workload/Output</u>				
Number of staff hours - payroll issuances	51,070	46,750	43,000	50,000
Number of staff hours - vendor/trust issuances	49,349	43,361	42,000	41,000
Number of staff hours - welfare issuances	47,539	46,076	44,000	43,000
Number of staff hours - property tax transactions	89,733	98,129	98,000	98,000
Number of payroll warrants issued	2,018,000	2,064,000	1,950,000	2,000,000
Number of vendor/trust warrants issued	2,209,460	2,188,933	2,300,000	2,400,000
Number of welfare warrants/notices issued	12,707,000	12,071,950	11,941,000	12,215,000
Number of property tax transactions	16,049,453	16,595,780	16,429,200	13,259,500
Number of performance audit reports (1)	17	11	12	26
Planned performance audit staff hours (1)	36,050	44,500	32,500	42,625
Actual performance audit staff hours (1)	21,340	13,486	18,000	42,625
Actual performance audit staff- full time equivalents (1)	12	7.6	10	24
Actual cost of performance audits (1)	n/a	\$869,936	\$1,260,000	\$2,663,000
Number of working days after the end of the month that CAPS reports are available	3.0	2.5	2.5	2.5
<u>Efficiency</u>				
Staff hours per 1,000 payroll warrants issued	25.31	22.65	22.05	25.00
Staff hours per 1,000 vendor/trust warrants issued	22.34	19.81	18.26	17.08
Staff hours per 1,000 welfare warrants/notices issued	3.74	3.82	3.68	3.52
Staff hours per 1,000 property tax transactions	5.59	5.91	5.96	7.39
Labor cost per 1,000 payroll warrants issued	\$739	\$639	\$605	\$750
Labor cost per 1,000 vendor/trust warrants issued	\$448	\$392	\$386	\$376
Labor cost per 1,000 welfare warrants/notices issued	\$70	\$75	\$72	\$69
Labor cost per 1,000 property tax transactions	\$143	\$137	\$140	\$185
Actual performance audit hours per report (1)	1,255	1,226	1,500	1,640
Dollar savings identified per performance audit - full time equivalents (1)	\$750,000	\$420,724	\$350,000	\$333,000

<u>Performance Measures</u> (cont'd)				
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Effectiveness/Outcome</u>				
Percentage change in staff hours per 1,000 payroll issuances	n/a	-10.51%	-2.64%	13.37%
Percentage change in staff hours per 1,000 vendor/trust issuances	n/a	-11.33%	-7.82%	-6.45%
Percentage change in staff hours per 1,000 welfare issuances	2.75%	2.14%	-3.67%	-4.35%
Percentage change in staff hours per 1,000 property tax transactions	n/a	5.72%	0.88%	23.91%
Percentage change in labor cost per 1,000 payroll issuances	n/a	-13.53%	-5.32%	23.97%
Percentage change in labor cost per 1,000 vendor/trust issuances	n/a	-12.50%	-1.53%	-2.59%
Percentage change in labor cost per 1,000 welfare issuances	1.45%	7.14%	-4.00%	-4.17%
Percentage change in labor cost per 1,000 property tax transactions	n/a	-4.20%	2.19%	32.14%
Dollar savings identified from performance audits (1)	\$9,000,000	\$3,197,500	\$3,500,000	\$8,000,000
Savings identified per performance audit as compared to the cost per performance audit (1)	n/a	\$4	\$3	\$3
Percent of actual performance audit hours to planned performance audit hours (1)	59.20%	30.31%	55.38%	100.00%
Receive unqualified opinion on audited financial statements by outside auditors	yes	yes	yes	yes
Percent of time sufficient cash available to meet County cash requirements	100%	100%	100%	100%

Objectives for 1997-98

- 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.

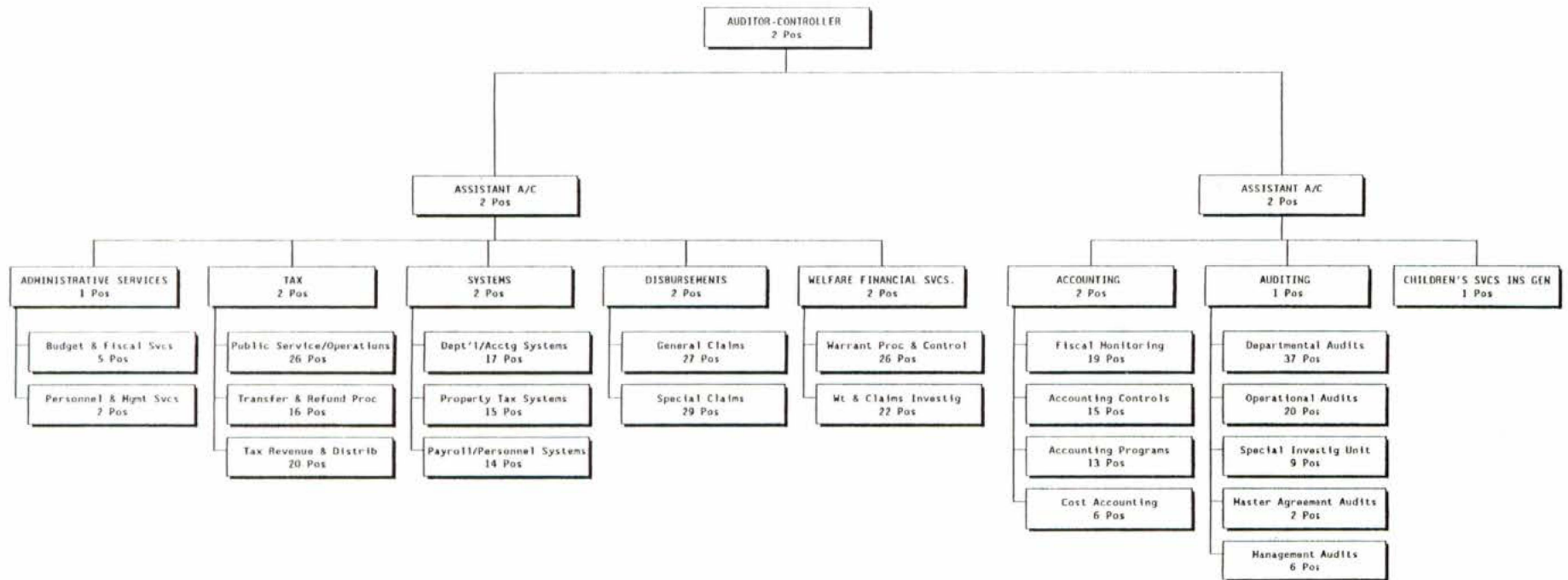
Explanatory Notes

- (1) The performance measures relate only to the performance audit function and the assigned staff for that portion of the audit function, which is approximately 25 percent of the audit function.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross</i>				<i>Budgeted</i>
<i>Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Positions</i>
<u>Program Changes</u>				
1.	\$ 542,000	\$ (-485,000)	\$ 1,027,000	(-1.0)
<u>Audit Service Increase:</u> Reflects funding to address the Board order of November 19, 1996 to audit all County departments through the use of in-house and contract auditors. Staffing resources were reallocated from reimbursable services to this program with a net reduction of 1.0 position used to fund additional contract auditors.				
2.	\$ 44,000	\$ —	\$ 44,000	1.0
<u>Administrative Service Increase:</u> Reflects the addition of 1.0 position needed to perform additional duties necessitated by the Countywide Billing and Cost Recovery Study.				
3.	\$ (-32,000)	\$ —	\$ (-32,000)	(-1.0)
<u>Systems Staff Reduction:</u> Reflects a reduction in clerical support in the Systems Division.				
4.	\$ (-71,000)	\$ —	\$ (-71,000)	(-2.0)
<u>Welfare Financial Services Reduction:</u> Reflects a reduction in staff for performing claims investigations for the recovery of County funds, and adjustments in mailroom processes due to the Aid to Families with Dependent Children on-line program.				
5.	\$ (-51,000)	\$ (-51,000)	\$ —	(-1.0)
<u>Accounting Staff Reduction:</u> Reflects the elimination of 1.0 staff position since the Automated Clearing House special project was not implemented.				
6.	\$ 38,000	\$ —	\$ 38,000	1.0
<u>Disbursements Service Enhancement:</u> Reflects the addition of 1.0 position to enhance payroll service by expanding the availability of the Special Claims Public Service Counter to regular business hours (8-5) during the week, including Fridays. Currently, public service is limited to 23 business hours per week, and unavailable on Fridays.				
7.	\$ 165,000	\$ 165,000	\$ —	3.0
<u>Property Tax Revenue Increase:</u> Reflects the addition of 3.0 positions to expedite recovery of property tax refunds from taxing agencies, thereby improving the County's cash flow and resulting in additional interest earnings for the County.				

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Other Changes</u>				
1.	\$ 54,000	\$ —	\$ 54,000	—
<u>Productivity Investment Loan Payment:</u> Reflects the first payment for a Productivity Investment Fund loan received in 1996-97.				
2.	\$ —	\$ (-913,000)	\$ 913,000	—
<u>Property Tax Revenue Reduction:</u> Reflects a net decrease in administrative revenues for property tax related services.				
3.	\$ 60,000	\$ —	\$ 60,000	—
<u>Millennium Project:</u> Reflects the Auditor's share of identified costs for modifications to the Department's internal systems for the Millennium Conversion/Year 2000 project.				
4.	\$ (-150,000)	\$ —	\$ (-150,000)	—
<u>Salaries and Employee Benefits Cost Reduction:</u> Reflects adjustments in salary savings related to vacancies, delayed hiring, and placement of employees on positions lower than their budgeted items, as well as adjustments in various employee benefit accounts to reflect actual experience.				
5.	\$ 119,000	\$ —	\$ 119,000	—
<u>Utility Cost Increase:</u> Reflects an increase in cost for utilities and telephone utilities.				
6.	\$ 25,000	\$ —	\$ 25,000	—
<u>Other Charges Cost Increases:</u> Reflects an increase in capital lease charges, slightly offset by a reduction in insurance claims allocation.				
7.	\$ —	\$ (-397,000)	\$ 397,000	—
<u>Billing/Overhead Rates Reduction:</u> Reflects a reduction in the Department's billing/overhead rates primarily due to the elimination of County retirement costs from the Department's direct expense.				
8.	\$ (-95,000)	\$ —	\$ (-95,000)	—
<u>Services and Supplies Reduction:</u> Reflects an overall reduction in various services and supplies accounts as a result of department-wide belt tightening, and in charges from other departments for various services.				
9.	\$ (-854,000)	\$ (-225,000)	\$ (-629,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	(-206,000)	\$ (-1,906,000)	\$ 1,700,000	0.0

OFFICE OF COUNTY AUDITOR-CONTROLLER
1997-98 BUDGET REQUEST



BEACHES AND HARBORS

STAN WISNIEWSKI, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 6,221,769	\$ 6,833,000	\$ 7,033,000	\$ 7,033,000	\$ 7,033,000	\$
SERVICES & SUPPLIES	6,956,364	6,858,000	6,858,000	7,187,000	7,187,000	329,000
OTHER CHARGES	366,707	593,000	767,000	1,254,000	1,254,000	487,000
FIXED ASSETS-EQUIP	66,021	70,000	70,000	758,000	259,000	189,000
OTHER FINANCING USES	41,860	223,000	223,000	2,645,000	223,000	
GROSS TOTAL	\$ 13,652,721	\$ 14,577,000	\$ 14,951,000	\$ 18,877,000	\$ 15,956,000	\$ 1,005,000
LESS INTRAFD TRANSFER	97,729					
NET TOTAL	\$ 13,554,992	\$ 14,577,000	\$ 14,951,000	\$ 18,877,000	\$ 15,956,000	\$ 1,005,000
REVENUE	12,131,641	11,366,000	11,216,000	12,221,000	12,221,000	1,005,000
NET COUNTY COST	\$ 1,423,351	\$ 3,211,000	\$ 3,735,000	\$ 6,656,000	\$ 3,735,000	\$
BUDGETED POSITIONS	130.0	132.0	132.0	139.0	139.0	7.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 156,100	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$
CONSTRUCTION PERMITS	10,276					
INTEREST	146					
RENTS AND CONCESSIONS	1,552,413	1,425,000	1,425,000	1,425,000	1,425,000	
STATE-OTHER	274,161	274,000	274,000	274,000	274,000	
PLANNING & ENG SVCS	1,911					
CHRGs FOR SVCS-OTHER	6,434,620	6,139,000	6,139,000	6,139,000	6,139,000	
OTHER SALES	221					
MISCELLANEOUS	701,509	761,000	761,000	761,000	761,000	
SALE OF FIXED ASSETS	3,101					
OPERATING TRANSFER IN	2,997,183	2,647,000	2,497,000	3,502,000	3,502,000	1,005,000
TOTAL	\$ 12,131,641	\$ 11,366,000	\$ 11,216,000	\$ 12,221,000	\$ 12,221,000	\$ 1,005,000
FUND GENERAL FUND			FUNCTION RECREATION & CULTURAL SERVICES	ACTIVITY RECREATION FACILITIES		

Mission Statement

To manage Marina del Rey and County-owned and -operated beaches in a manner that enhances public access and enjoyment while maximizing County revenue through proactive asset management. This includes Marina lease administration and leasehold redevelopment; beach concession, parking, and use permit administration; beach and Marina maintenance (refuse removal, restroom cleaning, grounds maintenance, and facility repairs); Marina leasehold maintenance inspections; planning and implementation of Marina del Rey and beach capital improvement and infrastructure programs; marketing and management of promotional campaigns; and outreach/youth programs, including the Day in the Marina and the Water Awareness, Training, Education, and Recruitment (W.A.T.E.R.) programs.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects an increase of \$1,005,000, after debt service of \$21 million on Marina del Rey Certificates of Participation, from better-than-anticipated Marina leasehold rental rate renegotiation results, regional economic improvements, and a variety of other revenue programs. This additional revenue primarily funds additional resources for implementation of an asset management strategy to increase Marina revenue and State Department of Boating and Waterways loan repayments associated with the Marina Seawall Restoration Project.

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. Achievement of this plan will be evidenced by:

- Managing implementation of an Asset Management Strategy that yields second generation development of Marina del Rey which accelerates both public use and County revenues.
- Promoting Marina del Rey and beach properties through public/private partnerships that generate increased patronage.
- Constructing beach capital improvement projects using Proposition A (park bond) funding.
- 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 scope and attendance of inner-city youth programs without increasing County costs or fees.

Critical Needs

The Department's critical needs consist of: 1) dredging 500,000 cubic yards of sediment from the Marina's north and south entrances to design depth, and funding the transportation and disposal of an estimated 250,000 cubic yards of contaminated sediments; 2) annual transfer of sufficient funds to the Marina Replacement Accumulative Capital Outlay Fund to fund infrastructure repairs and rehabilitation of aging Marina infrastructure components; 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.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
ASSET MANAGEMENT				
<u>Input</u>				
Leases scheduled for rental adjustment	2	4	4	6
<u>Workload/Output</u>				
Lease rental adjustments completed	3	4	12	15
<u>Efficiency</u>				
Scheduled rental adjustments completed	150%	100%	300%	250%
<u>Effectiveness/Outcome</u>				
Year-end lease rental adjustment backlog	17	17	9	0
<u>Objective for 1997-98</u>				
Decrease time and backlog for Marina del Rey leasehold rental adjustment renegotiations.				

Performance Measures (cont'd)

Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
REVENUE GENERATION (Marketing)				
<u>Input</u>				
Marketing personnel costs	\$218,000	\$186,000	\$241,000	\$250,000
<u>Workload/Output</u>				
Marketing revenue	\$628,000	\$631,000	\$719,000	\$751,000
<u>Efficiency</u>				
Marketing revenue per dollar of labor	\$2.88	\$3.39 ⁽¹⁾	\$2.98	\$3.00
<u>Effectiveness/Outcome</u>				
Change in marketing revenue per dollar of labor	-6%	18%	-12%	1%
<u>Objective for 1997-98</u>				
Increase marketing revenue by at least 4 percent.				

Explanatory Notes

- (1) Marketing revenue per labor dollar was artificially high in 1995-96, as ongoing contracts maintained revenue, despite a marketing staff reduction as a result of a hiring freeze.

LONG-TERM PLAN FOR CAPITAL FACILITIES/REVENUE GENERATION

<u>Input</u>				
Construction contracts and lease awards scheduled	n/a	n/a	5	6
<u>Workload/Output</u>				
Construction contracts and leases awarded	n/a	n/a	5	6
<u>Efficiency</u>				
Scheduled construction contracts and leases awarded	n/a	n/a	100%	100%
<u>Effectiveness/Outcome</u>				
Decrease in beach facility maintenance costs and increase in revenue from new Marina developments	n/a	n/a	n/a	n/a

Objectives for 1997-98

- Continue implementation of the Four-Year Capital Projects Strategic Plans for beaches in the Third and Fourth Districts.
- Continue process to develop Marina visitor-serving, entertainment, and retail project at eastern main entrance.

Explanatory Notes

The beach capital project strategic plans spread construction of capital projects across four years. Marina development projects also require multi-year efforts: issuing requests for proposals and/or negotiating and awarding lease extensions; obtaining development permits; and constructing the projects.

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
COST- EFFECTIVE MIX OF PUBLIC-PRIVATE PARTNERSHIPS				
<u>Input</u>				
Youth program expenditures	\$221,000	\$189,000	\$252,000	\$302,000
<u>Workload/Output</u>				
Youth participation days	7,798	8,586	10,309	12,365
<u>Efficiency</u>				
Youth program costs per youth day	28	22	24	24
<u>Effectiveness/Outcome</u>				
Youth participation days increase	19%	10%	20%	20%
<u>Objective for 1997-98</u>				
Increase youth programs participation days by 20 percent.				

Explanatory Notes

Youth program expenditures have been, and are anticipated to remain, fully offset by marketing sponsorships, donations, and program fees.

Changes From 1996-97 Budget

<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
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Program Changes

1.	\$ 429,000	\$ —	\$ 429,000	—
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Marina del Rey Seawall Restoration Project: Reflects an increase in loan payments to the State Department of Boating and Waterways.

2.	\$ 504,000	\$ 1,005,000	\$ (-501,000)	4.0
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Management of Marina Assets: Reflects the addition of a Senior Real Property Agent and increased costs for economic, planning, legal, and promotional consultants associated with implementing an asset management strategy to increase Marina revenue. Also includes funding for 3.0 Grounds Maintenance Workers to improve refuse collection in the public access areas of the Marina. These additional costs will be offset in future years by increased Marina revenue, and in 1997-98, specifically by increased revenue primarily due to better-than-anticipated rental rate renegotiation results and regional economic improvements.

3.	\$ 189,000	\$ —	\$ 189,000	—
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Off-Highway Equipment Replacement: Reflects funding, in lieu of additional LAC-CAL financing as in the prior two fiscal years, for limited replacement of some of the Department's off-highway and other equipment, most of which have exceeded their useful lives and have become cost-prohibitive to repair. The costs will largely be offset in future years by reduced maintenance and equipment rental expenses.

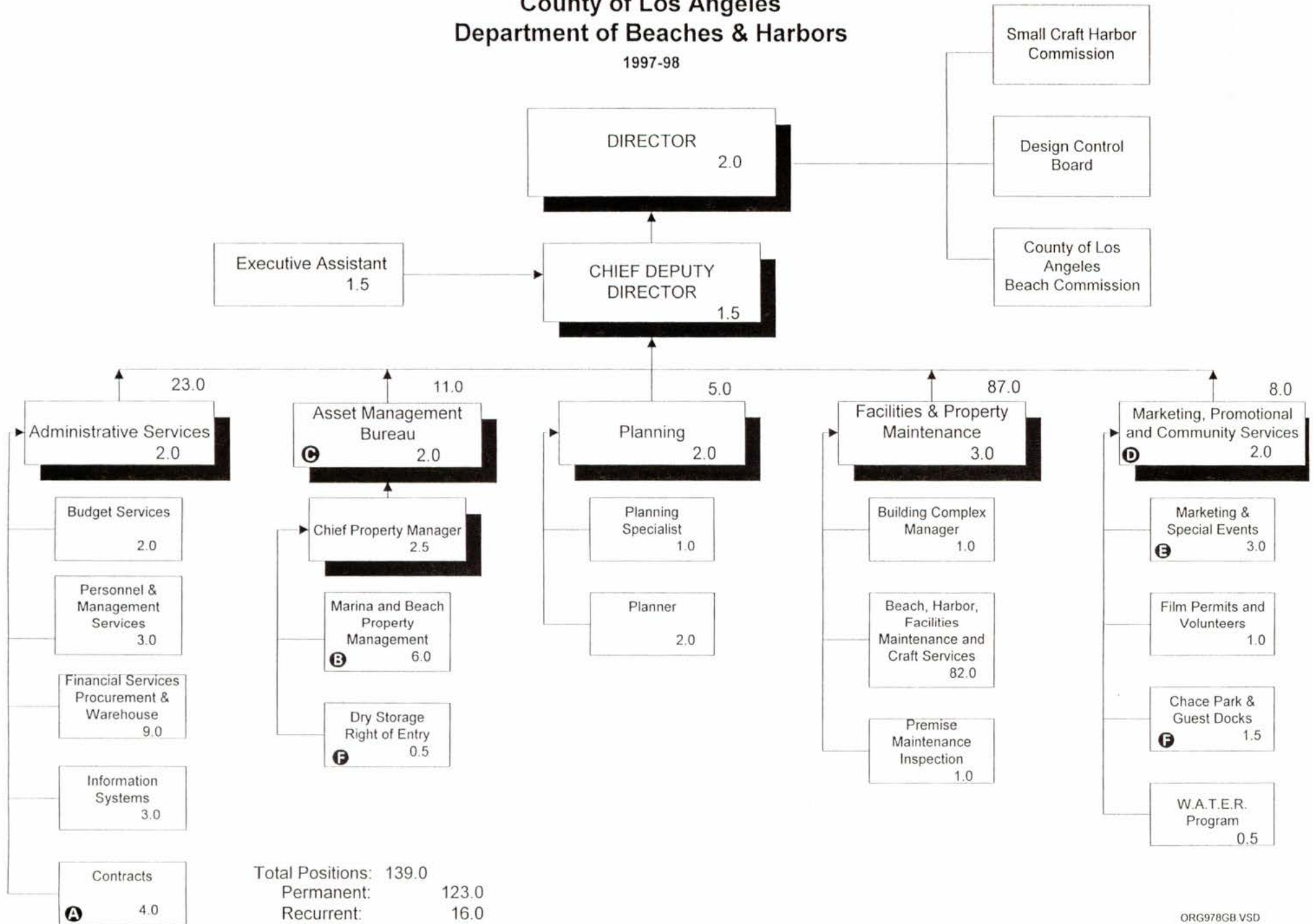
		Changes From 1996-97 Budget		
Gross Appropriation		Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
4.	\$ (-220,000)	\$ 150,000	\$ (-370,000)	—
<u>Beach and Marina Parking:</u> Reflects a reduction in costs due to parking contract efficiencies realized from the request for proposals completed last year, and increased revenue attributable to increases in parking fees and patronage.				
5.	\$ (-68,000)	\$ —	\$ (-68,000)	—
<u>Marina Dredging:</u> Reflects a reduction of second-year charges from the U.S. Army Corps of Engineers for the Marina dredging feasibility study in accordance with the Board-approved cost-sharing agreement between the County and the Corps.				
6.	\$ (-205,000)	\$ (-105,000)	\$ (-100,000)	—
<u>Marina Environmental Quality Testing:</u> Reflects cost savings associated with the environmental quality testing contract efficiencies realized last year and a corresponding reduction in offsetting reimbursements.				
7.	\$ 87,000	\$ —	\$ 87,000	1.0
<u>Contract Administration and Student Workers:</u> Reflects the addition of a Senior Contract Administrator to provide effective management and control of the Department's contract administration, including monitoring efforts and marketing efforts. Also includes funding necessary for 2.0 Student Worker positions.				
8.	\$ 95,000	\$ —	\$ 95,000	2.0
<u>Community Services:</u> Reflects funding to restore 1.0 secretarial position in the expanded Community Services/Marketing/Promotional Division to support the Division Chief position reinstated last fiscal year; 1.0 Park Management Assistant to support Chace Park operations, including guest dock revenue collection; and 2.0 Student Workers for inner-city youth and Marina Visitor Center programs.				
<u>Other Changes</u>				
1.	\$ (-257,000)	\$ —	\$ (-257,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a net reduction in salaries and employee benefits based on actual experience.				
2.	\$ 99,000	\$ —	\$ 99,000	—
<u>Marina Landscaping Maintenance:</u> Reflects increased costs associated with recently competitively bid landscape maintenance contracts.				
3.	\$ 125,000	\$ —	\$ 125,000	—
<u>Fleet Vehicle Maintenance and Fuel:</u> Reflects an increase in Internal Services Department charges for fleet vehicle maintenance and fuel costs.				

Beaches and Harbors (cont'd)

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
4.	\$ 102,000	\$ —	\$ 102,000	—
<u>LAC-CAL</u> : Reflects scheduled increases in LAC-CAL payments for equipment purchases in 1996-97.				
5.	\$ 125,000	\$ (-45,000)	\$ 170,000	—
<u>Miscellaneous Adjustments</u> : Reflects miscellaneous increases in services and supplies and a decrease in revenue primarily from the termination in May 1995 of the beach maintenance services agreement at Redondo Beach, which was subsequently funded by the State.				
<i>Total \$</i>	<i>1,005,000</i>	<i>\$ 1,005,000</i>	<i>\$ 0</i>	<i>7.0</i>

County of Los Angeles Department of Beaches & Harbors

1997-98



BOARD OF SUPERVISORS
JOANNE STURGES, EXECUTIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 17,774,520	\$ 17,979,000	\$ 18,079,000	\$ 19,685,000	\$ 19,321,000	\$ 1,242,000
SERVICES & SUPPLIES	21,998,271	34,216,000	34,216,000	25,137,000	22,758,000	-11,458,000
LESS EXPENDITURE DIST	3,795,049	3,843,000	3,843,000	3,966,000	3,966,000	123,000
TOT S & S	18,203,222	30,373,000	30,373,000	21,171,000	18,792,000	-11,581,000
OTHER CHARGES	1,181,801	1,104,000	1,104,000	1,304,000	1,106,000	2,000
FIXED ASSETS-EQUIP	171,210			360,000		
OTHER FINANCING USES	65,000					
GROSS TOTAL	\$ 37,395,753	\$ 49,456,000	\$ 49,556,000	\$ 42,520,000	\$ 39,219,000	\$ -10,337,000
LESS INTRAFD TRANSFER	7,913,353	7,256,000	7,256,000	3,199,000	3,199,000	-4,057,000
NET TOTAL	\$ 29,482,400	\$ 42,200,000	\$ 42,300,000	\$ 39,321,000	\$ 36,020,000	\$ -6,280,000
REVENUE	2,685,596	2,755,000	1,362,000	2,257,000	2,526,000	1,164,000
NET COUNTY COST	\$ 26,796,804	\$ 39,445,000	\$ 40,938,000	\$ 37,064,000	\$ 33,494,000	\$ -7,444,000
BUDGETED POSITIONS	242.3	244.3	244.3	290.0	280.0	35.7
REVENUE DETAIL						
BUSINESS LICENSES	\$ 1,500	\$	\$	\$	\$	
RENTS AND CONCESSIONS	19,350					
STATE-TRIAL COURTS	231,302					
FEDERAL-OTHER		214,000		207,000	207,000	207,000
LEGAL SERVICES	5					
CIVIL PROCESS SERVICE	148,446					
CHRGs FOR SVCS-OTHER	1,428,439	2,271,000	1,338,000	2,026,000	2,295,000	957,000
OTHER SALES	40					
MISCELLANEOUS	853,185	270,000	24,000	24,000	24,000	
SALE OF FIXED ASSETS	3,329					
TOTAL	\$ 2,685,596	\$ 2,755,000	\$ 1,362,000	\$ 2,257,000	\$ 2,526,000	\$ 1,164,000

Mission Statement

As the governing body of Los Angeles County, the Board of Supervisors enacts ordinances, directs the overall operations of County departments and districts, and oversees the delivery of services within the County.

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; providing staff support to the Assessment Appeals Board and responsive service to taxpayers seeking relief before those boards; and providing cost-effective administrative support services to Board-appointed commissions, committees, and task forces, and to other departments and small budget units.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects a reduction of \$7,444,000 primarily in one-time, carryover funding which supported programs of community interest and benefit. However, to maintain the 1996-97 base funding level for community assistance, the Proposed Budget includes \$5.0 million for these programs. The budget also includes a reduction of \$5.0 million in reimbursable services, primarily due to the Board-approved reduction in the level of service provided to County departments for the Temporary Clerical program.

1997-98 Budget Message (cont'd)

The budget also reflects funding for staff and technical system support for 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. These costs are fully offset by additional revenue associated with the recovery of property tax administration costs. Also included are additional positions largely offset with grant and program revenue, to support the Countywide Criminal Justice Coordination Committee's Drug Court Expansion Project; the Arts Commission; the operations of the Information Systems Advisory Body; and technical systems support for the Board Offices' local area network system.

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

Multi-Year Budget Planning

The 1997-98 Proposed Budget supports the Department's Vision 2000 strategic plan by providing funding to complete the technological infrastructure designed to reduce reliance on paper-bound processes and to create improved access to information and services provided by the Executive Office. Consistent with the Department's strategic plan, these efforts will ultimately create a "paperless agenda" process and provide on-line, interactive services to the public and client County departments.

The Proposed Budget continues to provide funding to reduce the backlog of assessment appeals to achieve the Department's goal of providing taxpayers an appeal hearing within one year of filing their appeal, and will expand the new assessment appeal educational program to field locations in each Supervisorial District.

Critical Needs

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

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
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	53	51	60	60
Number of Commission Services central support staff to prepare agendas, attend meetings, and prepare minutes	10	10	8	8

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input (cont'd)</u>				
Number of Accounting staff to process invoices for client departments including the Board of Supervisors	5	5	5	4
Number of Special Services staff to process payroll documents for client departments including the Board of Supervisors	6	6	5	5
<u>Workload/Output</u>				
Number of agenda items processed	3,248	3,250	3,800	3,900
Number of information requests/ referrals, claims, and summons	8,776	8,800	8,900	9,000
Number of assessment appeals resolved (parcels)	59,929	70,000	90,000	100,000
Number of Commission agendas and minutes prepared	494	450	460	460
Number of invoices processed	41,429	38,895	37,000	31,000
Number of employees on payroll	1,831	1,859	1,879	1,900
<u>Efficiency</u>				
Number of agenda items processed per staff person	180	181	211	217
Number of information requests/referrals claims, and summons processed per staff person	1,755	1,760	1,780	1,800
Number of assessment appeal applications resolved (parcels) per staff person	1,130	1,373	1,500	1,667
Number of Commission agendas and minutes processed per staff person	49	45	58	58
Number of invoices processed per staff person	8,286	7,779	7,400	7,750
Number of employees on payroll processed by each payroll clerk	305	310	376	380
<u>Effectiveness/Outcome</u>				
Percentage of weekly Board agendas prepared by 8:00 a.m. Thursdays	100%	100%	100%	100%
Percentage of all public and staff research requests for documents completed within eight hours	95%	95%	95%	95%
Percentage of appeals resolved within two years, or sooner, of submittal	98%	98%	98%	98%

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>		
<u>Effectiveness/Outcome (cont'd)</u>				
Percentage of Commission agendas developed, prepared, and distributed 72 hours before meeting, and percentage of minutes completed within one week of meeting	100%	100%	100%	100%
Percentage of all complete accounts payable processed with 30 calendar days of receipt	95%	95%	95%	95%
Percentage of all payroll documents processed within the Auditor-Controller's established deadlines	100%	100%	100%	100%

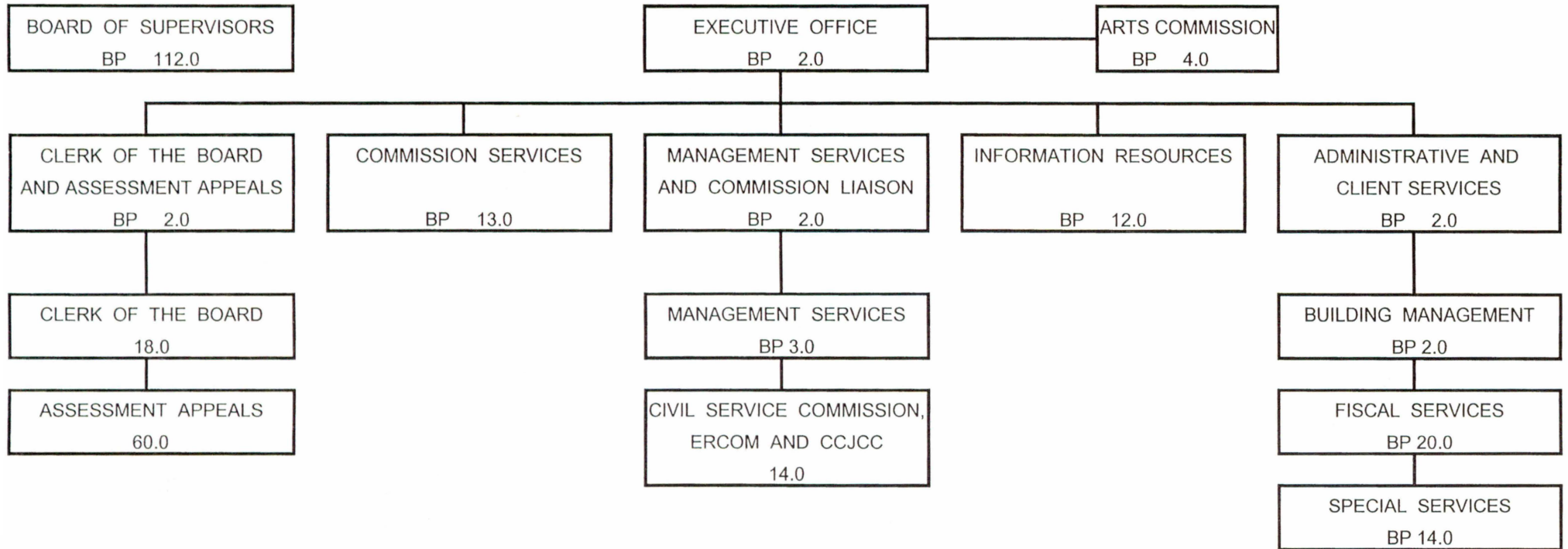
Objectives for 1997-98

- Continue to process 100 percent of all Board agendas within mandated time frames.
- Respond to 100 percent of all requests/referrals, claims and summons.
- Process 98 percent of all 1996 assessment appeal applications by May 1998.
- Continue to process all Commission agendas and minutes within required time frames.
- To ensure discount prices, process 90 percent of all vendor invoices within 30 days.
- Continue to process all payroll documents within established deadlines.

	<u>Gross</u> <u>Appropriation</u>	<u>Changes From 1996-97 Budget</u>		<u>Budgeted</u> <u>Positions</u>
		<u>Revenue/IFT</u>	<u>Net County Cost</u>	
<u>Program Changes</u>				
1.	\$ (-6,087,000)	\$ —	\$ (-6,087,000)	—
<u>Community Programs:</u> Reflects the deletion of one-time funding which supported various programs of community interest and benefit.				
2.	\$ (-5,000,000)	\$ (-5,000,000)	\$ —	—
<u>Temporary Clerical Program Reduction:</u> Reflects a reduction in the level of service provided to County departments for the Temporary Clerical program.				
3.	\$ —	\$ 1,393,000	\$ (-1,393,000)	—
<u>Assessment Appeals Revenue Increase:</u> Reflects an increase in revenue associated with the recovery of property tax administrative costs related to the Assessment Appeals program as authorized by AB 1055.				

		<u>Changes From 1996-97 Budget</u>		
<u>Gross Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes (cont'd)</u>				
4.	\$ 356,000	\$ —	\$ 356,000	30.0
<u>Assessment Appeals Staff:</u> Reflects funding to convert 30.0 temporary contract positions to County permanent and recurrent positions consistent with Board policy, partially offset by funds previously paid to contract agencies.				
5.	\$ 170,000	\$ —	\$ 170,000	—
<u>Assessment Appeals Space Lease:</u> Reflects funding for office space and necessary equipment for Assessment Appeals Hearing Officers to hear assessment appeal cases.				
6.	\$ 50,000	\$ —	\$ 50,000	1.7
<u>Staffing Requirements:</u> Reflects the addition of 2.0 technical staff positions, one to support the Assessment Appeals Program and one to support the local area network system in each Board office, offset by the reduction of a 0.3 clerical staff position.				
7.	\$ 207,000	\$ 207,000	\$ —	1.0
<u>Countywide Criminal Justice Coordination Committee:</u> Reflects grant funding from the federal Department of Justice for the Drug Court Expansion Project including funding for a Project Coordinator.				
8.	\$ 90,000	\$ 90,000	\$ —	2.0
<u>Arts Commission:</u> Reflects funding for a Production Coordinator for the Summer Nights at the Ford and Annual Holiday Celebration Program, and for a Program Manager for grants administration of the National/State/County Partnership, the Arts Organization Stabilization Initiative, and the Organizational Grant Program. Both positions are fully revenue-offset.				
9.	\$ 92,000	\$ 92,000	\$ —	1.0
<u>Information Systems Advisory Body:</u> Reflects the addition of a reimbursable technical support position.				
<u>Other Changes</u>				
1.	\$ (-271,000)	\$ 269,000	\$ (-540,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
2.	\$ 56,000	\$ 56,000	\$ —	—
<u>Client Services:</u> Primarily reflects adjustments associated with services provided to other County departments based on actual experience.				
Total \$	(-10,337,000)	\$ (-2,893,000)	\$ (-7,444,000)	35.7

**BOARD OF SUPERVISORS ORGANIZATION CHART
1997-98 BUDGET**



* The Executive Office provides accounting, procurement and/or payroll services to twenty-seven County departments and budget units.

CAPITAL PROJECTS/REFURBISHMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FIXED ASSETS-LAND	\$ 9,194,463	\$	\$ 9,545,000	\$ 188,000	\$ 188,000	\$ -9,357,000
FIXED ASSETS-B & I	17,889,856	20,553,000	139,744,000	386,821,466	84,148,000	-55,596,000
TOT CAP PROJ	27,084,319	20,553,000	149,289,000	387,009,466	84,336,000	-64,953,000
GROSS TOTAL	\$ 27,084,319	\$ 20,553,000	\$ 149,289,000	\$ 387,009,466	\$ 84,336,000	\$ -64,953,000
REVENUE	24,820,707	17,618,000	146,354,000	100,758,466	81,401,000	-64,953,000
NET COUNTY COST	\$ 2,263,612	\$ 2,935,000	\$ 2,935,000	\$ 286,251,000	\$ 2,935,000	\$
REVENUE DETAIL						
INTEREST/CP	\$	\$	\$	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
ST AID-EARTHQUAKE/CP		23,000	7,500,000	12,000,000	12,000,000	4,500,000
STATE AID-CONSTR/CP	21,642,230	10,543,000	28,725,000	2,038,000	2,038,000	-26,687,000
FED AID-CONSTRUCT/CP	1,059,499	1,059,000	3,877,000	33,186,000	22,593,000	18,716,000
FED AID-EARTHQUAKE/CP		212,000	67,500,000	36,619,000	29,700,000	-37,800,000
MISCELLANEOUS/CP	1,783,343	5,281,000	13,246,000	10,489,000	8,720,000	-4,526,000
INSURANCE PROCEEDS/CP	255,000		25,000,000	3,300,000	3,300,000	-21,700,000
SALE-FIXED ASSETS/CP	25,035		6,000			-6,000
OPERATING TRANS IN/CP	55,600			2,126,466	2,050,000	2,050,000
LT DEBT PROCEEDS/CP		500,000	500,000			-500,000
TOTAL	\$ 24,820,707	\$ 17,618,000	\$ 146,354,000	\$ 100,758,466	\$ 81,401,000	\$ -64,953,000

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.

1997-98 Budget Message

Recommendations for 1997-98 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 1997-98 recommendations reflect a decrease of \$65.0 million in gross appropriation from 1996-97 and a corresponding reduction in revenue. This change in appropriation level reflects a reduction in funding requirements of earthquake related capital projects. Such projects continue to be fully offset by State and federal revenues.

Net County cost funding will be required in 1997-98 to fund the addition of various Sheriff-related projects. The additional projects include the construction of a courtroom at Biscailuz Center which will be designated for certain drug-related cases, infrastructure improvements at Sybil Brand Institute, and an Inmate Services Warehouse and various security enhancements at Pitchess Detention Center. Net County Cost funding will be set aside for this purpose in 1996-97.

Capital Projects/Refurbishment (cont'd)

		<u>Changes From 1996-97 Budget</u>		
	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Major Changes</u>				
1.	\$ (-64,953,000)	\$ (-64,953,000)	\$ —	—
The proposed reduction in appropriation and revenue reflects a reduction in funding requirements on earthquake related capital projects.				
Total \$	(-64,953,000)	\$ (-64,953,000)	\$ 0	0.0

CHIEF INFORMATION OFFICER
JON W. FULLINWIDER, CHIEF INFORMATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$	\$ 82,000	\$ 164,000	\$ 1,305,000	\$ 1,305,000	\$ 1,141,000
SERVICES & SUPPLIES		60,000		521,000	521,000	521,000
GROSS TOTAL	\$	\$ 142,000	\$ 164,000	\$ 1,826,000	\$ 1,826,000	\$ 1,662,000
LESS INTRAFUND TRANSFER		117,000		1,500,000	1,500,000	1,500,000
NET TOTAL	\$	\$ 25,000	\$ 164,000	\$ 326,000	\$ 326,000	\$ 162,000
REVENUE		25,000	164,000	326,000	326,000	162,000
NET COUNTY COST	\$	\$	\$	\$	\$	\$
BUDGETED POSITIONS		1.0	1.0	12.0	12.0	11.0
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$	\$ 25,000	\$ 164,000	\$ 326,000	\$ 326,000	\$ 162,000
TOTAL	\$	\$ 25,000	\$ 164,000	\$ 326,000	\$ 326,000	\$ 162,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

To direct and oversee the development, coordination, and integration of countywide information technology systems.

1997-98 Budget Message

The 1997-98 Proposed Budget provides funding to staff and operate the Office of the Chief Information Officer (CIO) established by the Board of Supervisors to provide coordination and integration of countywide information technology systems. The Proposed Budget provides 11 new positions to support the mission of the CIO and related funding necessary to sustain ongoing operations. Services provided by the CIO are fully reimbursable from County departments.

Multi-Year Budget Planning

The Proposed Budget supports the Department's long-range strategic plan to review, assess, and plan modifications to provide the County with integrated property tax systems, criminal justice systems, and health care information systems. The Proposed Budget also supports the initial phase of multi-year efforts to develop a comprehensive inventory of the County's information technology systems and assets, as well as efforts to achieve year 2000 compliant software conversion and systems modifications.

Critical Needs

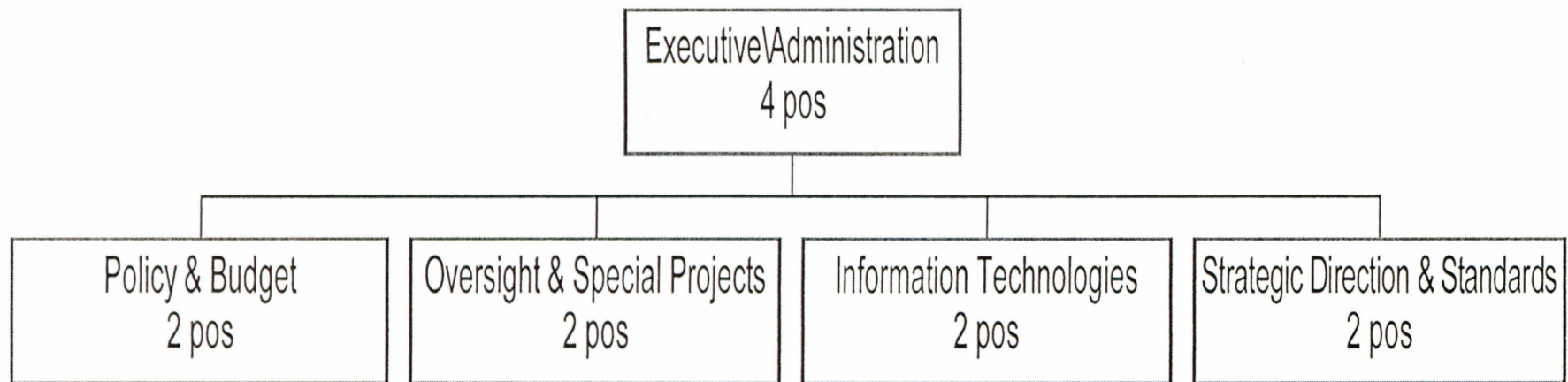
The most pressing critical need facing the County is funding to support the Year 2000 Project conversion efforts. Most major County systems are operating well in excess of their planned system life and have had very few upgrades over their life span. Resources must rapidly be configured and diverted to Year 2000 conversion efforts if County information systems are to transition without interruption into the coming century.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ 1,141,000	\$ 1,141,000	\$ —	11.0
<u>Salaries and Employee Benefits:</u> Reflects an increase of 11.0 positions to staff the Office of the Chief Information Officer.				
2.	\$ 521,000	\$ 521,000	\$ —	—
<u>Services and Supplies:</u> Reflects funding necessary to support ongoing operations.				
Total \$	1,662,000	\$ 1,662,000	\$ 0	11.0

OFFICE OF THE CHIEF INFORMATION OFFICER

Jon W. Fullinwider

1997-98 Proposed Budget
12 positions



CHILDREN AND FAMILY SERVICES PETER DIGRE, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 235,169,428	\$ 250,871,000	\$ 263,684,000	\$ 287,297,000	\$ 283,330,000	\$ 19,646,000
SERVICES & SUPPLIES	83,002,212	93,350,000	87,971,000	101,037,000	101,037,000	13,066,000
OTHER CHARGES	483,120,864	543,970,000	477,128,000	582,218,000	582,218,000	105,090,000
FIXED ASSETS-EQUIP	476,364	875,000	764,000	2,801,000	2,801,000	2,037,000
OTHER FINANCING USES	206,818	143,000	143,000	197,000	197,000	54,000
GROSS TOTAL	\$ 801,975,686	\$ 889,209,000	\$ 829,690,000	\$ 973,550,000	\$ 969,583,000	\$ 139,893,000
LESS INTRAFD TRANSFER	2,400	700,000	700,000	1,984,000	1,984,000	1,284,000
NET TOTAL	\$ 801,973,286	\$ 888,509,000	\$ 828,990,000	\$ 971,566,000	\$ 967,599,000	\$ 138,609,000
REVENUE	713,606,609	839,165,000	779,646,000	907,657,000	904,769,000	125,123,000
NET COUNTY COST	\$ 88,366,677	\$ 49,344,000	\$ 49,344,000	\$ 63,909,000	\$ 62,830,000	\$ 13,486,000
BUDGETED POSITIONS	4,700.6	5,012.0	5,012.0	5,533.0	5,434.0	422.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 141,522,379	\$ 139,387,000	\$ 149,926,000	\$ 166,740,000	\$ 165,765,000	\$ 15,839,000
ST AID-PUB ASST PROG	131,398,842	122,185,000	126,378,000	130,700,000	130,700,000	4,322,000
STATE-OTHER	-907,792	2,089,000	2,901,000	2,168,000	2,168,000	-733,000
STATE-REALIGNMENT REV	145,511,489	179,475,000	179,475,000	178,075,000	178,075,000	-1,400,000
FEDERAL-PUB ASST-ADM	148,645,860	177,007,000	174,590,000	199,388,000	197,475,000	22,885,000
FED AID-PUB ASST PROG	145,167,432	213,614,000	140,157,000	220,418,000	220,418,000	80,261,000
FEDERAL-OTHER	90,450					
COURT FEES & COSTS	1,780					
RECORDING FEES	30					
ADOPTION FEES	645,559	290,000	497,000	498,000	498,000	1,000
INSTIT CARE & SVS	5,206					
OTHER SALES	4,391	5,038,000	3,684,000	9,590,000	9,590,000	5,906,000
MISCELLANEOUS	1,060,465	80,000	2,038,000	80,000	80,000	-1,958,000
SALE OF FIXED ASSETS	3,168					
OPERATING TRANSFER IN	457,350					
TOTAL	\$ 713,606,609	\$ 839,165,000	\$ 779,646,000	\$ 907,657,000	\$ 904,769,000	\$ 125,123,000

CHILDREN AND FAMILY SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 221,927,989	\$ 237,345,000	\$ 251,895,000	\$ 272,040,000	\$ 268,073,000	\$ 16,178,000
SERVICES & SUPPLIES	77,879,019	84,333,000	78,319,000	92,010,000	92,010,000	13,691,000
OTHER CHARGES	26,732,696	35,718,000	40,150,000	52,057,000	52,057,000	11,907,000
FIXED ASSETS-EQUIP	457,800	625,000	514,000	2,431,000	2,431,000	1,917,000
OTHER FINANCING USES	206,818	143,000	143,000	197,000	197,000	54,000
GROSS TOTAL	\$ 327,204,322	\$ 358,164,000	\$ 371,021,000	\$ 418,735,000	\$ 414,768,000	\$ 43,747,000
LESS INTRAFD TRANSFER	2,400			1,984,000	1,984,000	1,984,000
NET TOTAL	\$ 327,201,922	\$ 358,164,000	\$ 371,021,000	\$ 416,751,000	\$ 412,784,000	\$ 41,763,000
REVENUE	292,867,001	333,647,000	343,376,000	376,432,000	373,544,000	30,168,000
NET COUNTY COST	\$ 34,334,921	\$ 24,517,000	\$ 27,645,000	\$ 40,319,000	\$ 39,240,000	\$ 11,595,000
BUDGETED POSITIONS	4,365.0	4,771.0	4,771.0	5,201.0	5,102.0	331.0

Children and Family Services (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 134,158,464	\$ 136,672,000	\$ 146,760,000	\$ 162,963,000	\$ 161,988,000	15,228,000
STATE-OTHER	-2,292,826		812,000	79,000	79,000	-733,000
STATE-REALIGNMENT REV	12,328,518	24,287,000	24,287,000	14,287,000	14,287,000	-10,000,000
FEDERAL-PUB ASST-ADM	147,036,186	167,360,000	165,378,000	189,015,000	187,102,000	21,724,000
FEDERAL-OTHER	90,450					
COURT FEES & COSTS	1,780					
RECORDING FEES	30					
ADOPTION FEES	645,559	290,000	497,000	498,000	498,000	1,000
OTHER SALES	4,391	5,038,000	3,684,000	9,590,000	9,590,000	5,906,000
MISCELLANEOUS	434,009		1,958,000			-1,958,000
SALE OF FIXED ASSETS	3,090					
OPERATING TRANSFER IN	457,350					
TOTAL	\$ 292,867,001	\$ 333,647,000	\$ 343,376,000	\$ 376,432,000	\$ 373,544,000	30,168,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY ADMINISTRATION	

CHILDREN AND FAMILY SERVICES - MACLAREN CHILDREN'S CENTER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 13,241,439	\$ 13,526,000	\$ 11,789,000	\$ 15,257,000	\$ 15,257,000	3,468,000
SERVICES & SUPPLIES	3,033,980	6,928,000	7,563,000	6,938,000	6,938,000	-625,000
FIXED ASSETS-EQUIP	18,564	250,000	250,000	370,000	370,000	120,000
GROSS TOTAL	\$ 16,293,983	\$ 20,704,000	\$ 19,602,000	\$ 22,565,000	\$ 22,565,000	2,963,000
LESS INTRAID TRANSFER		700,000	700,000			-700,000
NET TOTAL	\$ 16,293,983	\$ 20,004,000	\$ 18,902,000	\$ 22,565,000	\$ 22,565,000	3,663,000
REVENUE	9,016,821	12,442,000	12,458,000	14,230,000	14,230,000	1,772,000
NET COUNTY COST	\$ 7,277,162	\$ 7,562,000	\$ 6,444,000	\$ 8,335,000	\$ 8,335,000	1,891,000
BUDGETED POSITIONS	335.6	241.0	241.0	332.0	332.0	91.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 7,363,915	\$ 2,715,000	\$ 3,166,000	\$ 3,777,000	\$ 3,777,000	611,000
FEDERAL-PUB ASST-ADM	1,609,674	9,647,000	9,212,000	10,373,000	10,373,000	1,161,000
INSTIT CARE & SVS	5,206					
MISCELLANEOUS	37,948	80,000	80,000	80,000	80,000	
SALE OF FIXED ASSETS	78					
TOTAL	\$ 9,016,821	\$ 12,442,000	\$ 12,458,000	\$ 14,230,000	\$ 14,230,000	1,772,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget for the Department of Children and Family Services (DCFS) maximizes available federal and State revenue. This budget assumes an unprecedented rate of federal eligibility for foster children; it also funds the County cost required to fully access State and federal funding. DCFS will be able to add critical child protection staff positions with an enhanced emphasis on adoptions. Additional staffing at MacLaren Children's Center (MCC) is proposed to accurately reflect the projected number of children requiring care, as well as the enhanced attention needed for children residing at MCC over 30 days. Additionally, the Department plans to vigorously pursue new legislative funding strategies, including relative guardianship, which could help alleviate demands on County funds.

Given the uncertainty of final federal welfare reform changes, these recommendations do not reflect the additional number of children that may ultimately require County care.

Multi-Year Budget Planning

The staffing increases will continue to fulfill 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 throughout the County; increase the number of adoptions; expand emancipation services for youth approaching 18 years of age through job training, education and housing; continue expansion of public-private partnerships through family support programs and programs funded under AB 1733 and AB 2994; and improve staffing efficiencies through the continued implementation of a "blended caseload" for children's social workers (CSWs). Furthermore, DCFS continues to realize technological advances with implementation of the Child Welfare Services/Case Management System (CWS/CMS) which will provide a statewide, comprehensive data base of child welfare services cases.

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. Furthermore, the proposed budget has augmented the County cost to address caseload and workload growth, and allow the Department to maximize its revenue sources. To the extent that caseloads grow at a more rapid pace than expected, additional CSW and support staff may be required.

The Department needs additional support positions in child protection services, foster care, and administrative services. This support staff is critical in allowing CSWs to address their primary function of child safety.

Finally, DCFS has identified various plans to fully address the recommendations offered by the Inspector General, unions, Board of Supervisors, Grand Jury, and MacLaren Task Force, including: psychological evaluations for all care givers; increased staff to investigate all allegations and special incident reports in out-of-home placements; increased staff to provide more effective quality control for contracts; improved supervisor to staff ratio for critical child protection functions and decisions; creation of a new unit to assess relative care giver homes and coordinate relative care giver training; enhanced CSW staffing to respond to workload increases; and reconfiguration of the staff to child ratio for the entire MCC population. However, funding to implement these recommendations has yet to be identified.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Number of potential children for adoption	1,619	1,938	2,132	2,345
Number of children in paid Foster Care (FC)	28,160	31,564	33,102	35,445
Number of children visited annually	172,249	186,167	214,745	226,229
<u>Workload/Output</u>				
Adoption placements	973	1,072	1,600	2,000
Number of federally-eligible children in paid FC placements	21,120	24,041	30,785	32,964
Total number of annual child visits	648,364	648,385	734,777	784,814
<u>Efficiency</u>				
Number of CSWs placing adoptive children	110	124	120	142
Percentage of federally-eligible children	75%	76%	93%	93%
Number of CSWs visiting children	1,679	1,755	1,824	1,939
<u>Effectiveness/Outcome</u>				
Percentage of eligible children placed in adoptive homes	60%	55%	75%	85%
Net percentage increase of federally-eligible FC children	4%	1%	17%	0%
Percentage of required visits	94%	91%	96%	96%
<u>Objectives for 1997-98</u>				
— Enable 2,000 children to be placed in adoptive homes.				
— Maintain federal eligibility rate at 93 percent.				
— Achieve visitation rate of 96 percent.				

<u>Changes From 1996-97 Budget</u>				
	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ 22,819,000	\$ 18,321,000	\$ 4,498,000	205.5
<u>Child Protection Services:</u> Reflects increased positions and operating costs associated with increased caseload, partially offset by a reduction of positions based on DCFS's intention to pursue legislation that will allow relative guardianship. Further reflects conversion of temporary support staff positions to permanent items, as well as financing for the Statewide Child Welfare Services/Case Management System.				
2.	\$ 8,269,000	\$ 8,269,000	\$ —	94.0
<u>Adoption Services:</u> Reflects increased positions and other operating costs associated with full-year implementation of the State Adoption Initiative.				

Children and Family Services (cont'd)

Changes From 1996-97 Budget				
Gross				Budgeted
Appropriation		Revenue/IFT	Net County Cost	Positions
<u>Program Changes (cont'd)</u>				
3.	\$ 2,057,000	\$ 1,733,000	\$ 324,000	29.0
<u>Foster Care Services:</u> Reflects increased, positions and other operating costs associated with increased caseload. Also reflects conversion of temporary support staff positions to permanent items.				
4.	\$ 7,765,000	\$ 7,765,000	\$ —	11.5
<u>Family Preservation Services:</u> Reflects an increase in positions and other operating costs associated with the expansion of the Family Preservation program.				
5.	\$ (-976,000)	\$ (-1,248,000)	\$ 272,000	(-29.0)
<u>Other Programs:</u> Reflects the deletion of 4.0 positions, due to the expiration of the Title XX - Disaster Programs grant, and the elimination of 25.0 positions from recruitment and the Independent Living program related to staffing efficiencies. Also reflects financing for Bridges to Independence and Housing and Urban Development projects.				
6.	\$ 2,202,000	\$ 1,853,000	\$ 349,000	20.0
<u>Administrative Services:</u> Reflects an increase in positions and other operating costs associated with an increase in the workload. Also reflects conversion of temporary support staff positions to permanent items.				
7.	\$ 2,963,000	\$ 1,072,000	\$ 1,891,000	91.0
<u>MacLaren Children's Center (MCC):</u> Reflects an increase in positions and other operating costs based on the projection of the number of children requiring care as well as enhanced attention for children residing at MCC over 30 days.				
<u>Other Changes</u>				
1.	\$ (-2,523,000)	\$ (-1,975,000)	\$ (-548,000)	—
<u>Salaries and Employee Benefits:</u> Reflects an increase in salary savings.				
2.	\$ 4,134,000	\$ 4,134,000	\$ —	—
<u>Other Unavoidable Cost Increases:</u> Reflects the reimbursable costs associated with judgements and damages, which were previously budgeted centrally.				
3.	\$ —	\$ 3,300,000	\$ (-3,300,000)	—
<u>Financing Changes:</u> Reflects State and federal revenue due to resolution of prior year and current year claiming problems in the Countywide Cost Allocation Plan (A-87).				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
4.	\$ —	\$ (-10,000,000)	\$ 10,000,000	—
<u>Financing Changes:</u> Reflects deletion of a shift of one-time only Realignment revenue from Mental Health in 1996-97.				
<i>Total \$</i>	<i>46,710,000</i>	<i>\$ 33,224,000</i>	<i>\$ 13,486,000</i>	<i>422.0</i>

CHILDREN AND FAMILY SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES						
CHILD ABUSE	2,089,213	2,089,000	2,089,000	2,089,000	2,089,000	
	\$ 2,089,213	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$
OTHER CHARGES						
ADOPT ASST PG	32,180,277	34,211,000	34,759,000	36,278,000	36,278,000	1,519,000
FOSTER CARE	409,895,294	461,041,000	388,571,000	480,235,000	480,235,000	91,664,000
SER EMOT DIST	14,312,597	13,000,000	13,648,000	13,648,000	13,648,000	
	\$ 456,388,168	\$ 508,252,000	\$ 436,978,000	\$ 530,161,000	\$ 530,161,000	\$ 93,183,000
GROSS TOTAL	\$ 458,477,381	\$ 510,341,000	\$ 439,067,000	\$ 532,250,000	\$ 532,250,000	\$ 93,183,000
REVENUE						
ADOPT ASST PG	\$ 29,597,684	\$ 34,204,000	\$ 31,965,000	\$ 34,683,000	\$ 34,683,000	\$ 2,718,000
CHILD ABUSE	1,495,652	2,089,000	2,089,000	2,089,000	2,089,000	
FOSTER CARE	369,176,959	445,654,000	378,370,000	468,835,000	468,835,000	90,465,000
SER EMOT DIST	11,452,492	11,129,000	11,388,000	11,388,000	11,388,000	
TOT REVENUE	\$ 411,722,787	\$ 493,076,000	\$ 423,812,000	\$ 516,995,000	\$ 516,995,000	\$ 93,183,000
NET COUNTY COST	\$ 46,754,594	\$ 17,265,000	\$ 15,255,000	\$ 15,255,000	\$ 15,255,000	\$
REVENUE DETAIL						
ST AID-PUB ASST PROG						
ADOPT ASST PG	\$ 18,128,976	\$ 11,181,000	\$ 19,541,000	\$ 15,944,000	\$ 15,944,000	\$ -3,597,000
FOSTER CARE	107,544,827	105,804,000	101,378,000	109,297,000	109,297,000	7,919,000
SER EMOT DIST	5,725,039	5,200,000	5,459,000	5,459,000	5,459,000	
STATE-OTHER						
ADOPT ASST PG	-2,435					
CHILD ABUSE	1,495,652	2,089,000	2,089,000	2,089,000	2,089,000	
FOSTER CARE	-104,306					
SER EMOT DIST	-3,877					
STATE-REALIGNMENT REV						
ADOPT ASST PG	3,497,452	3,720,000	3,720,000	3,720,000	3,720,000	
FOSTER CARE	124,107,083	145,539,000	145,539,000	154,139,000	154,139,000	8,600,000
SER EMOT DIST	5,578,436	5,929,000	5,929,000	5,929,000	5,929,000	
FED AID-PUB ASST PROG						
ADOPT ASST PG	7,973,691	19,303,000	8,704,000	15,019,000	15,019,000	6,315,000
FOSTER CARE	137,193,741	194,311,000	131,453,000	205,399,000	205,399,000	73,946,000
MISCELLANEOUS						
FOSTER CARE	435,614					
SER EMOT DIST	152,894					
TOTAL	\$ 411,722,787	\$ 493,076,000	\$ 423,812,000	\$ 516,995,000	\$ 516,995,000	\$ 93,183,000
	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 in providing child abuse and neglect prevention and intervention programs to meet the needs of high-risk children.

1997-98 Budget Message

The Proposed Budget is based on a projected 7 percent growth in foster care caseload in 1997-98, which is financed by increased Realignment revenue that will enable the Department to maximize State and federal subventions. The Department achieved an unprecedented 93 percent federal eligibility rate for foster care children in the current fiscal year and will maintain this rate in 1997-98. Additionally, the Department anticipates increasing federal eligibility to 90 percent for children that receive adoption assistance payments. DCFS will continue its effort to identify adoptive placements and finalize adoptions more expeditiously to provide legal permanency for all children who cannot be reunified with their families.

The Department will maintain funding for out-of-home services for seriously emotionally disturbed children. Child abuse and neglect prevention services will also be provided to children and families through contracts with community-based agencies.

Given the uncertainty of final federal welfare reform changes, these recommendations do not reflect the additional number of children that may ultimately require County care.

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u>				<u>Budgeted</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Positions</u>
<u>Program Changes</u>				
1.	\$ 91,664,000	\$ 90,465,000	\$ 1,199,000	—
<u>AFDC - Foster Care</u> : Reflects a projected caseload growth of 7 percent in 1997-98 offset by a maximization of State and federal funding, due to increased Realignment revenue. Also reflects increased federal revenue for Child Safety, due to an increase in the eligibility rate.				
2.	\$ 1,519,000	\$ 2,718,000	\$ (-1,199,000)	—
<u>Adoptions Assistance</u> : Reflects an increase in the number of adoptions that will require financial assistance for special needs children, more than offset by increased federal revenue, due to an increase in the eligibility rate.				
Total \$	93,183,000	\$ 93,183,000	\$ 0	0.0

ADOPTION ASSISTANCE PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 32,180,277	\$ 34,211,000	\$ 34,759,000	\$ 36,278,000	\$ 36,278,000	\$ 1,519,000
REVENUE	29,597,684	34,204,000	31,965,000	34,683,000	34,683,000	2,718,000
NET COUNTY COST	\$ 2,582,593	\$ 7,000	\$ 2,794,000	\$ 1,595,000	\$ 1,595,000	\$ -1,199,000
<u>REVENUE DETAIL</u>						
ST AID-PUB ASST PROG	\$ 18,128,976	\$ 11,181,000	\$ 19,541,000	\$ 15,944,000	\$ 15,944,000	\$ -3,597,000
STATE-OTHER	-2,435					
STATE-REALIGNMENT REV	3,497,452	3,720,000	3,720,000	3,720,000	3,720,000	
FED AID-PUB ASST PROG	7,973,691	19,303,000	8,704,000	15,019,000	15,019,000	6,315,000
TOTAL	\$ 29,597,684	\$ 34,204,000	\$ 31,965,000	\$ 34,683,000	\$ 34,683,000	\$ 2,718,000

CHILD ABUSE PREVENTION PROGRAM

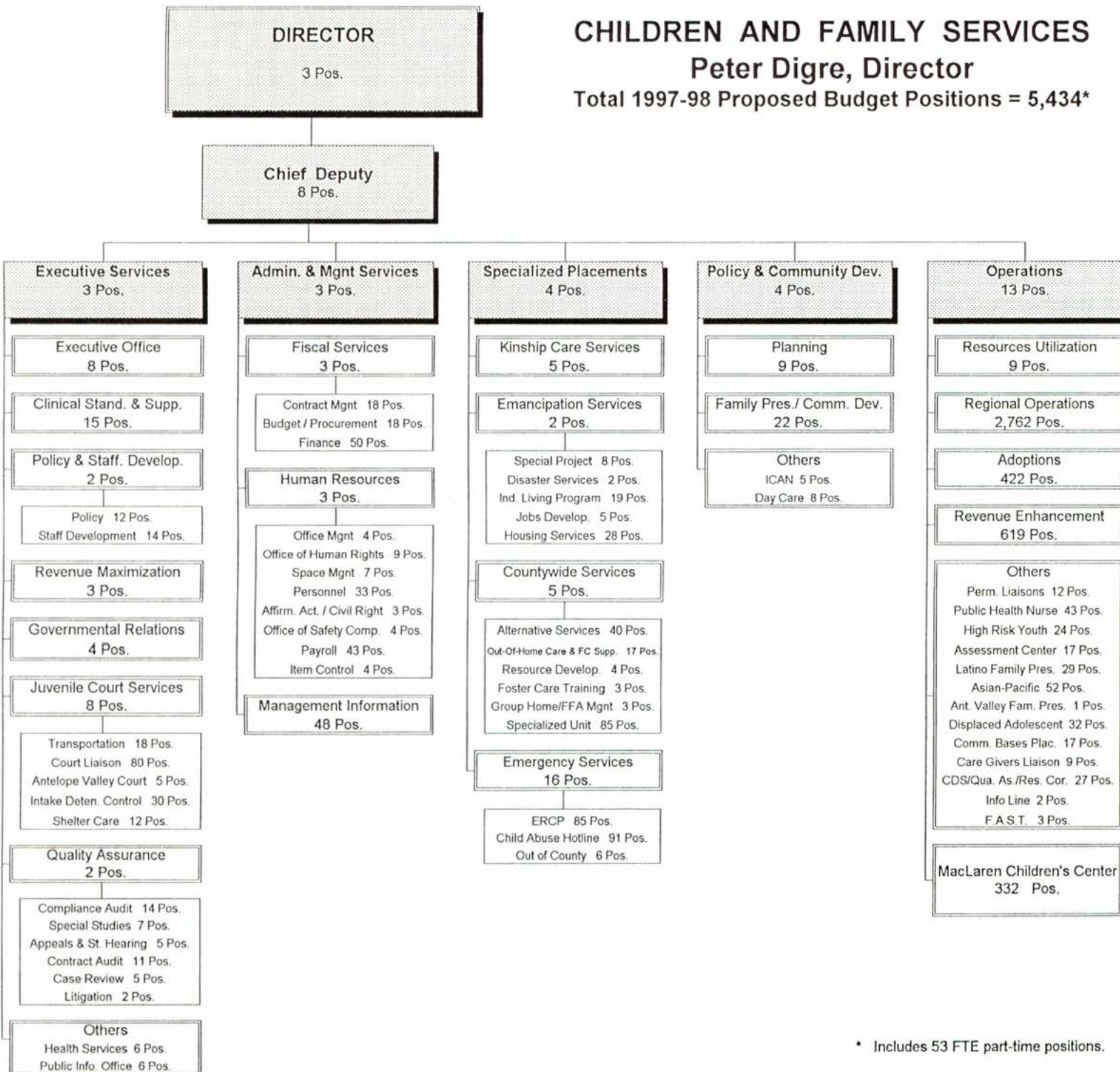
FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,089,213	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$
REVENUE	1,495,652	2,089,000	2,089,000	2,089,000	2,089,000	
NET COUNTY COST	\$ 593,561	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 1,495,652	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$
TOTAL	\$ 1,495,652	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$ 2,089,000	\$

FOSTER CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 409,895,294	\$ 461,041,000	\$ 388,571,000	\$ 480,235,000	\$ 480,235,000	\$ 91,664,000
REVENUE	369,176,959	445,654,000	378,370,000	468,835,000	468,835,000	90,465,000
NET COUNTY COST	\$ 40,718,335	\$ 15,387,000	\$ 10,201,000	\$ 11,400,000	\$ 11,400,000	\$ 1,199,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 107,544,827	\$ 105,804,000	\$ 101,378,000	\$ 109,297,000	\$ 109,297,000	\$ 7,919,000
STATE-OTHER	-104,306					
STATE-REALIGNMENT REV	124,107,083	145,539,000	145,539,000	154,139,000	154,139,000	8,600,000
FED AID-PUB ASST PROG	137,193,741	194,311,000	131,453,000	205,399,000	205,399,000	73,946,000
MISCELLANEOUS	435,614					
TOTAL	\$ 369,176,959	\$ 445,654,000	\$ 378,370,000	\$ 468,835,000	\$ 468,835,000	\$ 90,465,000

SERIOUSLY EMOTIONALLY DISTURBED CHILDREN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 14,312,597	\$ 13,000,000	\$ 13,648,000	\$ 13,648,000	\$ 13,648,000	\$
REVENUE	11,452,492	11,129,000	11,388,000	11,388,000	11,388,000	
NET COUNTY COST	\$ 2,860,105	\$ 1,871,000	\$ 2,260,000	\$ 2,260,000	\$ 2,260,000	\$
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 5,725,039	\$ 5,200,000	\$ 5,459,000	\$ 5,459,000	\$ 5,459,000	\$
STATE-OTHER	-3,877					
STATE-REALIGNMENT REV	5,578,436	5,929,000	5,929,000	5,929,000	5,929,000	
MISCELLANEOUS	152,894					
TOTAL	\$ 11,452,492	\$ 11,129,000	\$ 11,388,000	\$ 11,388,000	\$ 11,388,000	\$



* Includes 53 FTE part-time positions.

COMMUNITY AND SENIOR SERVICES
STEPHANIE KLOPFLEISCH, INTERIM DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 16,305,740	\$ 15,810,000	\$ 16,521,000	\$ 17,334,000	\$ 17,261,000	\$ 740,000
SERVICES & SUPPLIES	84,725,996	83,041,000	88,655,000	87,450,000	87,450,000	-1,205,000
OTHER CHARGES	198,791	254,000	147,000	319,000	319,000	172,000
FIXED ASSETS-EQUIP	53,232	30,000	30,000	30,000	30,000	
OTHER FINANCING USES	116,578					
GROSS TOTAL	\$ 101,400,337	\$ 99,135,000	\$ 105,353,000	\$ 105,133,000	\$ 105,060,000	\$ -293,000
LESS INTRAFD TRANSFER	7,739,737	6,263,000	5,401,000	6,315,000	6,315,000	914,000
NET TOTAL	\$ 93,660,600	\$ 92,872,000	\$ 99,952,000	\$ 98,818,000	\$ 98,745,000	\$ -1,207,000
REVENUE	70,158,965	89,956,000	97,036,000	95,829,000	95,829,000	-1,207,000
NET COUNTY COST	\$ 23,501,635	\$ 2,916,000	\$ 2,916,000	\$ 2,989,000	\$ 2,916,000	\$
BUDGETED POSITIONS	279.5	273.0	273.0	300.0	298.0	25.0
REVENUE DETAIL						
OTHER LIC & PERMITS	\$	\$ 129,000	\$ 129,000	\$ 164,000	\$ 164,000	\$ 35,000
RENTS AND CONCESSIONS	600					
STATE-OTHER	5,080,671	1,557,000	1,557,000	2,898,000	2,898,000	1,341,000
STATE-TRIAL COURTS			2,938,000			-2,938,000
FEDERAL-OTHER	64,398,455	87,635,000	91,223,000	91,759,000	91,759,000	536,000
CHRGs FOR SVCS-OTHER	5,189					
MISCELLANEOUS	269,988	283,000	829,000	468,000	468,000	-361,000
SALE OF FIXED ASSETS	1,198					
OPERATING TRANSFER IN	402,864	352,000	360,000	540,000	540,000	180,000
TOTAL	\$ 70,158,965	\$ 89,956,000	\$ 97,036,000	\$ 95,829,000	\$ 95,829,000	\$ -1,207,000

COMMUNITY AND SENIOR SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 16,305,740	\$ 15,810,000	\$ 16,521,000	\$ 17,334,000	\$ 17,261,000	\$ 740,000
SERVICES & SUPPLIES	6,007,656	5,714,000	5,322,000	4,919,000	4,919,000	-403,000
OTHER CHARGES	198,791	254,000	147,000	319,000	319,000	172,000
FIXED ASSETS-EQUIP	53,232	30,000	30,000	30,000	30,000	
OTHER FINANCING USES	116,578					
GROSS TOTAL	\$ 22,681,997	\$ 21,808,000	\$ 22,020,000	\$ 22,602,000	\$ 22,529,000	\$ 509,000
LESS INTRAFD TRANSFER	6,697,458	6,263,000	5,401,000	6,315,000	6,315,000	914,000
NET TOTAL	\$ 15,984,539	\$ 15,545,000	\$ 16,619,000	\$ 16,287,000	\$ 16,214,000	\$ -405,000
REVENUE	13,032,460	12,629,000	13,703,000	13,298,000	13,298,000	-405,000
NET COUNTY COST	\$ 2,952,079	\$ 2,916,000	\$ 2,916,000	\$ 2,989,000	\$ 2,916,000	\$
BUDGETED POSITIONS	279.5	273.0	273.0	300.0	298.0	25.0
REVENUE DETAIL						
OTHER LIC & PERMITS	\$	\$ 129,000	\$ 129,000	\$ 164,000	\$ 164,000	\$ 35,000
RENTS AND CONCESSIONS	600					
STATE-OTHER	3,217	3,000	3,000	118,000	118,000	115,000
FEDERAL-OTHER	12,349,404	11,862,000	12,382,000	12,008,000	12,008,000	-374,000
CHRGs FOR SVCS-OTHER	5,189					
MISCELLANEOUS	269,988	283,000	829,000	468,000	468,000	-361,000
SALE OF FIXED ASSETS	1,198					
OPERATING TRANSFER IN	402,864	352,000	360,000	540,000	540,000	180,000
TOTAL	\$ 13,032,460	\$ 12,629,000	\$ 13,703,000	\$ 13,298,000	\$ 13,298,000	\$ -405,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects additional funding and related staffing increases due to an increase in revenues for the Adult Protective Services, Refugee Assistance, Dispute Resolution, and the Parents Fair Share programs. Also reflects completion of the Disaster Recovery programs and contract savings resulting from the conversion of long-term temporary positions to permanent positions.

Multi-Year Budget Planning

The Department of Community and Senior Services (DCSS) is moving toward the fulfillment of 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 the nation. The Department's goal is to have all programs ranked in the top ten by 1998 and in the top five by the year 2000. Furthermore, DCSS plans to strengthen coordination between Department programs such as Job Training Partnership Act (JTPA) and the Older Americans Act to meet the above stated goals.

Concurrently, the Department will provide leadership in developing models for a continuum of care for disabled adults and the frail elderly while investigating other services and programs. DCSS will continue to seek federal funding for new programs to expand County services and create job opportunities for JTPA participants and welfare recipients by partnering with the private sector. Additionally, DCSS will work with other County departments with whom they share clientele, i.e., the District Attorney, Mental Health, Consumer Affairs, the Courts, Children and Family Services, and Public Social Services (DPSS), to fill service gaps and minimize duplication of efforts. Specifically, the Department is collaborating with DPSS to develop employment opportunities for welfare recipients and to provide naturalization services to legal immigrants who could lose one or more benefits under the recently enacted welfare reform provisions. The Department is targeting 140,000 legal immigrants receiving Supplemental Security Income (SSI) benefits who need to be advised of the process for becoming U.S. citizens, as most will lose their SSI benefits unless they naturalize. Finally, DCSS plans to access the Internet in an effort to speed communication and foster better collaboration with service providers and other County departments in developing appropriate services and streamlining operations for better customer services.

Critical Needs

The following critical needs cannot be met with the funding level provided in the 1997-98 Proposed Budget:

Services

- Expanding domestic violence public education and information about the rights of victims.
- Developing and implementing support services to meet the special needs of low-income families, i.e., services to pre-delinquent youth. To address these needs, DCSS plans to seek additional resources through grants, foundations, and the Community Services Resource Corporation.
- Initiating transitional services to train newly naturalized citizens for employment.

Repairs

- Overhauling or replacing the heating and air conditioning systems in the Service Centers.
- Upgrading electrical capacity of the headquarters facility to correct code violations and to minimize the potential for electrical fires.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
JTPA IIA adult contract funding	\$10,788,000	\$12,689,000	\$12,445,000	\$12,942,000
JTPA EDWAAA ⁽¹⁾ contract funding	\$5,238,000	\$7,629,000	\$9,574,000	\$10,913,000
Refugee program contract funding	\$7,098,000	\$6,627,000	\$5,299,000	\$5,299,000
Older Americans Act (OAA) program funds: Nutritional screening and counseling for high-risk elderly services	\$80,000	\$80,000	\$96,000	\$148,000
Domestic Violence (DV) contract funding	\$1,175,000	\$1,175,000	\$1,175,000	\$1,175,000
Dispute Resolution (DR) program contract funding	\$1,130,000	\$1,247,000	\$1,210,000	\$2,190,000
Adult Protective Service (APS): Average monthly social worker staffing for elder/dependent adult abuse cases	46	42	47	49
<u>Workload/Output</u>				
JTPA IIA adult participants placed in jobs	1,388	1,732	1,914	1,991
JTPA EDWAAA participants placed in jobs	547	1,125	1,360	1,550
Refugee participants placed in jobs	1,920	1,896	1,300	1,300
OAA: Nutritional and counseling screening for high-risk elderly persons	1,000	1,000	1,200	1,844
DV clients/families sheltered	3,075	3,075	3,075	4,408
DR cases resolved	4,314	4,454	4,402	7,964
APS: Monthly average open cases of adult abuse	747	738	867	945
<u>Efficiency</u>				
JTPA IIA Adult program: Cost per job placement	\$7,772	\$7,326	\$6,502	\$6,500
JTPA EDWAAA: Cost per job placement	\$9,575	\$6,781	\$7,040	\$7,041
Refugee program: Cost per job placement	\$3,697	\$3,495	\$4,076	\$4,076
OAA: Cost per screening and counseling high-risk elderly	\$80	\$80	\$80	\$80
DV: Cost per client/family sheltered	\$382	\$382	\$382	\$382
DR: Cost per dispute resolved	\$262	\$280	\$275	\$275
APS: Monthly average cases of elder/dependent adult abuse per social worker	16.24	17.57	18.44	19.28

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Effectiveness/Outcome</u>				
Percent of job placement goal achieved: JTPA Adult IIA program	120%	110%	105%	110%
Percent of job placement goal achieved: JTPA EDWAAA program	154%	162%	125%	130%
Percent of placement goal achieved: Refugee program	135%	172%	129%	129%
Percent of high risk elderly with reduction in the risk score	59%	62%	62%	62%
Percent of DV shelter goal achieved	120%	120%	114%	163%
Percent of goal achieved for resolving disputes: DR program	n/a	97%	104%	100%
Percent average monthly APS elder/dependent adult abuse caseload above/below standard (15 cases per social worker)	108%	117%	123%	129%

Objectives for 1997-98

- Develop a One Stop Center delivery system to provide comprehensive employment and training services throughout the Los Angeles County Service Delivery Area.
- In cooperation with DPSS, expand services to refugees who have been in the County for at least 5 years to mitigate the negative impacts of Welfare Reform.
- Diversify the funding base for the elderly nutrition screening/counseling project by assertively pursuing other funding sources via successful proposal submissions.
- Increase the number of emergency crisis shelter beds for victims of domestic violence by 10 percent.
- Complete a comprehensive evaluation of the DR Program from its inception and develop recommendations for program improvements.
- Expand the Westside APS/DV pilot into additional areas.
- Develop the APS/City Attorney Direct Referral Pilot in Central Los Angeles.
- Develop clear guidelines for assessing decision-making capacity in the field.

Explanatory Notes

- (1) Economic Dislocation Worker Adjustment Assistance Act

		Changes From 1996-97 Budget			
Gross Appropriation		Revenue/IFT		Net County Cost	
				Budgeted Positions	
<u>Program Changes</u>					
1.	\$ 400,000	\$ 400,000	\$ —	7.0	
<u>Adult Protective Services (APS):</u> Reflects an increase in State revenue and related increase in social workers and support staff for the APS Program due to increased caseload in the current fiscal year.					
2.	\$ 135,000	\$ 135,000	\$ —	2.0	
<u>Refugee Assistance Program:</u> Reflects an increase in federal revenue for the Refugee Assistance Program due to an increase in the allowable administrative percentage that can be claimed by DCSS. Also reflects 2.0 additional staff to plan and monitor the enhanced program.					
3.	\$ 159,000	\$ 159,000	\$ —	2.0	
<u>Dispute Resolution Program:</u> Reflects an increase in the court filing fees approved by the Board on February 25, 1997. Also reflects 2.0 additional staff to establish program priorities, as well as implement and monitor the expanded program.					
4.	\$ 262,000	\$ 262,000	\$ —	3.0	
<u>Service Centers:</u> Reflects an increase primarily due to additional federal revenue for the Parents Fair Share program resulting in the expansion of the program to assist noncustodial parents, whose children receive public assistance, to obtain employment and pay child support. Also reflects 3.0 additional staff and related services and supplies funding to expand peer support, employment and training, and mediation services.					
5.	\$ (-397,000)	\$ (-397,000)	\$ —	(-1.0)	
<u>Disaster Recovery Programs:</u> Reflects completion of the JTPA and Community Services Block Grant disaster recovery programs.					
<u>Other Changes</u>					
1.	\$ 484,000	\$ 484,000	\$ —	13.0	
<u>Salaries and Employee Benefits:</u> Reflects an increase in salaries and employee benefits related to the conversion of long-term temporary positions to permanent positions.					
2.	\$ (-534,000)	\$ (-534,000)	\$ —	(-1.0)	
<u>Other Reductions:</u> Reflects elimination of a vacant position no longer required and reduction in contract costs due to the conversion of contract temporary positions to permanent positions.					
Total \$	509,000	\$ 509,000	\$ 0	25.0	

COMMUNITY AND SENIOR SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES						
COMM ACTION	\$ 3,598,476	\$ 2,695,000	\$ 2,938,000	\$ 3,143,000	\$ 3,143,000	\$ 205,000
JTPA	54,421,833	54,384,000	58,667,000	56,754,000	56,754,000	-1,913,000
OLDR AMER ACT	14,069,809	14,554,000	14,554,000	15,817,000	15,817,000	1,263,000
REFUGEE ASST	6,628,222	5,694,000	7,174,000	6,817,000	6,817,000	-357,000
	<u>\$ 78,718,340</u>	<u>\$ 77,327,000</u>	<u>\$ 83,333,000</u>	<u>\$ 82,531,000</u>	<u>\$ 82,531,000</u>	<u>\$ -802,000</u>
GROSS TOTAL	\$ 78,718,340	\$ 77,327,000	\$ 83,333,000	\$ 82,531,000	\$ 82,531,000	\$ -802,000
LESS INTRAFD TRANSFER	1,042,279					
NET TOTAL	\$ 77,676,061	\$ 77,327,000	\$ 83,333,000	\$ 82,531,000	\$ 82,531,000	\$ -802,000
REVENUE						
COMM ACTION	\$ 2,777,048	\$ 2,695,000	\$ 2,938,000	\$ 3,143,000	\$ 3,143,000	\$ 205,000
JTPA	37,663,282	54,384,000	58,667,000	56,754,000	56,754,000	-1,913,000
OLDR AMER ACT	12,540,045	14,554,000	14,554,000	15,817,000	15,817,000	1,263,000
REFUGEE ASST	4,146,130	5,694,000	7,174,000	6,817,000	6,817,000	-357,000
	<u>\$ 57,126,505</u>	<u>\$ 77,327,000</u>	<u>\$ 83,333,000</u>	<u>\$ 82,531,000</u>	<u>\$ 82,531,000</u>	<u>\$ -802,000</u>
TOT REVENUE	\$ 57,126,505	\$ 77,327,000	\$ 83,333,000	\$ 82,531,000	\$ 82,531,000	\$ -802,000
NET COUNTY COST	\$ 20,549,556	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER						
JTPA	\$ 3,485,546	\$	\$	\$	\$	\$
OLDR AMER ACT	1,565,387	1,554,000	1,554,000	2,780,000	2,780,000	1,226,000
REFUGEE ASST	26,521					
STATE-TRIAL COURTS						
COMM ACTION			2,938,000			-2,938,000
FEDERAL-OTHER						
COMM ACTION	2,777,048	2,695,000		3,143,000	3,143,000	3,143,000
JTPA	34,177,736	54,384,000	58,667,000	56,754,000	56,754,000	-1,913,000
OLDR AMER ACT	10,974,658	13,000,000	13,000,000	13,037,000	13,037,000	37,000
REFUGEE ASST	4,119,609	5,694,000	7,174,000	6,817,000	6,817,000	-357,000
TOTAL	\$ 57,126,505	\$ 77,327,000	\$ 83,333,000	\$ 82,531,000	\$ 82,531,000	\$ -802,000
FUND	GENERAL FUND		FUNCTION		ACTIVITY	
			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.

1997-98 Budget Message

The 1997-98 Proposed Budget for Community and Senior Services - Assistance, which is fully funded by State and federal revenues, reflects approximately \$1.5 million in increased federal and/or State revenue associated with the Community Action Agency and Older American Act programs; also reflects almost \$2.3 million in reduced revenue from these sources for the Job Training Partnership Act and Refugee Assistance programs.

		<u>Changes From 1996-97 Budget</u>			
	<u>Gross</u>				<u>Budgeted</u>
	<u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>		<u>Positions</u>
<u>Program Changes</u>					
1.	\$ 205,000	\$ 205,000	\$ —		—
<u>Community Action Agency (CAA):</u> Reflects a 7 percent net increase in federal revenue due to an increase in the Community Services Block Grant (CSBG) program, partially offset by expiration of the Earthquake Project in 1996-97.					
2.	\$ (-1,913,000)	\$ (-1,913,000)	\$ —		—
<u>Job Training Partnership Act (JTPA):</u> Reflects a 3.3 percent decrease in federal revenue due primarily to the completion of the JTPA Special Disaster Recovery programs in 1996-97.					
3.	\$ 1,263,000	\$ 1,263,000	\$ —		—
<u>Older American Act (OAA):</u> Reflects an 8.7 percent increase in State revenue for the OAA programs primarily due to a shift of the California Department of Aging's administration funds to the County.					
4.	\$ (-357,000)	\$ (-357,000)	\$ —		—
<u>Refugee Assistance:</u> Reflects a 5 percent reduction in federal revenue due to reductions in Targeted Assistance, Key County Initiative/Key State Initiative, and Vietnam Former Reeducation Detainee programs, which are partially offset by new or increased funding in Refugee Employment Social Services and Supplemental Targeted Assistance funds.					
Total \$	(-802,000)	\$ (-802,000)	\$ 0		0.0

COMMUNITY ACTION AGENCY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,598,476	\$ 2,695,000	\$ 2,938,000	\$ 3,143,000	\$ 3,143,000	\$ 205,000
REVENUE	2,777,048	2,695,000	2,938,000	3,143,000	3,143,000	205,000
NET COUNTY COST	\$ 821,428	\$	\$	\$	\$	\$
<u>REVENUE DETAIL</u>						
STATE-TRIAL COURTS	\$	\$	\$ 2,938,000	\$	\$	\$ -2,938,000
FEDERAL-OTHER	2,777,048	2,695,000		3,143,000	3,143,000	3,143,000
TOTAL	\$ 2,777,048	\$ 2,695,000	\$ 2,938,000	\$ 3,143,000	\$ 3,143,000	\$ 205,000

JOB TRAINING PARTNERSHIP ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 54,421,833	\$ 54,384,000	\$ 58,667,000	\$ 56,754,000	\$ 56,754,000	\$ -1,913,000
REVENUE	37,663,282	54,384,000	58,667,000	56,754,000	56,754,000	-1,913,000
NET COUNTY COST	\$ 16,758,551	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 3,485,546	\$	\$	\$	\$	\$
FEDERAL-OTHER	34,177,736	54,384,000	58,667,000	56,754,000	56,754,000	-1,913,000
TOTAL	\$ 37,663,282	\$ 54,384,000	\$ 58,667,000	\$ 56,754,000	\$ 56,754,000	\$ -1,913,000

OLDER AMERICAN ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 14,069,809	\$ 14,554,000	\$ 14,554,000	\$ 15,817,000	\$ 15,817,000	\$ 1,263,000
LESS INTRAFD TRANSFER	1,042,279					
NET TOTAL	\$ 13,027,530	\$ 14,554,000	\$ 14,554,000	\$ 15,817,000	\$ 15,817,000	\$ 1,263,000
REVENUE	12,540,045	14,554,000	14,554,000	15,817,000	15,817,000	1,263,000
NET COUNTY COST	\$ 487,485	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 1,565,387	\$ 1,554,000	\$ 1,554,000	\$ 2,780,000	\$ 2,780,000	\$ 1,226,000
FEDERAL-OTHER	10,974,658	13,000,000	13,000,000	13,037,000	13,037,000	37,000
TOTAL	\$ 12,540,045	\$ 14,554,000	\$ 14,554,000	\$ 15,817,000	\$ 15,817,000	\$ 1,263,000

REFUGEE ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 6,628,222	\$ 5,694,000	\$ 7,174,000	\$ 6,817,000	\$ 6,817,000	\$ -357,000
REVENUE	4,146,130	5,694,000	7,174,000	6,817,000	6,817,000	-357,000
NET COUNTY COST	\$ 2,482,092	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 26,521	\$	\$	\$	\$	\$
FEDERAL-OTHER	4,119,609	5,694,000	7,174,000	6,817,000	6,817,000	-357,000
TOTAL	\$ 4,146,130	\$ 5,694,000	\$ 7,174,000	\$ 6,817,000	\$ 6,817,000	\$ -357,000

DIRECTOR

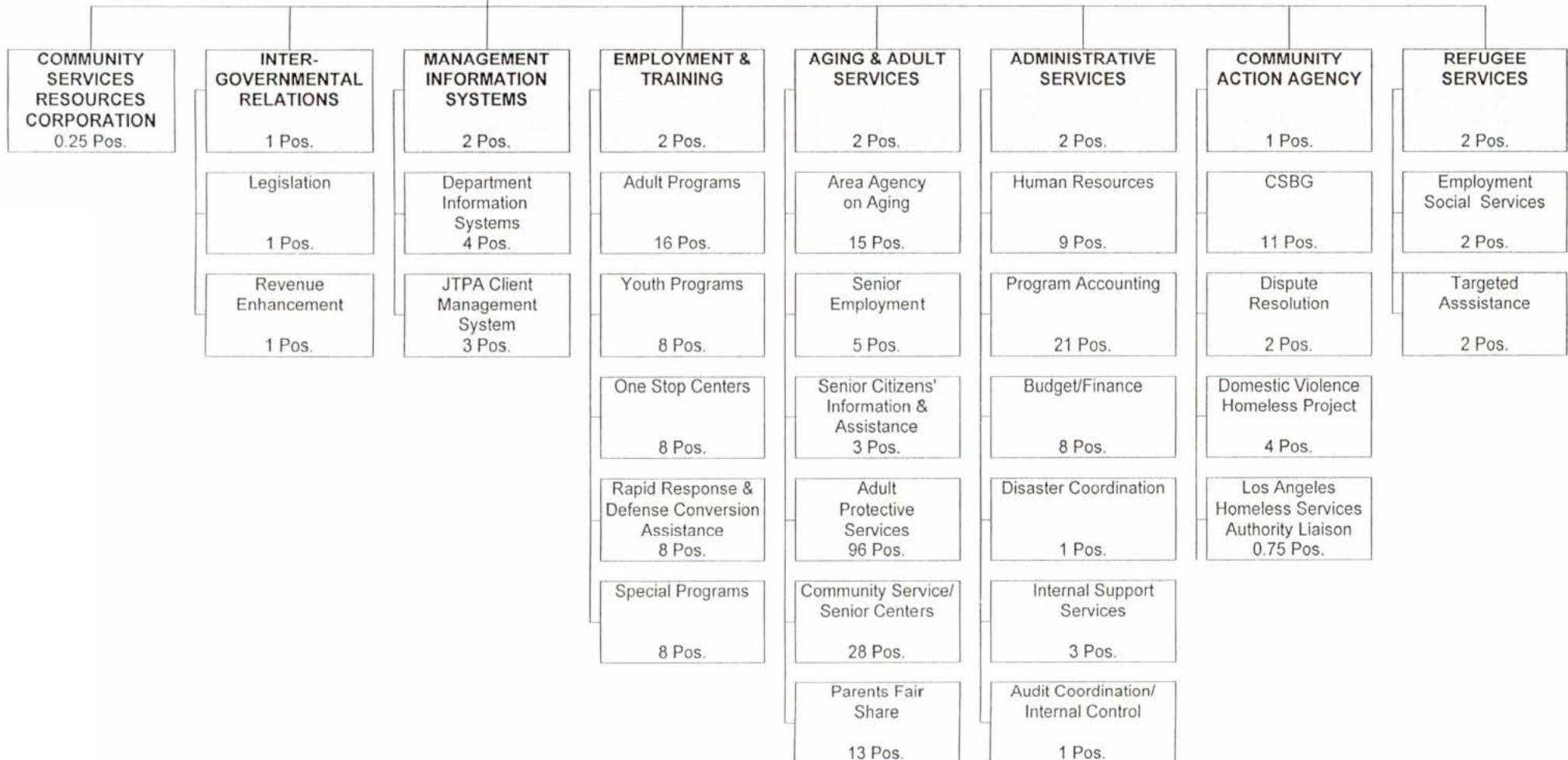
2 Pos.

CHIEF DEPUTY

2 Pos.

COMMUNITY AND SENIOR SERVICES**Stephanie Klopfleisch, Interim Director**

Total 1997-98 Proposed Budget Positions = 298



CONSUMER AFFAIRS PASTOR HERRERA, JR., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,399,088	\$ 1,410,000	\$ 1,390,000	\$ 2,007,000	\$ 1,627,000	\$ 237,000
SERVICES & SUPPLIES	422,251	491,000	481,000	584,000	501,000	20,000
OTHER CHARGES	51,252	62,000	62,000	62,000	62,000	
FIXED ASSETS-EQUIP	63,107			110,000		
GROSS TOTAL	\$ 1,935,698	\$ 1,963,000	\$ 1,933,000	\$ 2,763,000	\$ 2,190,000	\$ 257,000
LESS INTRAFD TRANSFER	14,065	30,000				
NET TOTAL	\$ 1,921,633	\$ 1,933,000	\$ 1,933,000	\$ 2,763,000	\$ 2,190,000	\$ 257,000
REVENUE	1,416,291	1,404,000	1,404,000	1,611,000	1,611,000	207,000
NET COUNTY COST	\$ 505,342	\$ 529,000	\$ 529,000	\$ 1,152,000	\$ 579,000	\$ 50,000
BUDGETED POSITIONS	24.5	25.5	25.5	38.5	33.0	7.5
REVENUE DETAIL						
STATE-OTHER	\$ 160	\$	\$	\$	\$	
COURT FEES & COSTS	530,001	558,000	558,000	586,000	586,000	28,000
CHRGs FOR SVCS-OTHER	725,226	846,000	525,000	1,025,000	1,025,000	500,000
MISCELLANEOUS	130,904		321,000			-321,000
OPERATING TRANSFER IN	30,000					
TOTAL	\$ 1,416,291	\$ 1,404,000	\$ 1,404,000	\$ 1,611,000	\$ 1,611,000	\$ 207,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC PROTECTION		OTHER PROTECTION			

Mission Statement

To serve the public by providing consumer protection services, including consumer counseling, complaint mediation and investigation, and consumer education. To promote public safety and welfare by deterring consumer fraud and advancing fair competition in the marketplace. To increase the efficiency of — and access to — the justice system by educating litigants about the Small Claims Court process and relieving court overcrowding. To promote alternative dispute resolution processes that divert cases from the courts by providing mediation and conciliation to potential litigants. To protect the interests of cable television consumers and the County by the administration and monitoring of the County's cable television franchises. To alert the public to early warning signs of real estate fraud and to conduct a real estate fraud notification program and investigate cases of discovered fraud.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects \$60,000 in increased appropriation for the Board-approved Early Warning System to combat real estate fraud. Also reflects increase of \$175,000 to implement the Real Estate Fraud Notification program, financed by the Registrar-Recorder/County Clerk through a surcharge on recorded documents, and \$28,000 in additional revenue for the Small Claims Advisor program due to a projected increase in court filing fees which fund this program.

Multi-Year Budget Planning

The Department is continuing to pursue 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. The Department plans to reintroduce and work for passage of legislation that could provide a stable source of funding for consumer protection.

Critical Needs

The Department's critical needs include additional funding to upgrade staff computer skills to further increase efficiency, upgrade and standardize the Department's computers, and increase computer system server capacity. Other critical needs include additional staff for the Consumer Services Division to respond to the increasing demand for consumer protection services and information.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Total number of program staff	n/a	21.5	19.9	24.9
Total number of written complaints received	n/a	4,200	3,660	3,900
Hours spent recruiting volunteers per annum	n/a	195	200	250
<u>Workload/Output</u>				
Number of persons counseled	n/a	306,278	311,666	314,000
Number of written complaints processed	n/a	4,200	3,660	3,900
Annual volunteer recruitment campaigns	n/a	2	3	3
<u>Efficiency</u>				
Number of persons counseled per staff member	n/a	14,245	15,662	12,610
Percentage of written complaints processed within one day	n/a	90%	95%	100%
Volunteers recruited per annum	n/a	19	22	24
<u>Effectiveness/Outcome</u>				
Percentage increase in persons counseled	n/a	n/a	2%	1%
Percentage increase in written complaints processed in one day of receipt	n/a	n/a	5%	5%
Percentage increase in volunteer counseling hours	n/a	n/a	1%	2%
<u>Objectives for 1997-98</u>				
— Increase the number of persons counseled by 2,300.				
— Increase the number of volunteer counseling hours by 2 percent.				
— Increase the number of complaints processed by 240.				

		<u>Changes From 1996-97 Budget</u>			
<u>Gross</u>					<u>Budgeted</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>		<u>Net County Cost</u>	<u>Positions</u>
<u>Program Changes</u>					
1.	\$ 175,000	\$ 175,000	\$ —		1.5

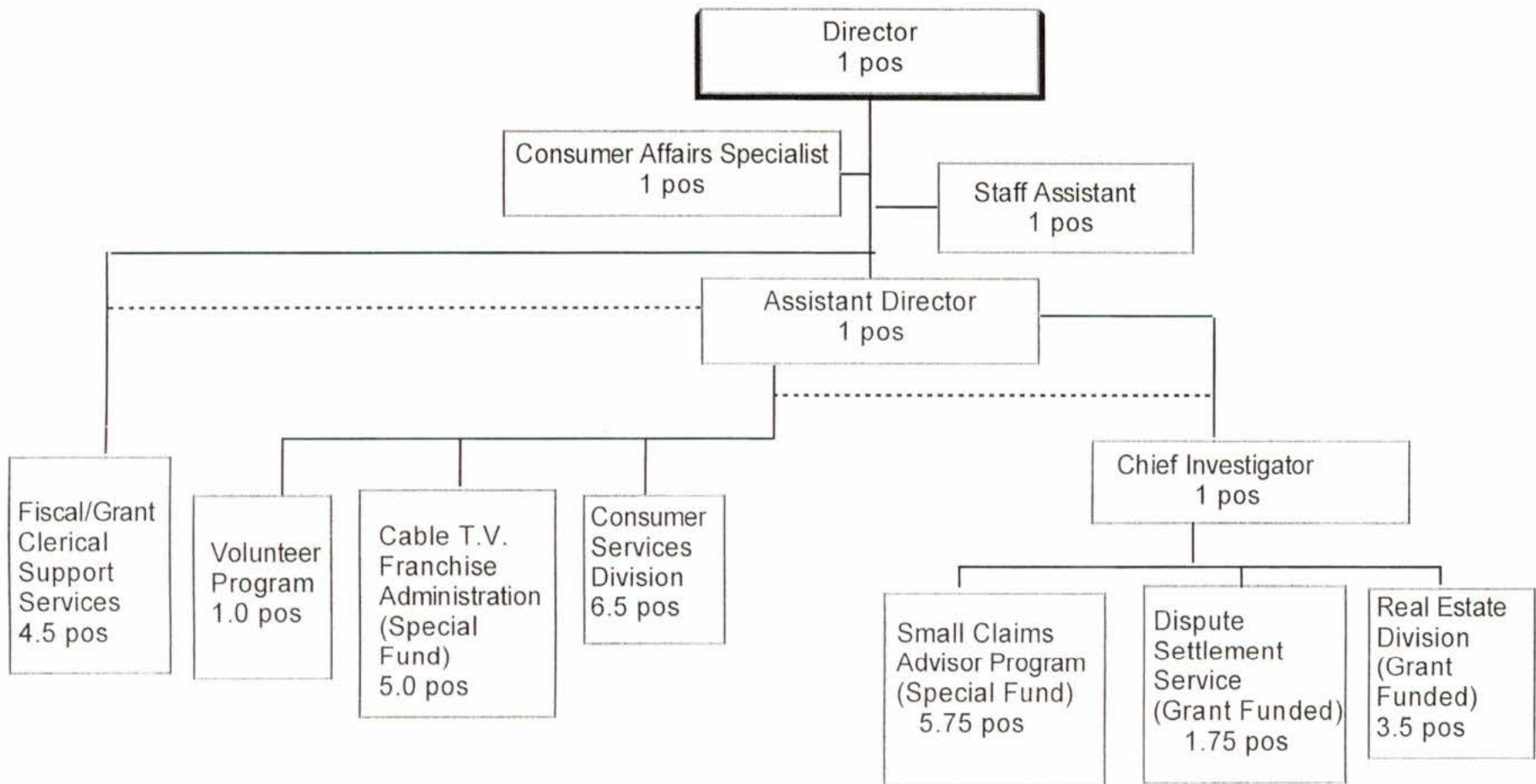
Real Estate Fraud Notification Program: Reflects new Real Estate Fraud Notification program financed by the Registrar-Recorder/County Clerk through a surcharge on recorded documents.

		<u>Changes From 1996-97 Budget</u>		<u>Budgeted Positions</u>
		<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	
			<u>Net County Cost</u>	
<u>Program Changes (cont'd)</u>				
2.	\$ 60,000	\$ —	\$ 60,000	1.0
<u>Early Warning System Program</u> : Reflects funding for full-year implementation of the Board-approved Early Warning System program to help prevent real estate fraud.				
3.	\$ 28,000	\$ 28,000	\$ —	1.0
<u>Small Claims Advisor Program</u> : Reflects an increase of 1.0 reimbursable position for the Small Claims Advisor program.				
<u>Other Changes</u>				
1.	\$ —	\$ —	\$ —	2.0
<u>Cable Television Franchise Program</u> : Reflects 2.0 additional temporary Telecommunications Licensing Analysts, offset by a related reduction in contract employees.				
2.	\$ —	\$ —	\$ —	1.0
<u>Cable Television Franchise Program</u> : Reflects an increase of 1.0 Senior Typist Clerk to assist in administering the Cable Television Franchise program, offset by a reduction in services and supplies.				
3.	\$ —	\$ —	\$ —	1.0
<u>Executive</u> : Reflects an increase of a temporary Consumer Affairs Specialist to develop grants, assist with legislation and various program functions on an as-needed basis, offset by a reduction in services and supplies.				
4.	\$ (-13,000)	\$ (-13,000)	\$ —	—
<u>Miscellaneous Revenue Reductions</u> : Reflects a reduction in revenue from various funding sources, offset by a reduction in services.				
5.	\$ 7,000	\$ 17,000	\$ (-10,000)	—
<u>Countywide Cost Allocation Plan Adjustment</u> : Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	257,000	\$ 207,000	\$ 50,000	7.5

Department of Consumer Affairs

Pastor Herrera, Jr. Director

FY 1997-98



CORONER
A. HERNANDEZ, DIRECTOR/ L. SATHYAVAGISWARAN, CORONER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 9,918,660	\$ 10,373,000	\$ 10,746,000	\$ 13,701,000	\$ 10,913,000	\$ 167,000
SERVICES & SUPPLIES	2,590,181	2,426,000	2,305,000	2,778,000	2,222,000	-83,000
OTHER CHARGES	352,723	414,000	422,000	427,000	427,000	5,000
FIXED ASSETS-EQUIP	133,635	129,000	129,000	282,000	15,000	-114,000
OTHER FINANCING USES	191,000	107,000	105,000	123,000	123,000	18,000
GROSS TOTAL	\$ 13,186,199	\$ 13,449,000	\$ 13,707,000	\$ 17,311,000	\$ 13,700,000	\$ -7,000
LESS INTRAFD TRANSFER	43,376	38,000	45,000	38,000	38,000	-7,000
NET TOTAL	\$ 13,142,823	\$ 13,411,000	\$ 13,662,000	\$ 17,273,000	\$ 13,662,000	
REVENUE	1,942,707	2,107,000	2,092,000	2,167,000	2,167,000	75,000
NET COUNTY COST	\$ 11,200,116	\$ 11,304,000	\$ 11,570,000	\$ 15,106,000	\$ 11,495,000	\$ -75,000
BUDGETED POSITIONS	166.0	173.0	173.0	221.5	174.0	1.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 400	\$	\$	\$	\$	
STATE-OTHER	525,058	407,000	407,000	407,000	407,000	
PERSONNEL SERVICES	27,451	57,000	53,000	20,000	20,000	-33,000
COURT FEES & COSTS	103,763	119,000	124,000	153,000	153,000	29,000
CHRGs FOR SVCS-OTHER	516,766	933,000	867,000	1,038,000	1,038,000	171,000
OTHER SALES	59,930	309,000	331,000	309,000	309,000	-22,000
MISCELLANEOUS	557,105	282,000	310,000	240,000	240,000	-70,000
SALE OF FIXED ASSETS	2,234					
OPERATING TRANSFER IN	150,000					
TOTAL	\$ 1,942,707	\$ 2,107,000	\$ 2,092,000	\$ 2,167,000	\$ 2,167,000	\$ 75,000
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget maintains services essentially at the 1996-97 level. The Proposed Budget reflects the addition of a revenue-offset position associated with the Marketing Program, increase in employee benefits primarily for retirement debt services and workers compensation, and a reduction in costs for services and supplies and fixed assets.

Multi-Year Budget Planning

The Department continues to focus on pursuing new resources and public partnerships to improve the level of service. The Department's goal is to complete 80 percent or more of the cases within a 48-hour turnaround time, notify next of kin within 24 hours, and maintain an average on-scene response time of 60 minutes or less. The Department will continue to make infrastructure modifications to upgrade the autopsy ventilation system.

Critical Needs

The Department requires additional resources to realize its goals and meet an increasing volume of cases for the courts, law enforcement, funeral directors, District Attorney, and the public.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Field investigators	n/a	28	29	29
Pathologists	n/a	17	17	20
<u>Workload/Output</u>				
Cases investigated	n/a	19,160	19,250	19,350
Autopsies/Examinations	n/a	7,618	7,694	7,771
<u>Efficiency</u>				
Cases per investigator	n/a	684	664	668
Cases per pathologist	n/a	448	453	389
(autopsies and external exams)				
Average cost per investigation	n/a	\$206	\$206	\$206
Average on-scene response time (minutes)	n/a	60	60	60
<u>Effectiveness/Outcome</u>				
Percentage of cases which are processed within 48 hours	n/a	n/a	24%	24%
Percentage of time on-scene response time is 60 minutes or less	n/a	n/a	80%	80%
Percentage of time next of kin is notified within 24 hours	n/a	n/a	75%	75%

Objectives for 1997-98

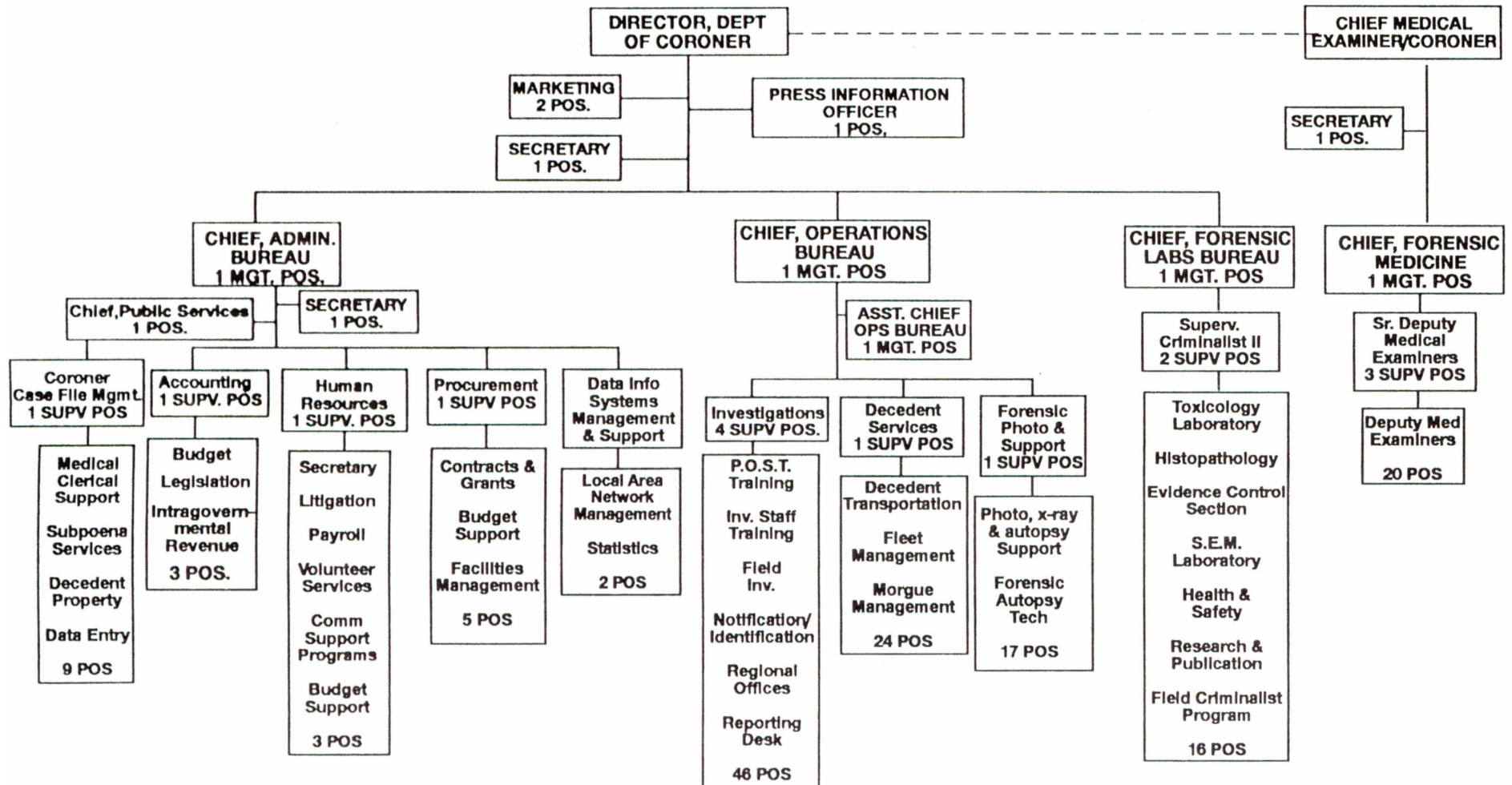
- Notify next of kin within 24 hours of death notification.
- Strive to maintain an average on-scene response time of 60 minutes or less.
- Increase Coroner fiscal allocation in order to raise percentage of cases processed within 48 hours.

<u>Changes From 1996-97 Budget</u>					<u>Budgeted Positions</u>
<u>Gross Appropriation</u>		<u>Revenue/IFT</u>		<u>Net County Cost</u>	
<u>Program Changes</u>					
1. \$ 58,000	\$	55,000	\$	3,000	1.0

Marketing Program: Reflects the addition of a marketing position to promote public awareness and interest in the Department's marketing initiative through the news media; this position is partially offset by revenue generated by the Marketing Program.

	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>				
1.	\$ 109,000	\$ —	\$ 109,000	—
<u>Employee Benefits:</u> Reflects an increase primarily for retirement debt services and workers compensation.				
2.	\$ (-114,000)	\$ —	\$ (-114,000)	—
<u>Fixed Assets:</u> Reflects a decrease, primarily for vehicle purchases. Funds have been reallocated to other charges for vehicle leases.				
3.	\$ (-100,000)	\$ —	\$ (-100,000)	—
<u>Services and Supplies:</u> Reflects a decrease, primarily for insurance, maintenance and building improvements, and laboratory supplies.				
4.	\$ 17,000	\$ —	\$ 17,000	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
5.	\$ 18,000	\$ —	\$ 18,000	—
<u>Productivity Investment Fund:</u> Reflects an increase for a Productivity Investment Fund loan repayment.				
6.	\$ 5,000	\$ —	\$ 5,000	—
<u>Other Charges:</u> Reflects an increase associated with leases for new vehicles.				
7.	\$ —	\$ (-7,000)	\$ 7,000	—
<u>Reimbursable Services:</u> Reflects a decrease in reimbursable services provided to the Sheriff for photographs and copies of documents.				
8.	\$ —	\$ 20,000	\$ (-20,000)	—
<u>Revenue Adjustments:</u> Reflects primarily an increase in revenue for services provided to the public, such as embalming, private autopsies, photocopies of documents, and transportation and statistical services, offset by a decrease in postal refunds, unclaimed trust fund monies, and miscellaneous services.				
Total \$	(-7,000)	\$ 68,000	\$ (-75,000)	1.0

DEPARTMENT OF CORONER



COUNTY COUNSEL

DE WITT W. CLINTON, COUNTY COUNSEL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 20,685,352	\$ 21,059,000	\$ 22,373,000	\$ 23,095,000	\$ 21,774,000	\$ -599,000
SERVICES & SUPPLIES	9,351,910	11,936,000	11,238,000	13,686,000	13,351,000	2,113,000
OTHER CHARGES	410,882	500,000	500,000	500,000	500,000	
FIXED ASSETS-EQUIP	60,104	54,000	54,000	162,000	70,000	16,000
GROSS TOTAL	\$ 30,508,248	\$ 33,549,000	\$ 34,165,000	\$ 37,443,000	\$ 35,695,000	\$ 1,530,000
LESS INTRAFD TRANSFER	18,898,343	20,619,000	20,813,000	21,344,000	20,934,000	121,000
NET TOTAL	\$ 11,609,905	\$ 12,930,000	\$ 13,352,000	\$ 16,099,000	\$ 14,761,000	\$ 1,409,000
REVENUE	12,825,697	13,418,000	13,674,000	13,811,000	13,702,000	28,000
NET COUNTY COST	\$ -1,215,792	\$ -488,000	\$ -322,000	\$ 2,288,000	\$ 1,059,000	\$ 1,381,000
BUDGETED POSITIONS	254.0	254.0	254.0	254.0	254.0	
REVENUE DETAIL						
LEGAL SERVICES	\$ 8,183,508	\$ 8,273,000	\$ 8,469,000	\$ 8,483,000	\$ 8,337,000	\$ -132,000
PERSONNEL SERVICES	3,680,295	3,649,000	3,785,000	3,653,000	3,584,000	-201,000
PLANNING & ENG SVCS	155,025	28,000		5,000	5,000	5,000
ROAD & STREET SVCS	218,521	206,000	363,000	215,000	211,000	-152,000
PARK & RECREATION SVS	153,330	72,000	131,000	80,000	79,000	-52,000
CHRGs FOR SVCS-OTHER	416,467	1,160,000	841,000	1,303,000	1,279,000	438,000
MISCELLANEOUS	18,551	30,000	85,000	72,000	207,000	122,000
TOTAL	\$ 12,825,697	\$ 13,418,000	\$ 13,674,000	\$ 13,811,000	\$ 13,702,000	\$ 28,000
FUND GENERAL FUND						
FUNCTION GENERAL						
ACTIVITY COUNSEL						

Mission Statement

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

1997-98 Budget Message

The 1997-98 Proposed Budget essentially maintains services at the current level with the exception of an increase in contract services provided to the Department of Children and Family Services primarily due to the addition of two new dependency courts and the Permanency Planning Project.

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 the most benefit to the County and clients by 1) conducting legal seminars with clients to minimize exposure to liability; 2) increasing the efficiency of legal research; and 3) expanding the capability to handle certain types of cases in-house, further reducing reliance on outside counsel.

The Department anticipates that data network expansion will be needed to provide all legal staff access to legal research data. Additionally, shared data bases, such as a brief bank, which legal staff can reference through the network will be provided.

Critical Needs

The Department's critical needs consist of the ongoing replacement of aging copiers, computers, peripheral equipment, and network hardware to meet increased workload demands and promote efficiency.

	<u>Performance Measures</u>		<u>1996-97</u>	
<u>Performance Indicator</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>1997-98</u>
	<u>1994-95</u>	<u>1995-96</u>	<u>Actual</u>	<u>Projected</u>
<u>Input</u>				
Number of billing staff	n/a	n/a	3	3
Number of staff reviewing accuracy	n/a	n/a	1	1
Number of staff notifying client departments	n/a	n/a	12	12
Number of attorneys receiving notification of settlement conference, arbitration, mediation, and trial dates	n/a	n/a	16	16
<u>Workload/Output</u>				
Number of invoices sent within 30 working days from date service rendered	n/a	n/a	807	807
Number of invoices with minimum accuracy rate of 90 percent	n/a	n/a	1,090	1,090
Number of notices sent within seven working days	n/a	n/a	1,212	1,188
Number of notices sent 30 working days before scheduled date	n/a	n/a	94	89
<u>Efficiency</u>				
Number of invoices sent within 30 working days from date service rendered per billing staff	n/a	n/a	269	269
Number of invoices with minimum accuracy rate of 90 percent per staff	n/a	n/a	1,090	1,090
Number of notices sent within seven working days per staff	n/a	n/a	101	99
Number of notices sent 30 working days before scheduled date per attorney	n/a	n/a	6	6
<u>Effectiveness/Outcome</u>				
Percent of time 60 percent of the invoices were sent within 30 working days from date service rendered. Client departments are assisted in providing more timely budget information and estimated/actual reports to the Chief Administrative Office.	n/a	n/a	75%	75%
Percent of time invoices were sent with a minimum accuracy rate of 90 percent. Client departments are correctly charged for legal services.	n/a	n/a	80%	80%

Performance Measures (cont'd)

Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
Effectiveness/Outcome (cont'd)				
Percent of notices sent within seven working 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	77%	75%
Percent of notices sent 30 working days before scheduled date. Attorney-client synchronization of litigation settlement position would be enhanced.	n/a	n/a	80%	75%

Objectives for 1997-98

- Send 60 percent of invoices within 30 working 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 (80 percent of the time).
- Notify client departments of new claims and lawsuits involving the department within seven working 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 working days before scheduled date (75 percent of the time).

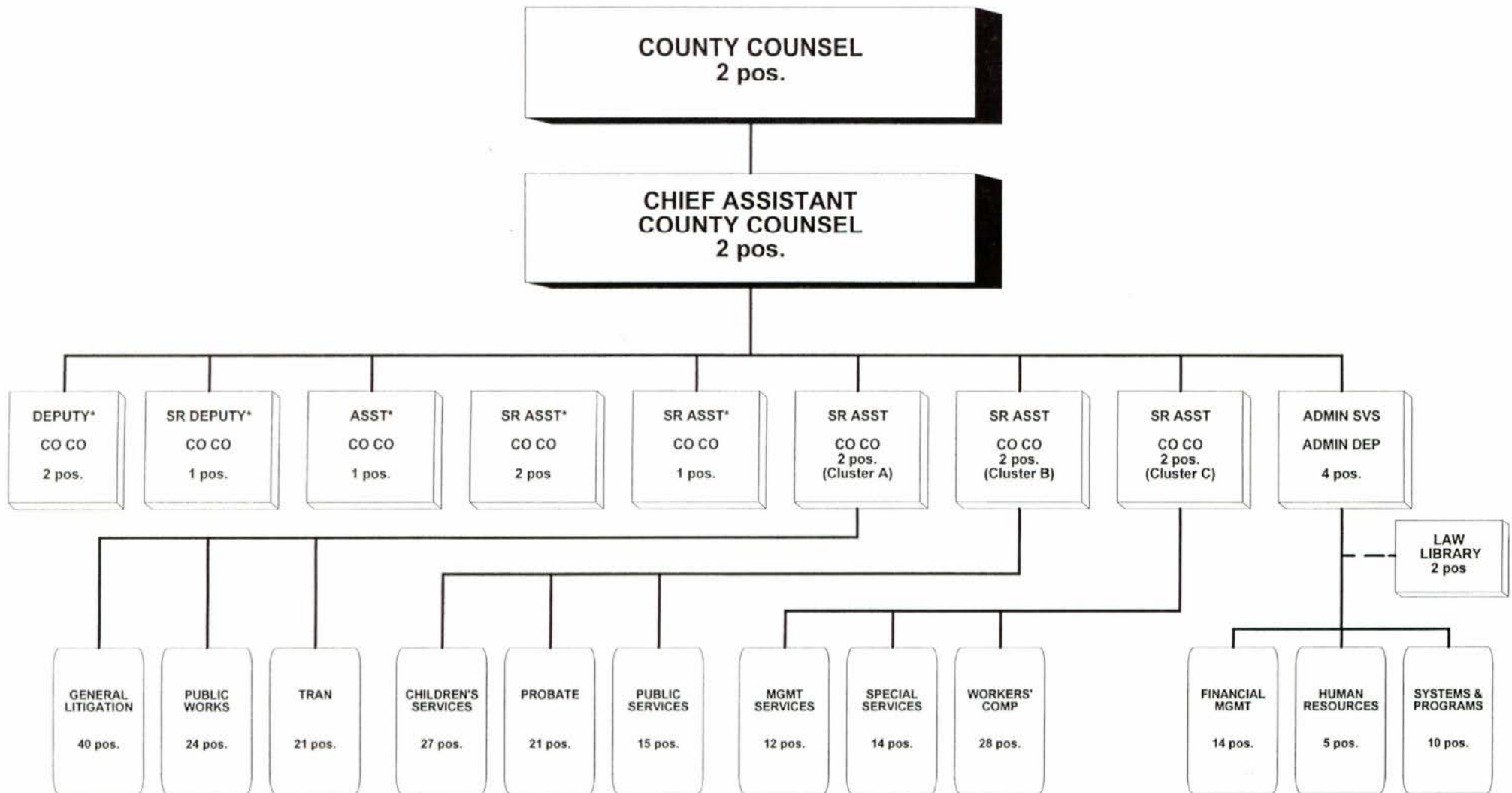
Explanatory Notes

Input measures do not represent full-time equivalent staff.

		Changes From 1996-97 Budget		
Gross Appropriation		Revenue/IFT	Net County Cost	Budgeted Positions
Program Changes				
1. \$ 1,037,000	\$ 1,037,000	\$ —	—	
Dependency Services: Reflects an increase in contract services as requested by the Department of Children and Family Services resulting from the Board-approved addition of two new dependency courts on December 23, 1996; also reflects implementation of a Permanency Planning Project in October 1996, and the conversion of a courtroom designated for Antelope Valley dependency hearings to full court status in February 1997.				
2. \$ 121,000	\$ 121,000	\$ —	—	
Service Level: Reflects an increase in client requests for reimbursable services, such as litigation, eminent domain, and other legal services.				

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget</i>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Other Changes</u>				
1.	\$ 622,000	\$ 622,000	\$ —	—
<u>Professional and Specialized Services:</u> Reflects an increase in the level of reimbursable services provided by Auxiliary Legal Services staff as a cost-savings alternative to permanent staff.				
2.	\$ 188,000	\$ 188,000	\$ —	—
<u>Services and Supplies:</u> Reflects funding for required computer programming modifications for system conversion to the year 2000, as well as building proprietor and other unavoidable cost increases.				
3.	\$ 145,000	\$ (-1,236,000)	\$ 1,381,000	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
4.	\$ (-599,000)	\$ (-599,000)	\$ —	—
<u>Salaries and Employee Benefits:</u> Reflects a reduction in salaries and employee benefits based on experience.				
5.	\$ 16,000	\$ 16,000	\$ —	—
<u>Fixed Assets:</u> Reflects an increase in funding for replacement of aging and inefficient equipment including one multifunction/high volume copier, three heavy duty paper presses, and two file servers to meet workload demands offset by an increase in anticipated revenue from legal services provided for Public Administrator/Public Guardian estates.				
Total \$	1,530,000	\$ 149,000	\$ 1,381,000	0.0

OFFICE OF THE COUNTY COUNSEL
DeWitt W. Clinton, County Counsel
Total 1997-98 Proposed Budgeted Positions = 254



* These positions have no supervisory responsibilities

DISTRICT ATTORNEY GIL GARCETTI, DISTRICT ATTORNEY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 140,019,047	\$ 139,583,000	\$ 141,850,000	\$ 163,174,000	\$ 140,276,000	\$ -1,574,000
SERVICES & SUPPLIES	26,119,061	26,128,000	26,128,000	27,469,000	25,997,000	-131,000
OTHER CHARGES	3,010,116	3,055,000	3,055,000	4,222,000	3,916,000	861,000
FIXED ASSETS-EQUIP	92,899	283,000	283,000	535,000	283,000	
OTHER FINANCING USES				66,000	66,000	66,000
GROSS TOTAL	\$ 169,241,123	\$ 169,049,000	\$ 171,316,000	\$ 195,466,000	\$ 170,538,000	\$ -778,000
LESS INTRAFUND TRANSFER	6,274,243	7,525,000	7,525,000	8,268,000	6,851,000	-674,000
NET TOTAL	\$ 162,966,880	\$ 161,524,000	\$ 163,791,000	\$ 187,198,000	\$ 163,687,000	\$ -104,000
REVENUE	89,627,284	93,923,000	98,190,000	96,821,000	96,821,000	-1,369,000
NET COUNTY COST	\$ 73,339,596	\$ 67,601,000	\$ 65,601,000	\$ 90,377,000	\$ 66,866,000	\$ 1,265,000
BUDGETED POSITIONS	1,687.2	1,871.0	1,871.0	2,059.0	1,872.0	1.0
REVENUE DETAIL						
VEHICLE CODE FINES	\$ 940,056	\$	\$	\$	\$	\$
OTHER COURT FINES	4,490					
FORFEIT & PENALTIES	1,649,307	400,000	400,000	200,000	200,000	-200,000
STATE-OTHER	17,989,653	20,538,000	20,538,000	20,050,000	20,050,000	-488,000
STATE-REALIGNMENT REV	3,952,121	4,204,000	4,204,000	4,204,000	4,204,000	
STATE-PROP 172 PSAP	60,759,794	63,984,000	63,984,000	67,731,000	67,731,000	3,747,000
FEDERAL-OTHER	1,075,622	47,000	47,000	498,000	498,000	451,000
ASSESS/TAX COLL FEES	10,620					
COMMUNICATION SVCS	123,953					
LEGAL SERVICES	160,018	150,000	150,000	150,000	150,000	
RECORDING FEES	7,314					
CHRGs FOR SVCS-OTHER	1,017,508	800,000	800,000	800,000	800,000	
OTHER SALES	125					
MISCELLANEOUS	1,183,795	1,048,000	1,048,000	2,436,000	2,436,000	1,388,000
SALE OF FIXED ASSETS	908					
OPERATING TRANSFER IN	752,000	2,752,000	7,019,000	752,000	752,000	-6,267,000
TOTAL	\$ 89,627,284	\$ 93,923,000	\$ 98,190,000	\$ 96,821,000	\$ 96,821,000	\$ -1,369,000
FUND						
GENERAL FUND						
FUNCTION						
PUBLIC PROTECTION						
ACTIVITY						
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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects increased costs associated primarily with employee benefits, judgments and damages, facility maintenance, and utilities. In the event of projected reductions in State funding for auto insurance, and workers compensation fraud prosecution, it is recommended that staff assigned to these programs be shifted to augment general prosecution. AB 3229 funding, which provides supplemental law enforcement services, including criminal prosecution, is included to finance the shift of staff to general prosecution. However, the District Attorney believes that General Fund net County cost funding should be used.

Multi-Year Budget Planning

The District Attorney continues to work on a multi-year budget plan.

Critical Needs

The Department will continue to pursue bringing salaries of the Deputy District Attorneys into parity with those of the County Counsel's office.

<u>Changes From 1996-97 Budget</u>				
	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ (-4,405,000)	\$ (-4,405,000)	\$ —	(-42.0)
<u>Auto Insurance and Workers Compensation Fraud Revenue:</u> Reflects an anticipated decrease in the State's allocation of auto insurance and workers compensation fraud prosecution revenue. Positions no longer funded by this revenue are recommended to be transferred to augment criminal prosecution, as funded by AB 3229 revenue and other departmental savings.				
2.	\$ 4,405,000	\$ 3,600,000	\$ 805,000	42.0
<u>AB 3229 Revenue and Other Savings:</u> Reflects inclusion of \$3.6 million in AB 3229 funding for supplemental law enforcement services, including criminal prosecution. The District Attorney believes that General Fund net County cost funding should be used. Also reflects \$0.8 million of savings in salaries and employee benefits which have been redirected to fund additional criminal prosecution.				
<u>Other Changes</u>				
1.	\$ (-1,574,000)	\$ —	\$ (-1,574,000)	1.0
<u>Salaries and Employee Benefits:</u> Reflects a decrease to reflect maintenance of current service level, partially offset by an additional position to align actual staffing.				
2.	\$ (-131,000)	\$ —	\$ (-131,000)	—
<u>Services and Supplies:</u> Reflects a net decrease in various services and supplies.				
3.	\$ 861,000	\$ —	\$ 861,000	—
<u>Judgments and Damages:</u> Reflects an increase in judgments and damages, partially offset by a decrease in capital lease payments.				
4.	\$ 66,000	\$ —	\$ 66,000	—
<u>Productivity Investment Fund:</u> Reflects a Productivity Investment Fund loan repayment.				
5.	\$ —	\$ 535,000	\$ (-535,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
6.	\$ —	\$ (-6,267,000)	\$ 6,267,000	—
<u>Asset Forfeiture Revenue:</u> Reflects deletion of one-time transfer of asset forfeiture funds.				
7.	\$ —	\$ 4,494,000	\$ (-4,494,000)	—
<u>Revenue Adjustments:</u> Reflects an increase in revenue, primarily due to Proposition 172 public safety sales tax growth, partially offset by a decrease in miscellaneous State and federal revenue.				
Total \$	(-778,000)	\$ (-2,043,000)	\$ 1,265,000	1.0

FAMILY SUPPORT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 44,938,770	\$ 52,758,000	\$ 52,758,000	\$ 53,590,000	\$ 53,590,000	\$ 832,000
SERVICES & SUPPLIES	40,888,938	45,611,000	45,611,000	45,104,000	44,964,000	-647,000
OTHER CHARGES	38,364	127,000	127,000	124,000	124,000	-3,000
FIXED ASSETS-EQUIP	69,403	1,096,000	1,096,000	2,000,000	2,000,000	904,000
GROSS TOTAL	\$ 85,935,475	\$ 99,592,000	\$ 99,592,000	\$ 100,818,000	\$ 100,678,000	\$ 1,086,000
REVENUE	80,705,523	93,855,000	91,855,000	95,056,000	95,056,000	3,201,000
NET COUNTY COST	\$ 5,229,952	\$ 5,737,000	\$ 7,737,000	\$ 5,762,000	\$ 5,622,000	\$ -2,115,000
BUDGETED POSITIONS	1,094.8	1,278.0	1,278.0	1,278.0	1,278.0	
REVENUE DETAIL						
STATE-OTHER	\$ 1,494,929	\$ 30,774,000	\$ 28,774,000	\$ 28,139,000	\$ 28,139,000	\$ -635,000
FEDERAL-OTHER	77,911,536	62,895,000	62,895,000	66,533,000	66,533,000	3,638,000
RECORDING FEES	76					
CHRGs FOR SVCS-OTHER	6,331					
MISCELLANEOUS	1,292,651	186,000	186,000	384,000	384,000	198,000
TOTAL	\$ 80,705,523	\$ 93,855,000	\$ 91,855,000	\$ 95,056,000	\$ 95,056,000	\$ 3,201,000
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY JUDICIAL	

Mission Statement

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

1997-98 Budget Message

The 1997-98 Proposed Budget funds District Attorney-Family Support operations at the current service level and provides additional appropriation primarily for unavoidable increases in employee benefits, contract services, rent expense, and fixed asset purchases. The Department's net County cost reflects a reduction from the previous year due primarily to an adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.

Multi-Year Budget Planning

The District Attorney continues to work on a multi-year budget plan.

<u>Performance Measures</u>				
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Net County cost (millions)	\$14.3	\$11.9	\$7.7	\$5.6
<u>Workload/Output</u>				
Total collections (millions)	\$174.1	\$195.2	\$215.0	\$226.2
Children served	661,280	653,151	695,606	756,124
Paternities established	25,623	48,990	52,174	56,714
Support orders established	23,121	28,373	30,217	32,846
Parents located in Los Angeles County	238,776	581,124	618,897	672,741
Cases referred for criminal prosecution	3,112	6,846	7,291	7,925
<u>Efficiency</u>				
Children served/net County dollar	0.05	0.06	0.09	0.14
<u>Effectiveness/Outcome</u>				
Total collections	n/a	12.1%	10.1%	5.2%
Children served	n/a	-1.2%	6.5%	8.7%
Paternities established	n/a	91.2%	6.5%	8.7%
Support orders established	n/a	22.7%	6.5%	8.7%
Parents located in Los Angeles County	n/a	143.4%	6.5%	8.7%
Cases referred for criminal prosecution	n/a	120.0%	6.5%	8.7%

Objectives for 1997-98

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

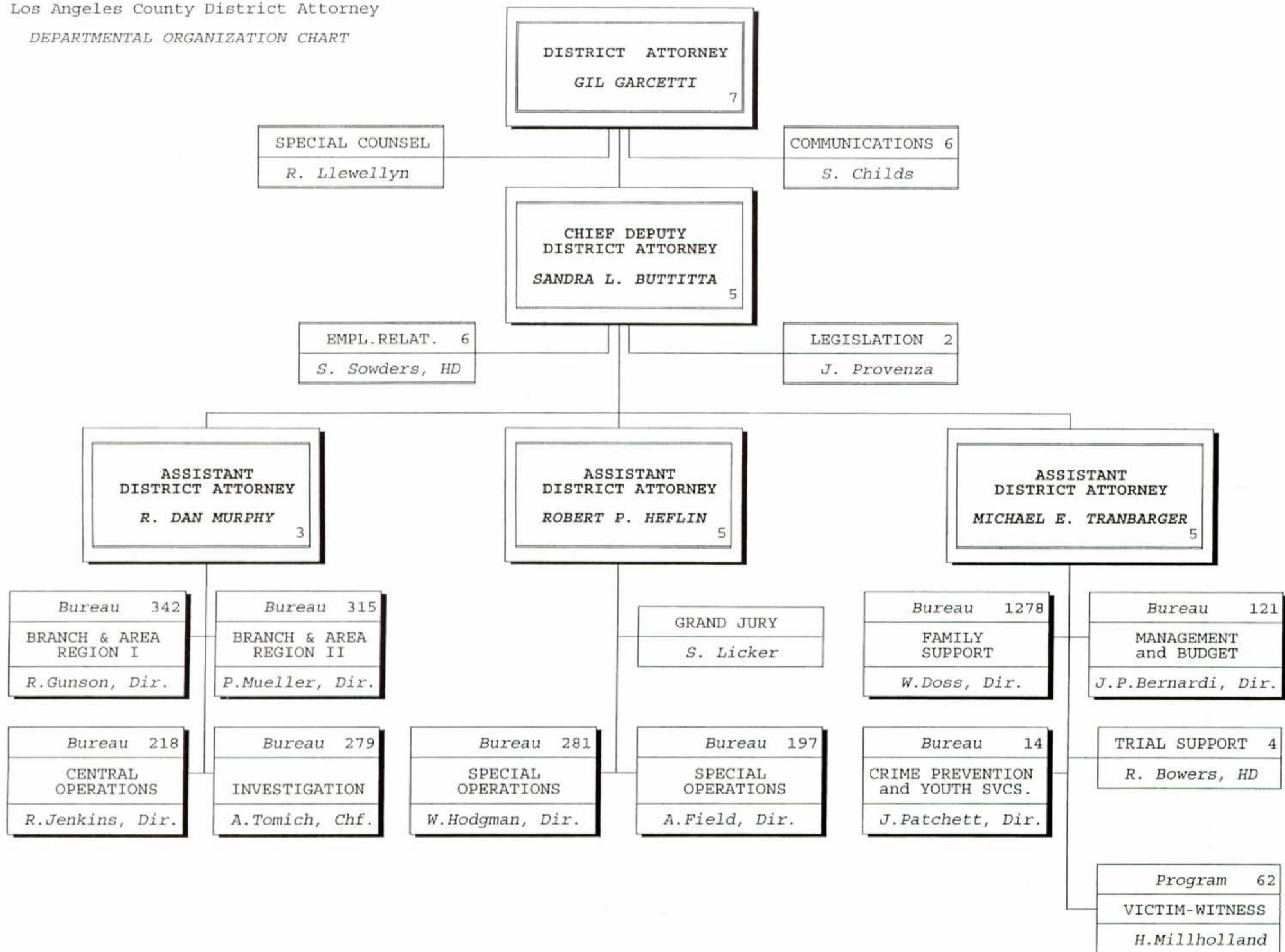
		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u>				<u>Budgeted</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Positions</u>
<u>Other Changes</u>				
1.	\$ 832,000	\$ 549,000	\$ 283,000	—

Employee Benefits: Reflects primarily an increase in retirement debt service, retiree insurance, and Options Plan, partially offset by a reduction in the Savings Plan cost and reimbursement of administrative costs in accordance with the State Welfare and Institutions Code.

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
2.	\$ 3,121,000	\$ 2,062,000	\$ 1,059,000	—
<u>Services and Supplies:</u> Reflects an increase, primarily for telephone utilities, rent expense, and equipment leases.				
3.	\$ (-3,771,000)	\$ (-2,489,000)	\$ (-1,282,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
4.	\$ 904,000	\$ 597,000	\$ 307,000	—
<u>Fixed Assets:</u> Reflects an increase in fixed asset purchases for computer upgrades to support the child support enforcement system, partially offset by reimbursement of administrative costs in accordance with the State Welfare and Institution Code.				
5.	\$ —	\$ 2,482,000	\$ (-2,482,000)	—
<u>Revenue Adjustments:</u> Reflects an increase in federal reimbursement and state reimbursement relating to AB 1058 and the Parent's Fair Share Program, partially offset by a reduction in the State's Support Enforcement Incentive Fund.				
Total \$	1,086,000	\$ 3,201,000	\$ (-2,115,000)	0.0

Los Angeles County District Attorney

DEPARTMENTAL ORGANIZATION CHART



EMERGENCY PREPAREDNESS AND RESPONSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,521,259	\$ 2,741,000	\$ 2,741,000	\$ 3,015,000	\$ 3,015,000	\$ 274,000
OTHER CHARGES	131,129	197,000	292,000	148,000	148,000	-144,000
FIXED ASSETS-EQUIP	211,943					
GROSS TOTAL	\$ 2,864,331	\$ 2,938,000	\$ 3,033,000	\$ 3,163,000	\$ 3,163,000	\$ 130,000
REVENUE	176,294	130,000	130,000	150,000	150,000	20,000
NET COUNTY COST	\$ 2,688,037	\$ 2,808,000	\$ 2,903,000	\$ 3,013,000	\$ 3,013,000	\$ 110,000
REVENUE DETAIL						
STATE-OTHER	\$ 175,727	\$ 130,000	\$ 130,000	\$ 150,000	\$ 150,000	\$ 20,000
CHRGs FOR SVCS-OTHER	500					
MISCELLANEOUS	67					
TOTAL	\$ 176,294	\$ 130,000	\$ 130,000	\$ 150,000	\$ 150,000	\$ 20,000
	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 (EOC), to include the Emergency Management Information System.

1997-98 Budget Message

The budget includes funding for the operation and maintenance of the 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 88 cities; and the conduct of a Countywide disaster exercise.

		<u>Changes From 1996-97 Budget</u>			
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>		<i>Budgeted Positions</i>
<u>Program Changes</u>					
1.	\$ 130,000	\$ —	\$ 130,000		—
Funding required to provide first year warranty support for a new Emergency Management Computer system. Funds are available from the release of a prior year commitment for the service previously contracted from the Lockheed Corporation which will increase fund balance to cover this cost.					
2.	\$ —	\$ 20,000	\$ (-20,000)		—
Reflects an anticipated increase in State funding for the Los Angeles County Operational Area programs.					
<i>Total \$</i>	<i>130,000</i>	<i>\$ 20,000</i>	<i>\$ 110,000</i>		<i>0.0</i>

EMPLOYEE BENEFITS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,011,012,663	\$ 643,600,000	\$ 672,322,000	\$ 665,127,000	\$ 665,127,000	\$ -7,195,000
LESS EXPENDITURE DIST	662,374,291	643,600,000	672,322,000	688,087,000	688,087,000	15,765,000
TOT S & EB	348,638,372			-22,960,000	-22,960,000	-22,960,000
GROSS TOTAL	\$ 348,638,372	\$	\$	\$ -22,960,000	\$ -22,960,000	\$ -22,960,000
REVENUE	349,222,430					
NET COUNTY COST	\$ -584,058	\$	\$	\$ -22,960,000	\$ -22,960,000	\$ -22,960,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects:

- Implementation of the July 30, 1996 Board-approved utilization of the Los Angeles County Employees Retirement Association's 1995-96 excess surplus earnings to fully offset County retirement contributions, and continued offset of a portion of retiree health insurance.
- An increase in retirement debt service to finance the pension obligation bonds.
- Negotiated and Board-approved Horizons Plan increases for represented employees.
- Increases in Medicare health insurance tax, long-term disability and workers compensation based on current experience.
- Cancellation of the \$22.9 million Early Separation Program liability, which was centrally established in 1992-93.

EMPLOYEE BENEFITS DETAIL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN						
EB-CO EMP RET	\$ 76,873,210	\$ 1,404,000	\$ 2,857,000	\$ 1,857,000	\$ 1,857,000	\$ -1,000,000
EB-CO RET INS	62,542,344	58,623,000	61,361,000	56,073,000	56,073,000	-5,288,000
EB-RET DEBT	508,680,262	206,052,000	206,775,000	217,613,000	217,613,000	10,838,000
EB-RET/OASDI	13,726,554	15,629,000	16,000,000	17,200,000	17,200,000	1,200,000
EB-EMP SICK	1,748,000					
EB-ESP				-22,960,000	-22,960,000	-22,960,000
EB-FLX BEN PN	224,762,669	226,339,000	247,500,000	247,500,000	247,500,000	
EB-HEALTH INS	1,531,310	483,000	1,500,000	1,500,000	1,500,000	
EB-DENTAL INS	177,213	1,000	20,000	20,000	20,000	
EB-LIFE INS	1,847,064	1,869,000	2,264,000	2,276,000	2,276,000	12,000
EB-UIB INS	6,298,930	8,800,000	8,800,000	8,800,000	8,800,000	
EB-LG TM DIS	9,253,154	9,660,000	9,277,000	10,548,000	10,548,000	1,271,000
EB-SAVING PN	15,492,263	17,607,000	21,700,000	21,700,000	21,700,000	
EB-HORIZONS	6,325,883	11,027,000	10,622,000	13,459,000	13,459,000	2,837,000
EB-WKRS COMP	81,753,807	86,106,000	83,646,000	89,541,000	89,541,000	5,895,000
	\$ 1,011,012,663	\$ 643,600,000	\$ 672,322,000	\$ 665,127,000	\$ 665,127,000	\$ -7,195,000
LESS EXPENDITURE DIST	662,374,291	643,600,000	672,322,000	688,087,000	688,087,000	15,765,000
GROSS TOTAL	\$ 348,638,372	\$	\$	\$ -22,960,000	\$ -22,960,000	\$ -22,960,000
REVENUE						
EB-RET DEBT	\$ 349,168,777	\$	\$	\$	\$	\$
EB-HEALTH INS	53,653					
TOT REVENUE	\$ 349,222,430	\$	\$	\$	\$	\$
NET COUNTY COST	\$ -584,058	\$	\$	\$ -22,960,000	\$ -22,960,000	\$ -22,960,000
REVENUE DETAIL						
MISCELLANEOUS						
EB-RET DEBT	\$ 21,768,777	\$	\$	\$	\$	\$
EB-HEALTH INS	53,653					
LT DEBT PROCEEDS						
EB-RET DEBT	327,400,000					
TOTAL	\$ 349,222,430	\$	\$	\$	\$	\$

Employee Benefits (cont'd)

1997-98 PROPOSED
(BY FUND)

	General Fund	Hospital Enterprise Funds	Special Funds Special Districts	Total
COUNTY EMPLOYEE RETIREMENT	\$ 0	\$ 0	\$ 750,000	\$ 750,000
COUNTY RETIREE INSURANCE	56,073,000	19,714,000	13,713,000	89,500,000
COUNTY RETIREMENT DEBT SERVICE*	130,223,000	54,723,000	32,667,000	217,613,000
PENSION SAVINGS PLAN	1,857,000	4,459,000	1,296,000	7,612,000
OASDI-MEDICARE	17,200,000	8,310,000	5,777,000	31,287,000
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	2,228,000	726,000	829,000	3,783,000
UNEMPLOYMENT INSURANCE BENEFITS*	2,876,000	5,288,000	636,000	8,800,000
DISABILITY	10,548,000	6,608,000	2,610,000	19,766,000
SAVINGS PLAN	21,700,000	7,276,000	6,500,000	35,476,000
HORIZONS PLAN**	13,459,000	3,946,000	4,532,000	21,937,000
WORKERS' COMPENSATION	89,541,000	29,235,000	22,504,000	141,280,000
	\$ 594,725,000	\$ 238,993,000	\$ 159,877,000	\$ 993,595,000

* 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 \$226,413,000.

** The countywide match contribution for represented employees is capped at \$15,300,000 per the Fringe Benefits Agreements with the Coalition of County Unions and Local 660.

EXTRAORDINARY MAINTENANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 297,747	\$ 1,636,000	\$ 1,636,000	\$ 1,666,000	\$ 1,666,000	\$ 30,000
LESS INTRAFD TRANSFER				30,000	30,000	30,000
NET TOTAL	\$ 297,747	\$ 1,636,000	\$ 1,636,000	\$ 1,636,000	\$ 1,636,000	\$
REVENUE		92,000				
NET COUNTY COST	\$ 297,747	\$ 1,544,000	\$ 1,636,000	\$ 1,636,000	\$ 1,636,000	\$
REVENUE DETAIL						
MISCELLANEOUS	\$	\$ 92,000	\$	\$	\$	\$
TOTAL	\$	\$ 92,000	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

1997-98 Budget Message

This appropriation funds major non-routine building maintenance projects, legally-required building alterations, and unanticipated required maintenance. The 1997-98 Proposed Budget reflects funding slightly above the 1996-97 level, and includes anticipated costs related to the hazardous pesticide waist clean up at an Agricultural Commissioner/Weights and Measures warehouse and for the highest priority health and safety related deferred building maintenance projects.

		<u>Changes From 1996-97 Budget</u>			
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>		<i>Budgeted Positions</i>
<u>Program Changes</u>					
1.	\$ 30,000	\$ 30,000	\$ —		—
Includes required appropriation and the first of three annual IFT repayments by the Department of Community and Senior Services for the overhaul of the air conditioning unit at the department headquarters.					
<i>Total \$</i>	<i>30,000</i>	<i>\$ 30,000</i>	<i>\$ 0</i>		<i>0.0</i>

FEDERAL AND STATE DISASTER AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 35,716,344	\$ 60,000,000	\$ 119,500,000	\$ 119,500,000	\$ 119,500,000	\$
REVENUE	35,432,221	60,000,000	119,500,000	119,500,000	119,500,000	
NET COUNTY COST	\$ 284,123	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE AID-DISASTER	\$ -963,023	\$ 6,000,000	\$ 8,950,000	\$ 11,450,000	\$ 11,450,000	\$ 2,500,000
FEDERAL AID-DISASTER	16,354,194	54,000,000	80,550,000	103,050,000	103,050,000	22,500,000
CHRGs FOR SVCS-OTHER	41,050					
MISCELLANEOUS	20,000,000		30,000,000	5,000,000	5,000,000	-25,000,000
TOTAL	\$ 35,432,221	\$ 60,000,000	\$ 119,500,000	\$ 119,500,000	\$ 119,500,000	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY 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 restoration of buildings and property pending reimbursement from the other government agencies.

1997-98 Budget Message

Recommendations for 1997-98 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.

Gross Appropriation	Changes From 1996-97 Budget		Budgeted Positions
	Revenue/IFT	Net County Cost	

Program Changes

1.	\$	—	\$	—	\$	—	—
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It is anticipated that an equivalent amount of appropriation and offsetting revenue, as adopted for fiscal year 1996-97 will be required for fiscal year 1997-98. In addition to payments from Federal and State agencies, a provision has been made for insurance proceeds as well.

Total \$	0	\$	0	\$	0	0.0
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FINANCING ELEMENTS

<u>FINANCING REQUIREMENTS</u>	<u>BUDGET FISCAL YEAR 1996-97</u>	<u>REQUESTED FISCAL YEAR 1997-98</u>	<u>PROPOSED FISCAL YEAR 1997-98</u>	<u>CHANGE FROM BUDGET</u>
General Reserves/Designations	\$ 86,066,000	\$ 79,716,000	\$ 79,716,000	\$ -6,350,000
<u>AVAILABLE FINANCING</u>				
Fund Balance	\$ 91,659,000	\$ 85,000,000	\$ 85,000,000	\$ -6,659,000
Cancellation of Prior-Year Reserves/Designations	31,013,000	3,000,000	3,000,000	-28,013,000
Property Tax Levy				
Regular Tax Levy	1,115,401,000	1,141,865,000	1,141,865,000	26,464,000
Supplemental Roll	7,375,000	5,900,000	5,900,000	-1,475,000

Mission Statement

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

1997-98 Budget Message

The 1997-98 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.
- The following are included in the Designation for Budgetary Uncertainties: \$29,741,000 to replenish the funds used for the Probation shortfall in 1996-97; and \$46,975,000 of revenue which may be subject to the provisions of Proposition 62.

Available Financing

- For budgetary planning purposes, the Chief Administrative Office considers total fund balance to represent the surplus generated in 1996-97 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 1996-97 to minimize the need for reductions in 1997-98. Any decrease in fund balance from the budgeted amount will require the identification of other financing sources or expenditure reductions.
- The 1996-97 General Reserve of \$3,000,000 was cancelled, making the funds available to finance the 1997-98 General Reserve.
- Property taxes reflect primarily a slight increase in the levy and a slight decline in the reductions from assessment appeals and Proposition 8 applications (declines in value).
- In addition to the amounts included in the Budget Fiscal Year 1996-97 column, \$29,741,000 was cancelled from the Designation for Budgetary Uncertainties on January 23, 1997 to finance the Probation Department's 1996-97 shortfall.

FIRE DEPARTMENT

P. MICHAEL FREEMAN, FIRE CHIEF, FORESTER AND FIRE WARDEN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 320,636,617	\$ 317,572,000	\$ 335,472,000	\$ 326,022,000	\$ 324,347,000	\$ -11,125,000
SERVICES & SUPPLIES	44,845,781	53,378,000	53,099,000	54,851,000	54,851,000	1,752,000
OTHER CHARGES	4,961,736	5,078,000	7,700,000	8,055,000	8,055,000	355,000
FIXED ASSETS-EQUIP	2,091,121	4,914,000	5,649,000	5,649,000	5,649,000	
OTHER FINANCING USES	1,966,830	6,450,000	6,450,000	4,450,000	4,450,000	-2,000,000
GROSS TOTAL	\$ 374,502,085	\$ 387,392,000	\$ 408,370,000	\$ 399,027,000	\$ 397,352,000	\$ -11,018,000
DESIGNATIONS		10,718,000	10,718,000			-10,718,000
TOT FIN REQMTS	\$ 374,502,085	\$ 398,110,000	\$ 419,088,000	\$ 399,027,000	\$ 397,352,000	\$ -21,736,000
AVAIL FINANCE						
FUND BALANCE	\$ 6,101,000	\$ 40,571,000	\$ 40,571,000	\$ 16,918,000	\$ 16,918,000	\$ -23,653,000
CANCEL RES/DES	20,908,133					
PROPERTY TAXES	251,181,484	250,400,000	249,800,000	252,900,000	252,900,000	3,100,000
SPECIAL ASSESSMENT	59,674,637	49,542,000	59,000,000	51,700,000	51,700,000	-7,300,000
REVENUE	77,208,439	74,515,000	69,717,000	77,509,000	75,834,000	6,117,000
TOT AVAIL FIN	\$ 415,073,693	\$ 415,028,000	\$ 419,088,000	\$ 399,027,000	\$ 397,352,000	\$ -21,736,000
BUDGETED POSITIONS	3,401.0	3,495.0	3,495.0	3,578.0	3,565.0	70.0
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 242,270,547	\$ 228,835,000	\$ 229,784,000	\$ 231,169,000	\$ 231,169,000	\$ 1,385,000
PROP TAXES-CURR-UNSEC	15,546,003	16,252,000	10,008,000	16,417,000	16,417,000	6,409,000
PROP TAXES-PRIOR-SEC	-6,619,243	4,300,000	7,506,000	4,301,000	4,301,000	-3,205,000
PROP TAXES-PRIOR-UNS	-715,348	17,000	500,000	17,000	17,000	-483,000
SUPP PROP TAXES-CURR	472,723	512,000	751,000	512,000	512,000	-239,000
SUPP PROP TAXES-PRIOR	226,802	484,000	1,251,000	484,000	484,000	-767,000
BUSINESS LICENSES	77,245	77,000	65,000	77,000	77,000	12,000
OTHER LIC & PERMITS	5,475,794	7,118,000	5,614,000	7,118,000	7,118,000	1,504,000
FORFEIT & PENALTIES	16,038	178,000	5,000	123,000	123,000	118,000
PEN/INT/COSTS-DEL TAX	4,282,249	3,682,000	2,849,000	3,182,000	3,182,000	333,000
INTEREST	536,285	530,000	400,000	530,000	530,000	130,000
RENTS AND CONCESSIONS	86,354	43,000	8,000	43,000	43,000	35,000
OTHER STATE IN-LIEU	5,311	5,000	9,000	5,000	5,000	-4,000
STATE AID-DISASTER	1,233,887					
HOMEOWNER PRO TAX REL	5,104,884	5,100,000	4,600,000	5,100,000	5,100,000	500,000
STATE-OTHER	9,296,119	6,314,000	6,267,000	6,277,000	6,277,000	10,000
FEDERAL-OTHER	-27,891	609,000	1,000,000	3,350,000	3,350,000	2,350,000
ELECTION SERVICES	292					
LEGAL SERVICES	22,301	40,000	34,000	40,000	40,000	6,000
PLANNING & ENG SVCS	32,516	29,000	35,000	29,000	29,000	-6,000
COURT FEES & COSTS	9,969	30,000	38,000	30,000	30,000	-8,000
EDUCATIONAL SERVICES	249,991	232,000		238,000	238,000	238,000
CHRGs FOR SVCS-OTHER	38,027,169	44,183,000	42,483,000	43,347,000	43,347,000	864,000
SPECIAL ASSESSMENTS	59,674,637	49,542,000	59,000,000	51,700,000	51,700,000	-7,300,000
OTHER SALES	10,161	10,000	14,000	10,000	10,000	-4,000
MISCELLANEOUS	329,025	79,000	61,000	79,000	79,000	18,000
SALE OF FIXED ASSETS	50,053	39,000	18,000	39,000	39,000	21,000
OPERATING TRANSFER IN	12,390,687	6,217,000	6,217,000	7,892,000	6,217,000	
TOTAL	\$ 388,064,560	\$ 374,457,000	\$ 378,517,000	\$ 382,109,000	\$ 380,434,000	\$ 1,917,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

Mission Statement

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

1997-98 Budget Message

The 1997-98 Proposed Budget maintains current emergency service levels, with slightly increased workload due to the annexation of the City of Hawthorne into the District. The Proposed Budget assumes approval of a special tax for Fire Department services by two thirds of those voting on the June 3, 1997 ballot; the Board of Supervisors approved placement of the special tax on the ballot to replace the existing Fire benefit assessment which will expire on July 1, 1997. Should the voters not approve this special tax, the Fire Department would face a shortfall of approximately \$51.7 million, and could be required to close more than 20 fire stations, eliminate 34 engine companies and five emergency support teams, and reduce daily fire company staffing by 157 fire fighters. This would leave an area of approximately 100 square miles without optimal first responder capability, with dire consequences for both fire protection and emergency medical services.

The Proposed Budget also reflects a \$2 million reduction to the Fire Department's contribution to the Accumulative Capital Outlay (ACO) Fund and a 5.2 percent reduction in appropriation is recommended primarily due to reduced available fund balance resulting from the establishment of a Designation for Fire Fleet replacement in 1996-97.

Multi-Year Budget Planning

In accordance with the Vision 2000 strategic plan, the Proposed Budget maintains current emergency staffing levels and provides limited funding for the lease/purchase of some much needed aging fire apparatus.

Critical Needs

The 1997-98 Proposed Budget does not provide adequate funding to meet all critical additional staffing requirements, infrastructure repair and replacement needs, and necessary investments in new telecommunications technology.

<u>Performance Measures</u>				
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Number of fire fighters	2,456	2,495	2,501	2,539
Lifeguard hours	305,666	278,642 ⁽¹⁾	305,666 ⁽²⁾	305,666
<u>Workload/Output</u>				
Fire/Emergency Medical Service (EMS)				
Number of emergency responses	193,644	198,614	204,000	209,000
Population served	3,096,022	3,136,270	3,181,783	3,229,510
Square miles protected	2,279	2,257	2,263	2,263
Lifeguards				
Miles of beaches protected	31	22 ⁽¹⁾	32 ⁽²⁾	32
Beach attendance	46,000,000	50,117,323 ⁽¹⁾	58,000,000 ⁽²⁾	58,000,000
Beach rescues	7,480	7,878 ⁽¹⁾	9,000 ⁽²⁾	10,000

Performance Measures (cont'd)

Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
Efficiency				
Number of fire fighters per 1,000 population	.79	.80	.79	.79
People protected per lifeguard hour	150	180	190	190
Effectiveness/Outcome				
Fire/EMS responses (all incidents-first in unit)				
Dispatch time (median time)	.22 min.	.15 min.	.15 min.	.15 min.
Dispatch to "on scene" (median time)				
Urban	4.4 min.	4.5 min.	4.5 min.	4.5 min.
Suburban	5.7 min.	5.5 min.	5.5 min.	5.5 min.
Rural	8.1 min.	7.7 min.	7.7 min.	7.7 min.
Lifeguards				
Rescues per 10,000 beach visitors	1.6	1.6	1.6	1.7

Objectives for 1997-98

- Median dispatch time less than or equal to .15 minute.
- Median dispatch to "on scene" time less than or equal to:
 - Urban - 4.5 minutes
 - Suburban - 5.5 minutes
 - Rural - 7.7 minutes

Explanatory Notes

- (1) Reflects deletion of lifeguard services at eight State beaches for the Summer of 1995.
- (2) Reflects resumption of services at Rancho Palos Verdes.

Changes From 1996-97 Budget

	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	\$ 4,224,000	\$ 4,224,000	38.0
City of Hawthorne Annexation: Reflects the December 12, 1996 Board-approved annexation of the City of Hawthorne to the Consolidated Fire Protection District, which includes the transfer of safety positions from the City and annual revenue from the City for fire protection services.			
2.	\$ (-2,000,000)	\$ (-2,000,000)	--

Capital Projects: Reflects a reduction of funding to the Department's ACO Fund, primarily for fire station infrastructure repair and replacement.

Fire Department (cont'd)

<u>Changes From 1996-97 Budget</u>				<u>Budgeted</u>
<u>Financing Uses</u>		<u>Financing Available</u>		<u>Positions</u>
<u>Program Changes (cont'd)</u>				
3.	\$ 300,000	\$ 300,000		3.0
<u>Health Hazardous Materials Fees:</u> Reflects Site Mitigation/Emergency Operations fees to fund staffing and other costs for management of the hazardous waste and hazardous materials management program.				
4.	\$ 134,000	\$ 134,000		1.0
<u>California Fire Plan:</u> Reflects a three-year grant from the California Department of Forestry to participate in a statewide, coordinated effort to develop guidelines/procedures to reduce total government costs and property losses from wildland fires.				
5.	\$ 262,000	\$ 262,000		4.0
<u>Employee Relations Workload Increase:</u> Reflects an augmentation in employee relations positions to address increased number of employees, due to the transfer of Lifeguards and Health Hazardous Materials to the Fire Department, as well as growth due to city annexations.				
6.	\$ 81,000	\$ 81,000		1.0
<u>Fire Investigations:</u> Reflects the addition of a Fire Fighter Specialist to augment fire investigation staffing which is necessary primarily due to the annexation of the Cities of Pomona and Hawthorne.				
<u>Other Changes</u>				
1.	\$ (-10,718,000)	\$ (-10,718,000)		—
<u>Designation for Fire Fleet:</u> Reflects the elimination of a Designation for Fire Fleet that was established in 1996-97 in order to purchase replacement fire equipment and fire fighting apparatus.				
2.	\$ —	\$ —		18.0
<u>Current Staffing Alignment:</u> Reflects the addition of support positions necessary to reconcile to actual operating levels and expenditures, and to meet the increased workload due to the annexation of the Cities of Hawthorne and Pomona. Also includes the addition of positions to replace agency temporary workers with permanent county employees being displaced in other departments.				
3.	\$ (-123,000)	\$ (-123,000)		5.0
<u>Contract Services:</u> Reflects cost savings associated with converting systems contract employees to permanent County employees.				
4.	\$ (-13,896,000)	\$ (-13,896,000)		—
<u>Financing Alignment:</u> Reflects primarily a reduction in carryover fund balance, which the Department has offset mainly by LACERA savings.				
Total \$	(-21,736,000)	\$ (-21,736,000)		70.0

FIRE DEPARTMENT - LIFEGUARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER FINANCING USES	\$ 6,876,687	\$ 6,217,000	\$ 6,217,000	\$ 7,892,000	\$ 6,217,000	\$
NET COUNTY COST	\$ 6,876,687	\$ 6,217,000	\$ 6,217,000	\$ 7,892,000	\$ 6,217,000	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY 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.

1997-98 Budget Message

The Fire Department - Lifeguards 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 1997-98 Proposed Budget essentially maintains services at 1996-97 levels. The Fire Department will continue to work 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 continue pursuing cost sharing/revenue agreements with cities for lifeguard services.

Changes From 1996-97 Budget

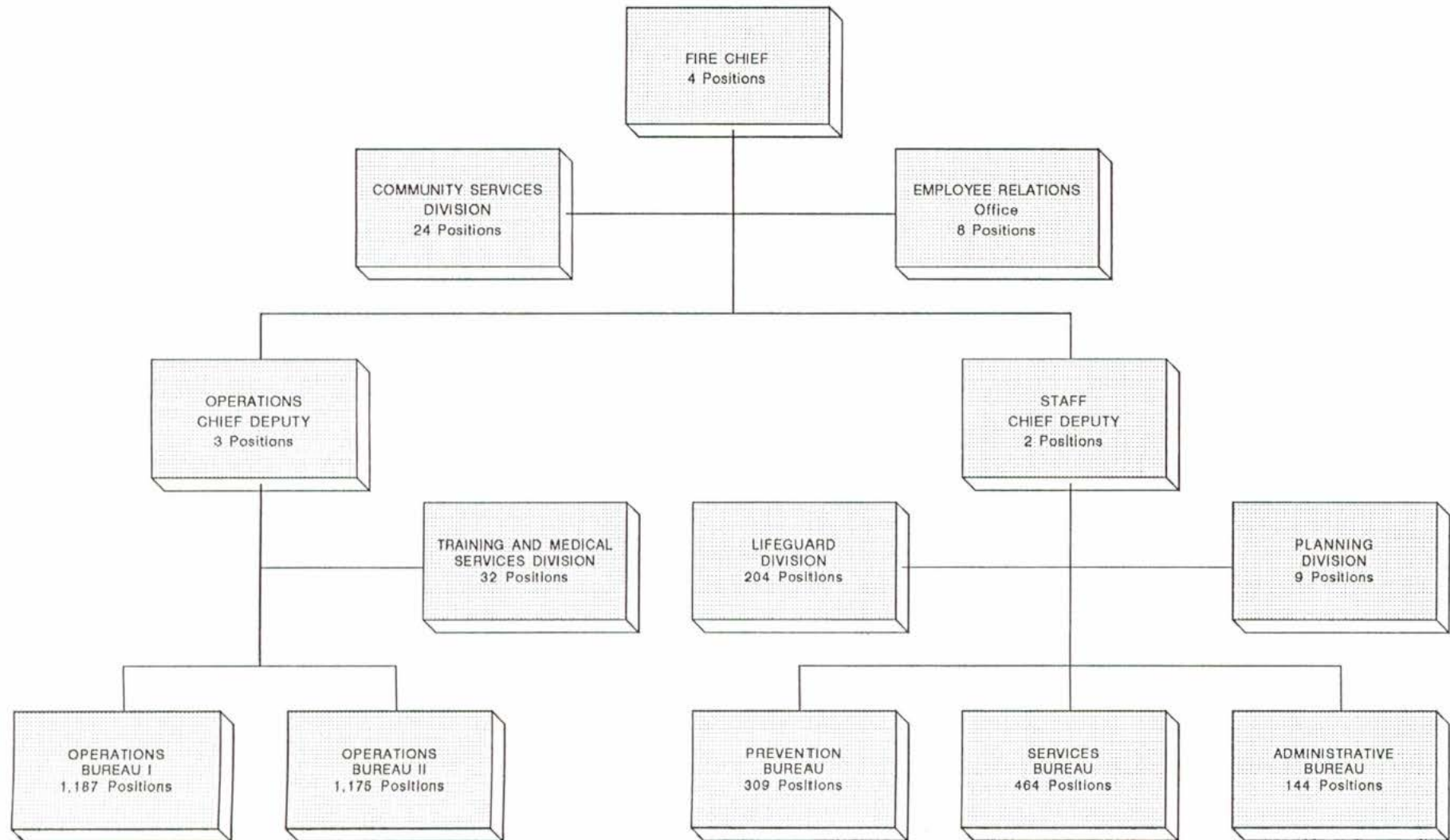
<i>Gross Appropriation</i>	<i>Expenditure Distribution/Revenue</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
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No change.

LOS ANGELES COUNTY FIRE DEPARTMENT

P. MICHAEL FREEMAN, FIRE CHIEF

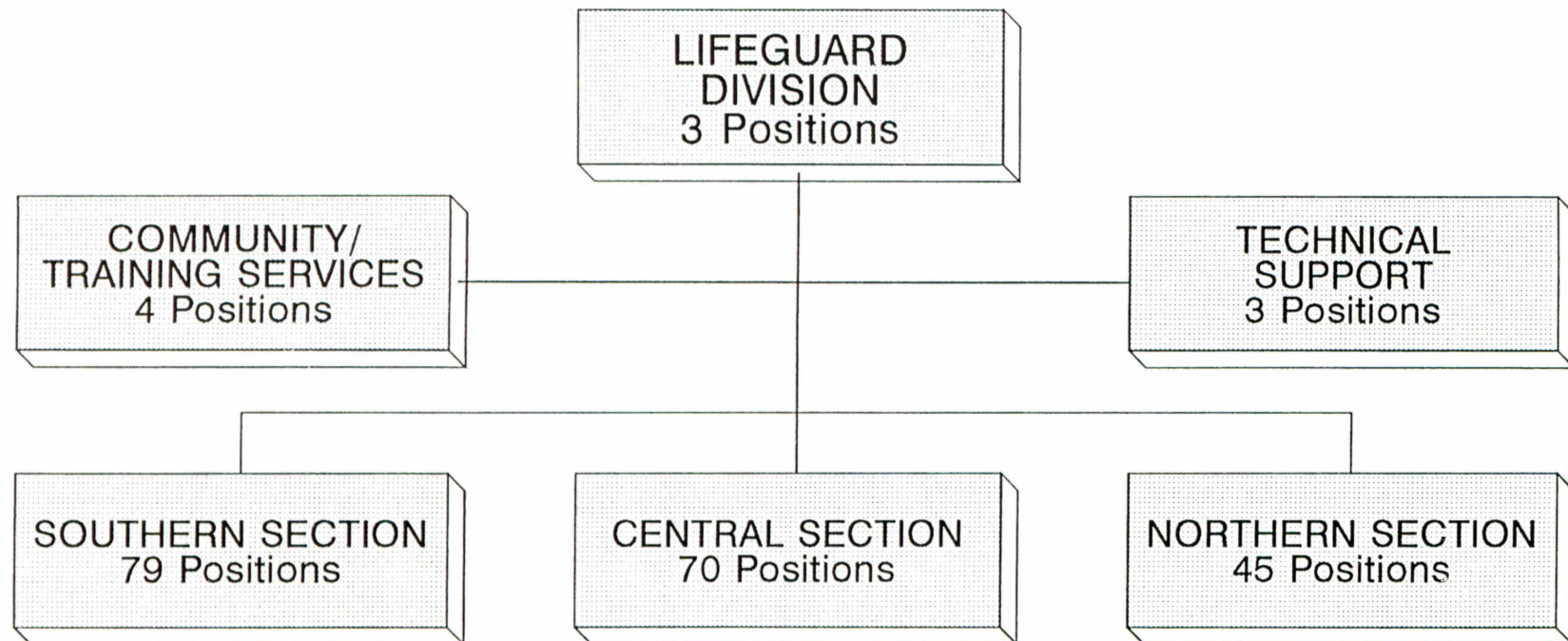
Total 1997-98 Proposed Budget Positions = 3,565



LOS ANGELES COUNTY FIRE DEPARTMENT

LIFEGUARD DIVISION

Total 1997-98 Proposed Budget Positions = 204



GRAND JURY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 259,857	\$ 257,000	\$ 257,000	\$ 247,000	\$ 247,000	\$ -10,000
SERVICES & SUPPLIES	243,769	298,000	295,000	308,000	308,000	13,000
OTHER CHARGES	55,293	59,000	59,000	58,000	58,000	-1,000
GROSS TOTAL	\$ 558,919	\$ 614,000	\$ 611,000	\$ 613,000	\$ 613,000	\$ 2,000
REVENUE	48			12,000	12,000	12,000
NET COUNTY COST	\$ 558,871	\$ 614,000	\$ 611,000	\$ 601,000	\$ 601,000	\$ -10,000
BUDGETED POSITIONS	2.0	2.0	2.0	2.0	2.0	
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 48	\$	\$	\$	\$	\$
MISCELLANEOUS				12,000	12,000	12,000
TOTAL	\$ 48	\$	\$	12,000	12,000	12,000
FUND GENERAL FUND						
FUNCTION PUBLIC PROTECTION						
ACTIVITY JUDICIAL						

Mission Statement

To make inquiry into all public offenses committed or triable within the County and to present them to the courts by indictment. The Grand Jury also investigates and reports on the operations, accounts, and records of County departments and any special legislative district or other districts in the County created pursuant to State Law, for which the officers of the County are serving in their capacity as officers of the districts pursuant to Article 1, Section 23, among other sections, of the California Constitution.

1997-98 Budget Message

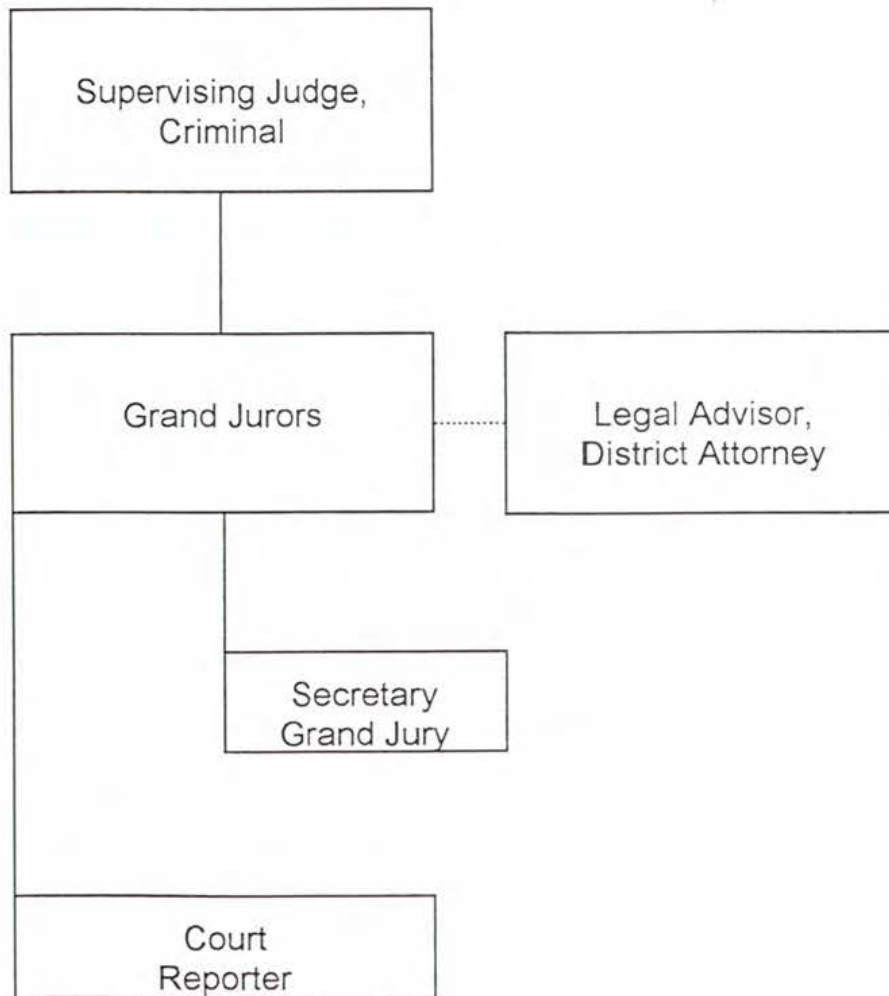
The 1997-98 Proposed Budget reflects funding essentially at the 1996-97 level. Minor adjustments have been made to increase the funding for contract auditor services, offset by various operating cost reductions.

Performance Measures

Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
<u>Workload/Output</u>				
Indictments issued	48	41	45	45
Defendants indicted	214	188	201	201
Investigative hearings held	12	2	7	7
Subpoena duces tecum	7	18	13	13
Contract audits	6	6	6	6
Citizen complaints	100	91	96	96

		<u>Changes From 1996-97 Budget</u>			
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>		<i>Budgeted Positions</i>
<u>Program Changes</u>					
1.	\$ 8,000	\$ —	\$ 8,000		—
<u>Contract Auditor:</u> Reflects an increase of \$8,000 for the contract auditor, bringing the contract for outside audit services to a total of \$168,000.					
<u>Other Changes</u>					
1.	\$ (-8,000)	\$ —	\$ (-8,000)		—
<u>Miscellaneous Changes:</u> Reflects reductions in security services, rents and leases, and retirement costs partially offset by increases in such areas as telephone utilities, mail services, as well as printing and distribution of the Grand Jury's Annual Report.					
2.	\$ 2,000	\$ 12,000	\$ (-10,000)		—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.					
Total \$	2,000	\$ 12,000	\$ (-10,000)		0.0

GRAND JURY
1997-98 Organizational Chart



HEALTH SERVICES
MARK FINUCANE, DIRECTOR

HEALTH SERVICES SUMMARY
INCLUDING GENERAL FUND AND HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SAL & EMP BEN	\$ 1,243,608,747	\$ 1,184,811,000	\$ 1,205,253,000	\$ 1,135,349,000	\$ 884,245,000	\$ -321,008,000
SVCS & SUPPS	940,786,987	978,667,000	965,156,000	1,085,601,000	844,345,000	-120,811,000
LESS EXP DIST	47,465,981	45,134,000	45,134,000	40,026,000	40,026,000	-5,108,000
TOT S & S	893,321,006	933,533,000	920,022,000	1,045,575,000	804,319,000	-115,703,000
OTHER CHARGES	565,389,004	688,214,000	693,035,000	644,153,000	644,153,000	-48,882,000
FA - EQUIPMENT	2,596,213	3,229,000	4,711,000	4,345,000	4,345,000	-366,000
OTH FIN USES	957,983,127	970,379,000	969,163,000	1,017,687,000	1,017,687,000	48,524,000
GROSS TOTAL	\$ 3,662,898,097	\$ 3,780,166,000	\$ 3,792,184,000	\$ 3,847,109,000	\$ 3,354,749,000	\$ -437,435,000
LESS INT TRFS	17,863,998	20,712,000	21,860,000	23,107,000	23,107,000	1,247,000
NET TOTAL	\$ 3,645,034,099	\$ 3,759,454,000	\$ 3,770,324,000	\$ 3,824,002,000	\$ 3,331,642,000	\$ -438,682,000
DESIGNATION/SB 855		97,479,000				
TOTAL RESERVES		97,479,000				
TOT FIN REQMTS	3,645,034,099	3,856,933,000	3,770,324,000	3,824,002,000	3,331,642,000	-438,682,000
FUND BALANCE	72,600,000	191,812,000	191,812,000			-191,812,000
CANCEL RES/DES	4,815,585			97,479,000	97,479,000	97,479,000
REVENUE	3,259,400,785	3,223,547,000	3,133,091,000	3,152,910,000	2,783,640,000	-349,451,000
NET CO COST	\$ 308,217,729	\$ 441,574,000	\$ 445,421,000	\$ 573,613,000	\$ 450,523,000	\$ 5,102,000
POSITIONS	25,733.9	22,199.8	22,199.8	22,081.2	22,081.2	-118.6

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.

1997-98 Budget Message

The 1997-98 Proposed Budget for DHS reflects the second year of departmental restructuring under Phase 2 of the Medicaid Demonstration Project as authorized under Social Security Act Section 1115 (1115 Waiver). The Demonstration Project provides a national testing ground for the transformation of a large, decentralized publicly operated health system 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. Through the five-year 1115 Waiver period, DHS is seeking to increase access to ambulatory care services by 50 percent and to decrease inpatient beds by almost 40 percent. The increase in ambulatory care services will be accomplished through expansion of services at DHS facilities and through Public/Private Partnerships.

Despite expectations for somewhat increased 1115 Waiver funding, DHS continues to face a substantial structural funding gap. As anticipated in the 1115 Waiver Project Management Plan and as currently proposed, private sector contracts are being pursued for Rancho Los Amigos Medical Center and for the inpatient activities at High Desert Hospital effective June 30, 1997. The \$123.1 million funding gap projected for 1997-98 is currently unallocated. Recommendations for closing this gap will be presented in a separate report.

Background

As the second largest public health system in the nation, 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 9.6 million. Nearly 31 percent of this population up to the age of 64 are medically uninsured, the highest rate in the State and in the 30 largest metropolitan areas nationwide, and almost one-quarter of those uninsured are children. DHS provides nearly 45 percent of all uncompensated healthcare in the State of California.

Faced with closing a \$655 million budget gap in 1995-96, the State of California and County DHS sought and were awarded the 1115 Waiver. The federal government provided \$364 million as a first installment to support the Department's restructuring. Additionally, DHS received \$50 million from the Metropolitan Transportation Authority as authorized by the State Legislature. In 1995-96, DHS closed the remaining shortfall by making significant program and administrative reductions, including curtailments in both hospital- and health center-based ambulatory care services, inpatient and mental health services, and administration.

During 1996-97, the Department has been able to sustain operations largely through the carryover of a significant operating surplus from 1995-96, and a savings in retirement costs due to excess LACERA earnings. Additional restructuring efforts in accordance with the 1115 Waiver have enabled DHS to:

- Avoid closure of any of the six hospitals;
- Reduce hospitals' budgeted inpatient census from 2,595 to 2,073;
- Actively negotiate with prospective vendors in efforts to privatize Rancho Los Amigos Medical Center and High Desert Hospital;
- Increase primary care access from 39 County-operated health centers to over 115 County and privately operated sites; and
- Save \$19 million at Rancho Los Amigos Medical Center, with no reductions in service.

Explanation of the Proposed Budget

The 1997-98 Proposed Budget for DHS, as presented here, is essentially a status quo budget without new programs or expansions other than those required by State law or consistent with the strategic objectives identified in the initial 1115 Waiver project documents and further outlined in the 1115 Waiver Project Management Plan. The strategic objectives are to increase access to primary care (outpatient) services and control demand for inpatient and specialty care services, while preserving the trauma and emergency room system. Core public health services continue to be a top priority for DHS.

Expansion of Outpatient Capacity

The Project Management Plan describes the development of community-based primary care services as "the most important aspect of the Demonstration Project." The Department has set a strategic goal of increasing primary care access by 50 percent by the year 2000. At the end of the project, it is intended that this increased access will result in a more controlled utilization of inpatient services and reductions in inappropriate emergency room use. The target population for these primary care services includes about 1.8 million medically indigent people, including about 0.1 million General Relief recipients, as well as Medi-Cal clients who use the County health system.

The 1996-97 Proposed Budget projected the privatization of 22 County health centers at no net County cost. By June of last year, it was apparent that a no-cost privatization model could not be accomplished, and an augmentation of \$22.2 million was provided for outpatient services, both in County-operated health centers and in the Public/Private Partnerships.

As of March 18, 1997, when the Board approved the latest agreement expanding the Public/Private Partnerships, the following outpatient sites are in operation:

- 6 County comprehensive health centers operated by DHS;
- 26 County health centers operated by DHS;
- 8 County health centers operated by private partners;
- 5 County health centers jointly operated by DHS and a private partner; and
- 73 private clinics partnering with DHS.

As a result of the Public/Private Partnerships, the Department has ensured the availability of health care services throughout a broad geographic expanse of the County, although there are pockets within each of eight service planning areas which need additional primary care access points. The Department has committed to revising its outpatient care plan to identify and ensure access in those areas. In addition, the enhanced network of primary care services can be used to improve the viability of DHS's managed care operations under the Community Health Plan.

Reducing Inpatient Programs

By expanding access to primary care services and improving patient management, the Department of Health Services has committed to a reduction of inpatient census from 2,595 in 1994-95 to 1,583 in 1999-2000. Changes from the current year to the budget year, as anticipated in the proposed budget, are as follows:

	1996-97 <u>Adopted Budget</u>	1997-98 <u>Proposed</u>
LAC+USC Medical Center	860	837
Harbor/UCLA Medical Center	394	373
Martin Luther King, Jr./Drew Medical Center	291	261
Olive View/UCLA Medical Center	246	219
Rancho Los Amigos Medical Center	207	—
High Desert Hospital	<u>75</u>	<u>—</u>
	2,073	1,690

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

- **Supplemental Project Pool** \$ 62.8 million
Additional funds available for payment of patient visits provided at the comprehensive and community health centers. The State share of the pool will be funded through an intergovernmental transfer from the County to the State.

<p>- Intergovernmental Transfer (IGT) Partial reimbursement to the County for its share of Medi-Cal DSH payments made in support of private sector hospitals.</p>	50.6 million
<p>- Federally Reimbursable Ambulatory Care Match Federal matching funds for ambulatory (primary) care provided by the County to the Medi-Cal and indigent patients at the County-operated comprehensive health centers and community health centers.</p>	<u>63.7 million</u>
Total	\$177.1 million*
* Excludes Mental Health Services	

Since these funding elements are present in the current year's \$172 million Phase II Waiver package, (amount includes \$18.9 million for mental health services), we are reasonably confident (at least 75 percent) that they will be extended into the remaining three fiscal years of the Waiver term. In addition, we have a commitment from HCFA to continue working with us to ensure acceptable health care outcomes. However, these revenues are not certain and have not yet been agreed to by HCFA.

For 1997-98, the net County cost increases from \$445.4 million to \$450.5 million as the result of an increase in Realignment Vehicle License Fees. In addition to the net County cost shown in the Health Services operating budget, \$0.2 million is proposed to be expended in capital projects/refurbishments for a seismic upgrade project at Harbor/UCLA Medical Center. Additional funding to offset DHS cost increases is generated by an increase in Realignment sales tax and 1115 Waiver and SB 1255 Medi-Cal revenues.

The Proposed Budget assumes continued receipt of \$58.4 million in tobacco tax funding (down from \$62.6 million in the current fiscal year due to reductions in tobacco consumption), which may require passage of legislation to waive any State requirement that the County provide additional local funding.

Cost-of-living adjustments are limited to a 3.5 percent increase, or \$8.9 million, for purchase orders and contracts for medical, dental and laboratory services and supplies. DHS is committed to minimizing these adjustments wherever possible; the increase reflects primarily their estimate of increased costs for the purchase of these services and supplies. No cost-of-living adjustments are assumed for salaries, other services and supplies, or other budgetary items.

Other key assumptions in the 1997-98 Proposed Budget include:

- No reduction in DHS funding due to the potential County obligation to return \$50 million in Metropolitan Transportation Authority funds expended during 1995-96;
- No adverse impact from welfare reform, except for the expectation that the State will terminate Medi-Cal coverage for prenatal care for undocumented women, as proposed in the Governor's Budget;
- No revenue or service level impact from Medi-Cal managed care as the Department increases its managed care population from approximately 40,000 as of March 1, 1997 to an estimated 165,000 by the end of 1997-98. It is assumed that the increase in capitation revenues will equal the decrease in Medi-Cal fee-for-service revenues for the Department's inpatient and specialty services. Primary care is projected to be cost- and revenue-neutral, and is to be provided through a combination of County and contract providers;
- Stable census at the four remaining hospitals during the remainder of 1996-97 at the current levels and throughout 1997-98 at the reduced levels;
- Successful completion of negotiations with the California Medical Assistance Commission (CMAC) to provide the amounts of SB 1255 Medi-Cal funding included in the 1996-97 estimated actual and the 1997-98 Proposed Budget; and
- No provision for general salary increases, consistent with assumptions for other County departments.

Closing the Budget Gap for 1997-98

Final closure of the 1997-98 budget gap is shown as \$123.1 million in unallocated pending health reductions. Allocation of the reduction will be achieved through further budget discussions between the Department and this office and with the Board of Supervisors. The most attractive way of closing the gap is through additional revenues, including: 1) Federal and State Disproportionate Share Hospital (DSH) reform to more narrowly target available DSH funds; 2) legislative solutions to the Omnibus Budget Reconciliation Act of 1993 (OBRA '93) to allow an increase in SB 1255 revenues; 3) an increase in the 1115 Waiver Project's Supplemental Project Pool payments for outpatient services; 4) elimination of the State's \$229 million DSH administrative fee; 5) State designation of some portion of foundation assets, which have been created by conversion of nonprofit health care entities to for-profit, to County programs; and 6) establishment of a federally funded medical education subsidy under the Medi-Cal program or the 1115 Waiver Project.

To the extent that the County is unsuccessful in tapping these potential revenue sources, the Department currently anticipates closing the gap through two methodologies:

- Cost-saving and reengineering strategies that will reduce costs without impacting service levels; and
- Service level cuts in various facilities.

Curtailments in costs under either methodology will have revenue implications; thus, significantly greater cuts in appropriation will be necessary to close the \$123.1 million gap in net County cost. The Pending Health Reductions budget unit provides a representative ratio, for appropriation to net County cost, of 4:1. Although no budgeted positions are shown as curtailed for purposes of this report, potential layoffs could approach one thousand employees.

The Future for Health Services

As currently proposed, the budget for DHS carries a structural gap in the amount of \$221 million, which is the amount of the pending health reductions coupled with the one-time 1996-97 carryover fund balance (\$97.5 million). In other words, excluding unavoidable cost increases, unless new, ongoing sources of revenue are found, or unless the department can find ongoing savings through reengineering its operations, DHS will need to continue the 1997-98 reduction and increase it to a total of \$221 million in future years. Furthermore, beginning in 2000-2001, the structural shortfall for the Department is projected to increase by the amount of 1115 Waiver revenue, unless the Waiver can be extended.

In addition to an overall structural funding shortfall, the Department of Health Services continues to struggle with a funding structure that incorporates financial disincentives to good health care management. As discussed above, the 1115 Waiver Demonstration Project goals stress progress toward an outpatient, primary care-based system, managing patients to decrease inappropriate use of costly emergency rooms and avoidable inpatient stays. However, the most important source of revenue to the Department, Medi-Cal, currently provides far better funding for inpatient services than for outpatient. Thus, the fiscal viability of DHS, without significant reductions in services, hinges on successful efforts to maintain funding from the 1115 Waiver, and to restructure existing Medi-Cal reimbursement mechanisms, including base Medi-Cal payments and SB 1255 program governed by CMAC and the SB 855 Disproportionate Share Hospital program.

Both through efforts of the Department's Community Health Plan, and through additional endeavors at managing County patients, the Department continues to make progress in reducing the need for inpatient costs. The implementation of the State mandated two-plan model for managed care in Los Angeles County will be in 1997. The first group whose coverage will be mandated by the new program will be persons whose eligibility is related to the new Temporary Assistance for Needy Families (TANF, which replaces the Aid to Families with Dependent Children, AFDC) welfare program. This group of Medi-Cal beneficiaries comprises about three-fourths of the Medi-Cal population, but because they tend to be young and healthy, only an estimated 17 percent of the Medi-Cal eligible inpatients currently seen in County hospitals. Under the managed care program, the financial disincentives inherent in the base or regular Medi-Cal program will diminish. However, the disincentives relating to SB 855 and SB 1255 will remain. For this reason, although DHS continues to develop contracts for primary care services, it must keep any necessary inpatient services in-house to the maximum extent possible, in order to maintain these supplemental revenues.

In addition to affecting Departmental fiscal incentives, the shift to managed care will require significant changes in both the administration and the delivery of health care. For example, DHS will need to develop new information systems in order to accommodate the services and billing structures of the two-plan model for managed care. The \$19.6 million included in the recommendations for the Project Management Plan information systems project represents only the first year of a planned, and needed, information systems overhaul and upgrade estimated to take six years and cost \$132 million. On the delivery side, DHS must continue to make progress in managing patient utilization of the system to minimize duplication of services as well as inappropriate use of emergency and inpatient services.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Workload/Output</u>				
Average Daily Census	2,475	2,147	1,976 ⁽¹⁾	1,690 ⁽²⁾
Hospital Births	20,591	13,525	12,449	12,449
Hospital Emergency Room Visits	507,904	471,170	420,144	420,144
Hospital Outpatient Visits ⁽³⁾	1,281,384	1,117,863	1,092,557 ⁽⁴⁾	928,808 ⁽²⁾
Non-Hospital Based Outpatient Visits ⁽⁵⁾	1,290,533	911,695 ⁽⁶⁾	918,327 ⁽⁴⁾	1,548,899 ⁽⁷⁾
Outpatient Visits to Public/Private Partners	—	39,965	250,000 ⁽⁴⁾	550,000
Environmental Health Inspections	396,827	453,406	478,760	484,060
<u>Efficiency</u>				
Accounts receivable days outstanding	131.27	128.45	140.50	137.00 ⁽²⁾
Months of unbilled accounts at year end	2.22	3.22	3.48	3.33 ⁽²⁾
<u>Effectiveness/Outcome</u>				
Average hospital length of stay	6.4	6.3	6.3	5.6 ⁽²⁾
Immunization levels of Kindergarten Enrollment	91%	92%	94%	96%

Explanatory Notes

⁽¹⁾ Based on actual through December 1996.

⁽²⁾ Assumes privatization of Rancho Los Amigos Medical Center and inpatient services at High Desert Hospital.

⁽³⁾ Excludes emergency room and psychiatric visits.

⁽⁴⁾ Combined outpatient visits of hospital, non-hospital and Public/Private Partnerships are below the targeted level of 2.5 million visits due to delayed implementation of the Year 2 Outpatient Expansion Plan.

⁽⁵⁾ Comprehensive Health Center and Health Center ambulatory care visits; excludes public health visits.

⁽⁶⁾ Includes visits prior to the November 1, 1995 transfer of health centers to Public Health and later transfers to Public-Private Partners.

⁽⁷⁾ Assumes Year 3 of the Outpatient Expansion Plan and the establishment of a comprehensive health center in the Antelope Valley.

Objectives for 1997-98

- Take broad, proactive measures to increase/maximize receipt and retention of State and Federal funds, with particular emphasis on 1115 Waiver reimbursement.
- Carry out the terms and conditions of the 1115 Waiver, including reducing inpatient beds.
- Increase outpatient services and Public/Private Partnerships.
- Further integrate public and preventive health services in the health centers.
- Restructure the capital projects program to reflect the changing community needs, managed care, and fiscal conditions.
- Identify program consolidation opportunities, via the reengineering process, systemwide.
- Continue to expand/increase managed care enrollment.
- Achieve accreditation for facilities undergoing JCAHO surveying.
- Develop a diversity plan to be implemented departmentwide over the next two years.

	Gross Appropriation	Changes From 1996-97 Budget Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ (-107,682,000)	\$ (-93,087,000)	\$ (-14,595,000)	(-1,334.1)
<u>Privatization of Rancho Los Amigos Medical Center:</u> Reflects a privatized operation of Rancho at a budget-to-budget savings of \$9.8 million (\$16.9 million reduction in fund balance less \$7.1 million increase in general fund operating fund subsidy, as indicated in the Rancho Los Amigos Operating Plan, on page 26.32 below). The savings shown in Rancho is offset by continued funding of fixed overhead at \$15.6 million and ongoing pension obligation bond costs of \$5.7 million, which have been spread to the remaining facilities.				
2.	\$ (-32,252,000)	\$ (-28,010,000)	\$ (-4,242,000)	(-267.6)
<u>Conversion of High Desert Hospital:</u> Reflects conversion of the hospital to a comprehensive health center for a savings of \$5.4 million as has been reported by DHS, less a layoff payoff cost of \$1.2 million.				
3.	\$ 46,545,000	\$ 34,097,000	\$ 12,448,000	400.8
<u>Outpatient Expansion:</u> Reflects full year funding and 182.6 positions for the Board-approved restoration of outpatient services in the health centers operated by the Department. Also reflects funding and 218.2 positions for the expansion of outpatient services in the health centers, the comprehensive health centers, and the public/private partnership clinics, consistent with the Outpatient Care Plan approved by the Board on September 24, 1996.				
4.	\$ 45,218,000	\$ 23,591,000	\$ 21,627,000	76.0
<u>Project Management Plan Implementation:</u> Reflects a \$39.3 million increase in appropriation offset by \$20.2 million in intradepartmental revenue to support information systems essential to managed care and other aspects of Departmental restructuring. Also reflects funding for new programs that shift care from hospital-based inpatient services to community-based outpatient services; for the creation of a centralized health assessment unit responsible for monitoring the population's health status; for enhancement of the public health laboratory and related systems; and for monitoring and evaluation of the overall progress and performance related to the 1115 Waiver Demonstration Project.				
5.	\$ (-8,115,000)	\$ (-6,469,000)	\$ (-1,646,000)	(-58.0)
<u>Planned Census Reduction:</u> Reflects the reduction in appropriation achievable by reducing census from the 1996-97 operating level to a budgeted level of 1,690 for 1997-98, in order to make progress toward the goal of 1,583 in accordance with the Project Management Plan.				
6.	\$ 8,538,000	\$ 2,931,000	\$ 5,607,000	8.5
<u>MLK/Drew Trauma Center:</u> Reflects full-year funding and positions for the new trauma center. In addition, the Department has requested additional funding, offset by savings elsewhere at the hospital (and shown below in appropriation/revenue experience), because of the higher level of care required in the trauma center.				
7.	\$ —	\$ (-9,213,000)	\$ 9,213,000	—
<u>Prenatal Care for Undocumented Women:</u> Reflects elimination of the State-only Medi-Cal program for prenatal services for undocumented women. This cost increase is offset in part by SB 1255 funding of about \$1.9 million (which is shown below in 1115 Waiver/Other SB 855 and SB 1255 Adjustments) for a total net savings of \$7.3 million.				

Changes From 1996-97 Budget				
	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
8.	\$ 8,011,000	\$ 4,894,000	\$ 3,117,000	—
<u>AIDS Program Changes:</u> Reflects the reduction of Ryan White CARE Act Title I Supplemental funding, offset by an increase in net County cost to maintain the program. Also reflects a transfer of AIDS services to various health centers to more accurately display Departmental operations, and an increase in revenue-offset appropriation of \$8.3 million for new AIDS drugs called "Protease Inhibitors".				
9.	\$ 2,877,000	\$ 5,465,000	\$ (-2,588,000)	26.2
<u>Various Program Changes:</u> Reflects various healthcare service expansions, which include environmental health, breast cancer treatment, and family health, to the extent that these expansions are funded by outside revenue. Physical therapy services to California Children Services clients with neuromuscular and muscular skeletal conditions are augmented in response to State and federal regulations. Additional funding is anticipated from the State to provide substance abuse services to clients no longer covered through the Supplemental Security Income (SSI) program. Safety programs for earthquake preparedness and prevention of excessive radiation exposure are increased as a result of State regulations.				
10.	\$ (-492,360,000)	\$ (-369,270,000)	\$ (-123,090,000)	—
<u>Pending Health Reductions:</u> Reflects a representation of anticipated savings that need to be achieved in order to produce a balanced budget in the Department of Health Services. Options involving revenue increases, reengineering and curtailments are being explored and will be provided to the Board separately.				
<u>Other Changes</u>				
1.	\$ 6,548,000	\$ 11,395,000	\$ (-4,847,000)	43.4
<u>Appropriation/Revenue Experience:</u> Reflects the expenditure and revenue patterns for the Department based on experience. Expenditure changes include medical malpractice charges, equipment and capital leases, debt service, data systems support, and other ongoing operational needs. This adjustment also reflects funding for grant programs that may begin mid-year.				
2.	\$ (-123,129,000)	\$ (-106,166,000)	\$ (-16,963,000)	—
<u>1115 Waiver/Other SB 855 and SB 1255 Adjustments:</u> Reflects the maximization of the SB 1255, SB 855 and Waiver program funding within the limits imposed by the federal OBRA '93 cap. Primarily as a result of the privatization of Rancho Los Amigos Medical Center as proposed in this report, SB 855 (Disproportionate Share Hospital) net revenue has decreased by \$65.4 million, but increases in allowable costs results in an increase in SB 1255 funding of \$78.6 million. Although 1115 Waiver revenues are anticipated to increase by over \$21 million, most of that increase is reflected in the Project Management Plan and Outpatient Care expansion changes.				
3.	\$ —	\$ 6,356,000	\$ (-6,356,000)	—
<u>Other Revenue Changes:</u> Reflects a \$4.2 million increase in Realignment sales tax, plus various other revenue changes.				
4.	\$ —	\$ (-94,340,000)	\$ 94,340,000	—
<u>Fund Balance Decrease:</u> Reflects a decrease from a fund balance of \$191.8 million available in 1996-97 to \$97.5 million anticipated to be available in the budget year.				

	Gross Appropriation	Changes From 1996-97 Budget Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
5.	\$ 20,957,000	\$ 20,057,000	\$ 900,000	(-43.2)
<u>Community Health Plan Operating Plan:</u> Reflects an expansion in the administrative responsibilities of the Office of Managed Care with respect to the Community Health Plan (CHP), based on an increase in capitated lives to 165,000 by the end of 1997-98. Although the CHP is fully revenue offset by 1997-98, County funding is necessary, on a one-time-only basis, to provide a tangible net equity reserve for the CHP.				
6.	\$ 8,503,000	\$ —	\$ 8,503,000	—
<u>BANs Repayment:</u> Reflects the increase in repayments for the Bond Anticipation Notes for 1997-98, offset in part by anticipated savings (\$14 million), which could result from converting the current program to a publicly offered tax-exempt commercial paper program.				
7.	\$ 1,333,000	\$ —	\$ 1,333,000	11.5
<u>HSA Executive Staffing:</u> Reflects the augmentation of executive management for the Department, including a new Associate Director for Clinical and Medical Affairs, Director of Managed Care, Director of Communications, Community Relations and Public Affairs, Director of Intergovernmental Relations and Policy Development, and various other management and support staff.				
8.	\$ 1,667,000	\$ —	\$ 1,667,000	25.0
<u>Other HSA Staffing:</u> Reflects the augmentation of Contracts and Grants, Information Systems and Expenditure Management to meet the needs of the Department for ongoing administrative support.				
9.	\$ 205,000	\$ 12,000	\$ 193,000	54.0
<u>Conversion to Permanent Staffing:</u> Reflects the conversion of temporary staff and contract staff to permanent positions, in accordance with Board policy.				
10.	\$ 166,816,000	\$ 155,220,000	\$ 11,596,000	938.9
<u>Accounting Changes:</u> Reflects primarily the increase in Contributions to Hospital Enterprise Funds due to reconfiguration of Departmental costs . (This will decrease significantly when pending health reductions are allocated.) Also reflects an increase in intradepartmental billings, additional costs from the Internal Services Department, and an increase in costs for General County Overhead, as well as various non-program changes. The budgeted position increase reflects a technical change to conform the number of positions to the available appropriation.				
11.	\$ 8,885,000	\$ —	\$ 8,885,000	—
<u>Contracts and Purchase Order Costs:</u> Reflects anticipated increases in costs related to consumer goods and contracts. The Director of Health Services is committed to avoiding cost-of-living increases wherever possible, and has convened a task force to assess the issue.				
Total	\$ (-437,435,000)	\$ (-442,537,000)	\$ 5,102,000	(-118.6)

HEALTH SERVICES GENERAL FUND SUMMARY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 201,206,908	\$ 208,868,000	\$ 223,961,000	\$ 230,104,000	\$ -21,000,000	\$ -244,961,000
SERVICES & SUPPLIES	234,678,468	280,696,000	293,871,000	357,119,000	115,863,000	-178,008,000
OTHER CHARGES	478,717,649	577,872,000	577,357,000	488,539,000	488,539,000	-88,818,000
FIXED ASSETS-EQUIP	914,862	1,224,000	2,406,000	1,998,000	1,998,000	-408,000
OTHER FINANCING USES	506,192,000	418,680,000	417,464,000	554,830,000	554,830,000	137,366,000
GROSS TOTAL	\$ 1,421,709,887	\$ 1,487,340,000	\$ 1,515,059,000	\$ 1,632,590,000	\$ 1,140,230,000	\$ -374,829,000
LESS INTRAFD TRANSFER	17,863,998	20,712,000	21,860,000	23,107,000	23,107,000	1,247,000
NET TOTAL	\$ 1,403,845,889	\$ 1,466,628,000	\$ 1,493,199,000	\$ 1,609,483,000	\$ 1,117,123,000	\$ -376,076,000
REVENUE	903,816,944	1,025,054,000	1,047,778,000	1,035,870,000	666,600,000	-381,178,000
NET COUNTY COST	\$ 500,028,945	\$ 441,574,000	\$ 445,421,000	\$ 573,613,000	\$ 450,523,000	\$ 5,102,000
BUDGETED POSITIONS	4,623.3	3,825.9	3,825.9	4,192.8	4,192.8	366.9
REVENUE DETAIL						
PROP TAXES-PRIOR-UNS	\$ 28,139	\$	\$	\$	\$	\$
OTHER LIC & PERMITS	729,801					
FORFEIT & PENALTIES	2,681,149	2,436,000	2,436,000	2,436,000	2,436,000	
PEN/INT/COSTS-DEL TAX	147,029					
OTHER STATE AID-HLTH	541,441					
STATE-OTHER	111,080,540	106,613,000	114,060,000	124,817,000	124,817,000	10,757,000
STATE-REALIGNMENT REV	104,824,030	106,246,000	106,021,000	110,230,000	110,230,000	4,209,000
FEDERAL-OTHER	120,344,157	100,595,000	111,573,000	104,808,000	104,808,000	-6,765,000
HUMANE SERVICES	13,682					
RECORDING FEES	1,642,680					
HEALTH FEES	36,735,747	36,489,000	40,732,000	38,369,000	38,369,000	-2,363,000
MENTAL HEALTH SVCS	1,055,075					
INSTIT CARE & SVS	5,376,689	22,472,000	37,747,000	57,170,000	57,170,000	19,423,000
EDUCATIONAL SERVICES	554,135					
CHRGs FOR SVCS-OTHER	60,772,524	89,972,000	77,594,000	126,168,000	-243,102,000	-320,696,000
OTHER SALES	23,725					
MISCELLANEOUS	4,752,379	5,196,000	420,000	4,126,000	4,126,000	3,706,000
SALE OF FIXED ASSETS	7,895					
OPERATING TRANSFER IN	715,000	4,289,000	6,449,000	5,289,000	5,289,000	-1,160,000
OTHER FINANC SOURCES	451,791,127	550,746,000	550,746,000	462,457,000	462,457,000	-88,289,000
TOTAL	\$ 903,816,944	\$ 1,025,054,000	\$ 1,047,778,000	\$ 1,035,870,000	\$ 666,600,000	\$ -381,178,000

HEALTH SERVICES ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 41,715,924	\$ 40,301,000	\$ 38,895,000	\$ 45,826,000	\$ 45,826,000	\$ 6,931,000
SERVICES & SUPPLIES	40,527,988	58,631,000	58,763,000	87,664,000	87,664,000	28,901,000
OTHER CHARGES	3,506,678	2,768,000	3,393,000	3,469,000	3,469,000	76,000
FIXED ASSETS-EQUIP	771,220	618,000	618,000	518,000	518,000	-100,000
OTHER FINANCING USES		937,000	937,000	740,000	740,000	-197,000
GROSS TOTAL	\$ 86,521,810	\$ 103,255,000	\$ 102,606,000	\$ 138,217,000	\$ 138,217,000	\$ 35,611,000
LESS INTRAFD TRANSFER	4,916,140	7,788,000	8,486,000	8,214,000	8,214,000	-272,000
NET TOTAL	\$ 81,605,670	\$ 95,467,000	\$ 94,120,000	\$ 130,003,000	\$ 130,003,000	\$ 35,883,000
REVENUE	68,263,595	82,638,000	78,420,000	115,270,000	115,270,000	36,850,000
NET COUNTY COST	\$ 13,342,075	\$ 12,829,000	\$ 15,700,000	\$ 14,733,000	\$ 14,733,000	\$ -967,000
BUDGETED POSITIONS	1,355.7	595.8	595.8	769.8	769.8	174.0
REVENUE DETAIL						
FORFEIT & PENALTIES	\$ 2,602,050	\$ 2,436,000	\$ 2,436,000	\$ 2,436,000	\$ 2,436,000	
OTHER STATE AID-HLTH	-230					
STATE-OTHER	3,354,708	424,000	560,000	498,000	498,000	-62,000
FEDERAL-OTHER	13,679,800		8,110,000			-8,110,000
INSTIT CARE & SVS	-5,386,343					
EDUCATIONAL SERVICES	554,135					
CHRGs FOR SVCS-OTHER	51,366,694	78,588,000	66,124,000	111,146,000	111,146,000	45,022,000
OTHER SALES	5,681					
MISCELLANEOUS	1,366,796					
SALE OF FIXED ASSETS	5,304					
OPERATING TRANSFER IN	715,000	1,190,000	1,190,000	1,190,000	1,190,000	
TOTAL	\$ 68,263,595	\$ 82,638,000	\$ 78,420,000	\$ 115,270,000	\$ 115,270,000	\$ 36,850,000
FUND GENERAL FUND			FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

Health Services Administration provides for the Director of Health Services and staff to administer the Department of Health Services. This organization includes the Office of Clinical and Medical Affairs, fiscal and legislative coordination, 1115 Waiver Management, oversight of the Public/Private Partnerships, coordination of contracts and grants, emergency medical services and disaster services. Most of the costs of Health Services Administration are distributed to the various budget units and clusters.

The 1997-98 recommendations for Health Services Administration reflect the reimbursement of administrative costs under the 1115 Waiver (including staff and funding for oversight of the expansion of the Public/Private Partnerships); staff and funding for restructuring the Department's senior management; and for expanding the contracts and grants, information systems, and expenditure management functions. Finally, the recommendations reflect funding for the first phase of the Project Management Plan information systems project, called the Enterprise Information Architecture, which is needed to support the Department's restructuring and to meet the goals and objectives of the 1115 Waiver Demonstration Project.

OFFICE OF MANAGED CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 4,548,405	\$ 5,226,000	\$ 9,845,000	\$ 6,317,000	\$ 6,317,000	\$ -3,528,000
SERVICES & SUPPLIES	10,695,523	19,126,000	28,008,000	51,331,000	51,331,000	23,323,000
OTHER CHARGES		1,500,000				
FIXED ASSETS-EQUIP				67,000	67,000	67,000
GROSS TOTAL	\$ 15,243,928	\$ 25,852,000	\$ 37,853,000	\$ 57,715,000	\$ 57,715,000	\$ 19,862,000
REVENUE	1,723,794	24,862,000	37,853,000	60,229,000	60,229,000	22,376,000
NET COUNTY COST	\$ 13,520,134	\$ 990,000	\$	\$ -2,514,000	\$ -2,514,000	\$ -2,514,000
BUDGETED POSITIONS		162.7	162.7	119.4	119.4	-43.3
REVENUE DETAIL						

INSTIT CARE & SVS	\$ 1,722,080	\$ 13,872,000	\$ 26,863,000	\$ 46,469,000	\$ 46,469,000	\$ 19,606,000
CHRGs FOR SVCS-OTHER	1,714	10,990,000	10,990,000	13,760,000	13,760,000	2,770,000
TOTAL	\$ 1,723,794	\$ 24,862,000	\$ 37,853,000	\$ 60,229,000	\$ 60,229,000	\$ 22,376,000
FUND GENERAL FUND			FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The Office of Managed Care, formerly known as Health Plan Administration, provides for administration of the Community Health Plan and the General Relief Health Care Program, through which the County delivers a full spectrum of health care services to certain 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.

The 1997-98 recommendations reflect an increase in the overall funding for managed care administration, and an increase in the size of the operation. The apparent reduction in the net County cost of the Office is based on increased charges to other parts of the Department. Excluding these charges, the net County cost to the Office is \$0.9 million, which is necessary to establish a "tangible net equity" reserve within Community Health Plan funds as required by licensing regulations. Positions are decreased to more accurately reflect the operating size of the Office.

SYSTEMS RECOVERY UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 3,058,722	\$ 4,328,000	\$ 4,313,000	\$ 3,835,000	\$ 3,835,000	\$ -478,000
SERVICES & SUPPLIES	2,885,811	9,730,000	10,930,000	7,932,000	7,932,000	-2,998,000
GROSS TOTAL	\$ 5,944,533	\$ 14,058,000	\$ 15,243,000	\$ 11,767,000	\$ 11,767,000	\$ -3,476,000
NET COUNTY COST	\$ 5,944,533	\$ 14,058,000	\$ 15,243,000	\$ 11,767,000	\$ 11,767,000	\$ -3,476,000
BUDGETED POSITIONS	77.0	77.0	77.0	65.8	65.8	-11.2
	FUND GENERAL FUND		FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The Systems Recovery Unit, established by the Board of Supervisors in 1994-95, separates appropriations necessary for the Hospital Financial Systems Recovery Project at Rancho Los Amigos Medical Center and High Desert Hospital. In addition, it includes certain costs relating to oversight of the new Compucare project at Martin Luther King, Jr./Drew Medical Center. On full implementation of the new system, this budget unit will cease to exist.

The 1997-98 recommendations reflect a reduction of approximately \$3.0 million in services and supplies. This amount is for one-time-only costs available from the IBAX settlement, which have been frozen by the Board of Supervisors. If these funds are not spent in 1996-97, they will be carried forward for expenditure in 1997-98, and frozen until released by the Board.

OFFICE OF AIDS PROGRAMS AND POLICY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 10,702,544	\$ 10,390,000	\$ 11,313,000	\$ 9,084,000	\$ 9,084,000	\$ -2,229,000
SERVICES & SUPPLIES	70,953,877	74,152,000	65,018,000	77,156,000	77,156,000	12,138,000
OTHER CHARGES	428,105			2,000	2,000	2,000
GROSS TOTAL	\$ 82,084,526	\$ 84,542,000	\$ 76,331,000	\$ 86,242,000	\$ 86,242,000	\$ 9,911,000
LESS INTRAFD TRANSFER	2,379,252	2,287,000	2,287,000	2,287,000	2,287,000	
NET TOTAL	\$ 79,705,274	\$ 82,255,000	\$ 74,044,000	\$ 83,955,000	\$ 83,955,000	\$ 9,911,000
REVENUE	67,519,302	65,842,000	57,641,000	66,837,000	66,837,000	9,196,000
NET COUNTY COST	\$ 12,185,972	\$ 16,413,000	\$ 16,403,000	\$ 17,118,000	\$ 17,118,000	\$ 715,000
BUDGETED POSITIONS	223.0	217.0	217.0	158.6	158.6	-58.4
REVENUE DETAIL						
STATE-OTHER	\$ 13,702,031	\$ 20,698,000	\$ 9,426,000	\$ 22,320,000	\$ 22,320,000	\$ 12,894,000
FEDERAL-OTHER	50,022,907	45,144,000	48,215,000	44,517,000	44,517,000	-3,698,000
CHRGs FOR SVCS-OTHER	3,714,569					
MISCELLANEOUS	79,795					
TOTAL	\$ 67,519,302	\$ 65,842,000	\$ 57,641,000	\$ 66,837,000	\$ 66,837,000	\$ 9,196,000
FUND GENERAL FUND			FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The mission of the Office of AIDS Programs and Policy is to gain a better understanding of the human immunodeficiency virus (HIV), to prevent the spread of HIV, and to coordinate services for those who are infected with HIV within Los Angeles County. Primary functions are: to manage HIV/AIDS-related programs and projects; to respond to the HIV/AIDS epidemic through development of the HIV Strategic Plan and the HIV Prevention Plan; to provide staff support for HIV/AIDS planning and policy bodies and community coalitions; to collect, analyze and release HIV-related data; to conduct HIV testing, counseling, referrals, partner notifications, and pre- and post-test counselor training.

The 1997-98 recommendations reflect a reduction in Federal CARE Act Title I Supplemental funding, offset by an increase in County contribution, and an increase in State AIDS Drug Assistance Program (ADAP) revenue to fund the increased usage of protease inhibitor drugs in the treatment of AIDS. The recommendations further reflect the transfer of personnel funded by the AIDS program to the budget units where they are assigned, as well as increases in costs associated with employee benefits.

ALCOHOL AND DRUG PROGRAMS ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 7,130,068	\$ 7,248,000	\$ 8,632,000	\$ 8,735,000	\$ 8,735,000	\$ 103,000
SERVICES & SUPPLIES	69,518,396	71,484,000	73,388,000	76,159,000	76,159,000	2,771,000
OTHER CHARGES	177	11,000	11,000	9,000	9,000	-2,000
FIXED ASSETS-EQUIP		27,000	27,000	27,000	27,000	
GROSS TOTAL	\$ 76,648,641	\$ 78,770,000	\$ 82,058,000	\$ 84,930,000	\$ 84,930,000	\$ 2,872,000
LESS INTRAFD TRANSFER	7,465					
NET TOTAL	\$ 76,641,176	\$ 78,770,000	\$ 82,058,000	\$ 84,930,000	\$ 84,930,000	\$ 2,872,000
REVENUE	76,609,100	76,183,000	79,480,000	82,342,000	82,342,000	2,862,000
NET COUNTY COST	\$ 32,076	\$ 2,587,000	\$ 2,578,000	\$ 2,588,000	\$ 2,588,000	\$ 10,000
BUDGETED POSITIONS	183.6	162.6	162.6	162.6	162.6	
REVENUE DETAIL						
STATE-OTHER	\$ 22,062,066	\$ 21,944,000	\$ 24,446,000	\$ 23,738,000	\$ 23,738,000	\$ -708,000
FEDERAL-OTHER	41,681,482	43,535,000	40,883,000	45,067,000	45,067,000	4,184,000
MENTAL HEALTH SVCS	1,055,075					
INSTIT CARE & SVS	7,943,925	7,605,000	9,643,000	9,438,000	9,438,000	-205,000
CHRGs FOR SVCS-OTHER	1,185,779					
MISCELLANEOUS	2,680,773					
OPERATING TRANSFER IN		3,099,000	4,508,000	4,099,000	4,099,000	-409,000
TOTAL	\$ 76,609,100	\$ 76,183,000	\$ 79,480,000	\$ 82,342,000	\$ 82,342,000	\$ 2,862,000
FUND GENERAL FUND			FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The Alcohol and Drug Programs Administration (ADPA) provides prevention, treatment, and recovery services. To reduce community and individual problems related to alcohol and drug use, ADPA contracts with community-based agencies to assist Los Angeles County residents in addressing alcohol and drug related problems. ADPA promotes public involvement, changes in public policy, and environmental strategies to reduce alcohol and drug use. Specific services include: alcohol and drug prevention, early intervention, and public policy programs; alcohol and drug detoxification programs; transitional living and alcohol/drug-free housing; social model alcohol recovery programs; residential and outpatient drug treatment programs; perinatal and women's programs; methadone maintenance programs; alcohol and drug criminal justice treatment programs; Penal Code 1000 drug diversion programs; and drinking driver programs.

The 1997-98 recommendations reflect additional State grant revenue, in part to provide services to people no longer eligible for the Supplemental Security Income (SSI) program based on their substance-related problem, and the realignment of employee benefits to better reflect the budget unit's operating level.

PUBLIC HEALTH SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 109,126,584	\$ 112,562,000	\$ 117,486,000	\$ 121,914,000	\$ 121,914,000	\$ 4,428,000
SERVICES & SUPPLIES	35,501,307	42,064,000	52,087,000	51,206,000	51,206,000	-881,000
OTHER CHARGES	1,672,480	1,780,000	1,780,000	1,608,000	1,608,000	-172,000
FIXED ASSETS-EQUIP	143,642	533,000	1,715,000	1,338,000	1,338,000	-377,000
OTHER FINANCING USES		7,000	7,000			-7,000
GROSS TOTAL	\$ 146,444,013	\$ 156,946,000	\$ 173,075,000	\$ 176,066,000	\$ 176,066,000	\$ 2,991,000
LESS INTRAFD TRANSFER	458,048	384,000	416,000	1,858,000	1,858,000	1,442,000
NET TOTAL	\$ 145,985,965	\$ 156,562,000	\$ 172,659,000	\$ 174,208,000	\$ 174,208,000	\$ 1,549,000
REVENUE	110,828,023	88,309,000	104,080,000	104,567,000	104,567,000	487,000
NET COUNTY COST	\$ 35,157,942	\$ 68,253,000	\$ 68,579,000	\$ 69,641,000	\$ 69,641,000	\$ 1,062,000
BUDGETED POSITIONS	2,207.0	1,955.7	1,955.7	2,232.4	2,232.4	276.7
REVENUE DETAIL						
PROP TAXES-PRIOR-UNS	\$ 28,139	\$	\$	\$	\$	
OTHER LIC & PERMITS	729,801					
FORFEIT & PENALTIES	79,099					
PEN/INT/COSTS-DEL TAX	147,029					
STATE-OTHER	51,580,038	35,301,000	47,812,000	46,056,000	46,056,000	-1,756,000
FEDERAL-OTHER	14,959,968	11,320,000	14,365,000	15,224,000	15,224,000	859,000
HUMANE SERVICES	13,682					
RECORDING FEES	1,642,680					
HEALTH FEES	36,735,747	36,489,000	40,732,000	38,369,000	38,369,000	-2,363,000
INSTIT CARE & SVS	169,971					
CHRGs FOR SVCS-OTHER	4,105,154	3,000		792,000	792,000	792,000
OTHER SALES	18,029					
MISCELLANEOUS	616,095	5,196,000	420,000	4,126,000	4,126,000	3,706,000
SALE OF FIXED ASSETS	2,591					
OPERATING TRANSFER IN			751,000			-751,000
TOTAL	\$ 110,828,023	\$ 88,309,000	\$ 104,080,000	\$ 104,567,000	\$ 104,567,000	\$ 487,000
FUND						
GENERAL FUND						
FUNCTION						
HEALTH & SANITATION						
ACTIVITY						
HEALTH						

The principal goals of Public Health Services are to protect health, prevent disease, and promote health and well-being for all persons in Los Angeles County. Public Health focuses on the population as a whole and conducts activities through a network of public health professionals throughout the community. Essential programs to achieve these goals include:

- Disease control programs (acute communicable disease control, comparative medical and veterinary services, immunization program, sexually transmitted disease program, toxic epidemiology program and tuberculosis control);
- Family health programs (adolescent and minority health programs, child health programs, injury and violence prevention, and maternal health and family planning programs);
- Community health services (health education/promotion, nutrition program, oral health program, public health clinical services, public health investigations, and public health nursing); and
- Other public health programs (Child Health and Disability Prevention Program, data collection and evaluation, environmental health, health facilities inspections, public health laboratory, and tobacco control program).

The 1997-98 recommendations reflect the transfer of certain AIDS staff from the AIDS budget unit, and conversion of contract staffing to permanent staff; funding and staffing for the creation of a centralized health assessment unit responsible for monitoring the population's health status; and enhancements to the public health laboratory in order to carry out the goals of the 1115 Waiver Project Management Plan.

JUVENILE COURT HEALTH SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 10,325,831	\$ 10,416,000	\$ 10,245,000	\$ 10,322,000	\$ 10,322,000	\$ 77,000
SERVICES & SUPPLIES	2,267,318	2,465,000	2,633,000	2,425,000	2,425,000	-208,000
OTHER CHARGES	265,844	148,000	197,000	199,000	199,000	2,000
FIXED ASSETS-EQUIP		23,000	23,000	23,000	23,000	
GROSS TOTAL	\$ 12,858,993	\$ 13,052,000	\$ 13,098,000	\$ 12,969,000	\$ 12,969,000	\$ -129,000
LESS INTRAFD TRANSFER	10,103,093	10,253,000	10,671,000	10,748,000	10,748,000	77,000
NET TOTAL	\$ 2,755,900	\$ 2,799,000	\$ 2,427,000	\$ 2,221,000	\$ 2,221,000	\$ -206,000
REVENUE	1,095,559	1,604,000	1,582,000	1,259,000	1,259,000	-323,000
NET COUNTY COST	\$ 1,660,341	\$ 1,195,000	\$ 845,000	\$ 962,000	\$ 962,000	\$ 117,000
BUDGETED POSITIONS	181.8	159.9	159.9	167.6	167.6	7.7
REVENUE DETAIL						
OTHER STATE AID-HLTH	\$ 541,671	\$	\$	\$	\$	\$
STATE-OTHER	281,276	573,000	759,000	436,000	436,000	-323,000
FEDERAL-OTHER		596,000				
INSTIT CARE & SVS	367,231	435,000	823,000	823,000	823,000	
CHRGs FOR SVCS-OTHER	-98,529					
OTHER SALES	15					
MISCELLANEOUS	3,895					
TOTAL	\$ 1,095,559	\$ 1,604,000	\$ 1,582,000	\$ 1,259,000	\$ 1,259,000	\$ -323,000
FUND GENERAL FUND						
FUNCTION HEALTH & SANITATION						
ACTIVITY HEALTH						

Juvenile Court Health Services is responsible for protecting and promoting the physical well-being of juveniles in the Los Angeles County Probation Department's detention and residential treatment facilities, and the Department of Children and Family Services' MacLaren Children's Center. Comprehensive health services are provided by the program's staff of physicians, dentists, nurses, pharmacists, health educators, and support personnel.

The 1997-98 recommendations reflect an increase in funding and positions for the transfer of AIDS staff from the AIDS budget unit. A change requested by the Department of Children and Family Services to expand services at MacLaren Children's Center has not been recommended, due to the uncertainty of revenue to fund the increase.

CALIFORNIA CHILDREN SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 14,598,830	\$ 18,397,000	\$ 23,232,000	\$ 24,071,000	\$ 24,071,000	\$ 839,000
SERVICES & SUPPLIES	2,328,248	3,044,000	3,044,000	3,246,000	3,246,000	202,000
OTHER CHARGES	21,053,238	20,919,000	21,230,000	20,795,000	20,795,000	-435,000
FIXED ASSETS-EQUIP		23,000	23,000	25,000	25,000	2,000
GROSS TOTAL	\$ 37,980,316	\$ 42,383,000	\$ 47,529,000	\$ 48,137,000	\$ 48,137,000	\$ 608,000
REVENUE	23,049,372	28,624,000	31,955,000	32,679,000	32,679,000	724,000
NET COUNTY COST	\$ 14,930,944	\$ 13,759,000	\$ 15,574,000	\$ 15,458,000	\$ 15,458,000	\$ -116,000
BUDGETED POSITIONS	395.2	495.2	495.2	516.6	516.6	21.4
REVENUE DETAIL						
STATE-OTHER	\$ 21,987,379	\$ 27,673,000	\$ 31,057,000	\$ 31,769,000	\$ 31,769,000	\$ 712,000
INSTIT CARE & SVS	559,825	560,000	418,000	440,000	440,000	22,000
CHRGs FOR SVCS-OTHER	497,143	391,000	480,000	470,000	470,000	-10,000
MISCELLANEOUS	5,025					
TOTAL	\$ 23,049,372	\$ 28,624,000	\$ 31,955,000	\$ 32,679,000	\$ 32,679,000	\$ 724,000
FUND	GENERAL FUND		FUNCTION	ACTIVITY		
			HEALTH & SANITATION	CALIFORNIA CHILDRENS SERVICES		

Pursuant to the Health and Safety Code, California Children Services (CCS) assists families in obtaining specialized medical care and rehabilitation for children with catastrophic and chronic illnesses and disabilities when their families are partially or wholly unable to pay for those services. Through case management, the program assures that clients receive appropriate diagnostic, treatment, and therapy services from medical and surgical specialists as well as multi-disciplinary teams. CCS targets children from birth to 21 years of age who meet the medical, residential, and financial eligibility criteria.

The 1997-98 recommendations reflect augmentation of CCS managed care operations to handle the increased workload due to the mandatory enrollment of Medi-Cal beneficiary children in managed care plans within Los Angeles County. Based on experience in other counties that have implemented Medi-Cal managed care, DHS staff believe that primary care physicians will refer more eligible children to the CCS program, thus increasing CCS costs, which are offset by State revenue.

PENDING HEALTH REDUCTIONS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN SERVICES & SUPPLIES	\$	\$	\$	\$	\$ -251,104,000 -241,256,000	\$ -251,104,000 -241,256,000
GROSS TOTAL	\$	\$	\$	\$	\$ -492,360,000	\$ -492,360,000
REVENUE					-369,270,000	-369,270,000
NET COUNTY COST	\$	\$	\$	\$	\$ -123,090,000	\$ -123,090,000
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$	\$	\$	\$	\$ -369,270,000	\$ -369,270,000
TOTAL	\$	\$	\$	\$	\$ -369,270,000	\$ -369,270,000
	FUND GENERAL FUND		FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The Pending Health Reductions budget unit reflects a representative reduction in appropriation and revenue in order to meet the necessary reduction in net County cost in order to balance the budget for the Department of Health Services at the required Maintenance of Effort level. A separate report will be provided to the Board of Supervisors, detailing specific recommended reductions.

HEALTH CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 451,791,127	\$ 550,746,000	\$ 550,746,000	\$ 462,457,000	\$ 462,457,000	\$ -88,289,000
REVENUE	451,791,127	550,746,000	550,746,000	462,457,000	462,457,000	-88,289,000
NET COUNTY COST	\$	\$	\$	\$	\$	\$
REVENUE DETAIL						
OTHER FINANC SOURCES	\$ 451,791,127	\$ 550,746,000	\$ 550,746,000	\$ 462,457,000	\$ 462,457,000	\$ -88,289,000
TOTAL	\$ 451,791,127	\$ 550,746,000	\$ 550,746,000	\$ 462,457,000	\$ 462,457,000	\$ -88,289,000
	FUND GENERAL FUND		FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

The Health Care budget unit represents funding for the intergovernmental transfer (IGT) required by the State in order to participate in and draw down federal revenue under the Disproportionate Share Hospital Supplementary Payment Program (SB 855).

The 1997-98 recommendations reflect a reduction in IGT, based primarily on the privatization of Rancho Los Amigos Medical Center and the inpatient portion of High Desert Hospital, which are both assumed in the Proposed Budget.

REALIGNMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE	102,937,072	106,246,000	106,021,000	110,230,000	110,230,000	4,209,000
NET COUNTY COST	\$ -102,937,072	\$ -106,246,000	\$ -106,021,000	\$ -110,230,000	\$ -110,230,000	\$ -4,209,000
REVENUE DETAIL						
STATE-OTHER	\$ -1,886,958	\$	\$	\$	\$	\$
STATE-REALIGNMENT REV	104,824,030	106,246,000	106,021,000	110,230,000	110,230,000	4,209,000
TOTAL	\$ 102,937,072	\$ 106,246,000	\$ 106,021,000	\$ 110,230,000	\$ 110,230,000	\$ 4,209,000
	FUND GENERAL FUND		FUNCTION HEALTH & SANITATION		ACTIVITY HEALTH	

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

The 1997-98 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 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER FIN USES						
N.E. CLUSTER	\$ 236,938,000	\$ 184,239,000	\$ 188,633,000	\$ 248,466,000	\$ 248,466,000	\$ 59,833,000
COASTL CLUSTER	54,152,000	68,754,000	71,073,000	96,335,000	96,335,000	25,262,000
S.W. CLUSTER	88,154,000	78,410,000	81,160,000	113,678,000	113,678,000	32,518,000
RANCHO/AMIGOS	14,266,000	28,411,000	21,343,000	28,449,000	28,449,000	7,106,000
S.F.V. CLUSTER	97,724,000	46,990,000	46,221,000	61,094,000	61,094,000	14,873,000
A.V. CLUSTER	14,958,000	10,932,000	8,090,000	6,068,000	6,068,000	-2,022,000
TOTAL	\$ 506,192,000	\$ 417,736,000	\$ 416,520,000	\$ 554,090,000	\$ 554,090,000	\$ 137,570,000

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.

Because the pending health reductions of \$123.1 million in net County cost is shown as a general fund budget unit, the Contribution to Hospital Enterprise Funds appears far larger than it will be when the unallocated reduction is distributed.

HOSPITAL ENTERPRISE FUNDS SUMMARY OF ENTERPRISE HOSPITALS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 1,042,401,839	\$ 975,943,000	\$ 981,292,000	\$ 905,245,000	\$ 905,245,000	\$ -76,047,000
SVCS & SUPPS	706,108,519	697,971,000	671,285,000	728,482,000	728,482,000	57,197,000
LESS EXP DIST	47,465,981	45,134,000	45,134,000	40,026,000	40,026,000	-5,108,000
TOT S & S	658,642,538	652,837,000	626,151,000	688,456,000	688,456,000	62,305,000
OTHER CHARGES	86,671,355	110,342,000	115,678,000	155,614,000	155,614,000	39,936,000
FA - EQUIPMENT	1,681,351	2,005,000	2,305,000	2,347,000	2,347,000	42,000
OTH FIN USES	451,791,127	551,699,000	551,699,000	462,857,000	462,857,000	-88,842,000
TOTAL OPER EXP	\$ 2,241,188,210	\$ 2,292,826,000	\$ 2,277,125,000	\$ 2,214,519,000	\$ 2,214,519,000	\$ -62,606,000
DESIGNATION/SB 855		97,479,000				
TOT FIN REQMTS	\$ 2,241,188,210	\$ 2,390,305,000	\$ 2,277,125,000	\$ 2,214,519,000	\$ 2,214,519,000	\$ -62,606,000
AVAIL FINANCE						
FUND BALANCE	\$ 72,600,000	\$ 191,812,000	\$ 191,812,000	\$	\$	\$ -191,812,000
CANCEL RES/DES	4,815,585			97,479,000	97,479,000	97,479,000
TOTAL REVENUE	1,849,391,841	1,780,757,000	1,668,793,000	1,562,950,000	1,562,950,000	-105,843,000
TOT AVAIL FIN	\$ 1,926,807,426	\$ 1,972,569,000	\$ 1,860,605,000	\$ 1,660,429,000	\$ 1,660,429,000	\$ -200,176,000
GAIN OR LOSS	\$ -314,380,784	\$ -417,736,000	\$ -416,520,000	\$ -554,090,000	\$ -554,090,000	\$ -137,570,000
OPERATING TRAN						
TOT OP. SUB-GF	\$ 506,192,000	\$ 417,736,000	\$ 416,520,000	\$ 554,090,000	\$ 554,090,000	\$ 137,570,000
POSITIONS	21,110.6	18,373.9	18,373.9	17,888.4	17,888.4	-485.5

HOSPITAL ENTERPRISE FUNDS
SUMMARY OF ENTERPRISE HOSPITALS, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 4,519,077	\$ 4,156,000	\$ 4,079,000	\$ 4,721,000	\$ 4,721,000	642,000
I R - STATE						
SB 1732 REV	2,495,133	11,009,000	11,514,000	7,086,000	7,086,000	-4,428,000
STATE-OTHER	8,686,244	10,244,000	8,500,000	10,473,000	10,473,000	1,973,000
CHIP-HOSP	62,620,817	62,623,000	62,623,000	58,378,000	58,378,000	-4,245,000
PAT FIN SVS	14,001,637	14,928,000	15,871,000	13,276,000	13,276,000	-2,595,000
I R -FEDERAL						
FED-OTHER		50,000	724,000			-724,000
PR AMN 90-91	10,153,946					
CHARGES-SVS						
SB 855	543,470,666	711,046,000	687,451,000	533,762,000	533,762,000	-153,689,000
HOSP INS COL	44,847,884	44,469,000	41,805,000	35,957,000	35,957,000	-5,848,000
HOSP S/P COL	20,353,213	20,131,000	19,362,000	17,626,000	17,626,000	-1,736,000
COMMTY HLTH	19,892,026	20,125,000	14,630,000	15,399,000	15,399,000	769,000
MEDCAL#1255	358,720,001	143,924,000	136,357,000	214,984,000	214,984,000	78,627,000
MEDI-CAL	464,000,697	368,291,000	402,480,000	343,843,000	343,843,000	-58,637,000
MEDICARE	97,140,977	74,449,000	67,047,000	60,411,000	60,411,000	-6,636,000
OTHR CHG-SVS	34,255,315	26,059,000	26,016,000	61,479,000	61,479,000	35,463,000
MISCELLANEOUS		946,000	946,000			-946,000
DMH-PAT CARE	43,788,152	40,709,000	40,703,000	36,911,000	36,911,000	-3,792,000
OTH G/F DEPT	21,342,275	31,119,000	32,130,000	29,514,000	29,514,000	-2,616,000
PR YR TARGET	2,303,781	96,863,000				
1115 SUP FL	96,800,000	99,616,000	96,555,000	35,858,000	35,858,000	-60,697,000
1115 INDIGEN				83,272,000	83,272,000	83,272,000
TOTAL REVENUE	\$ 1,849,391,841	\$ 1,780,757,000	\$ 1,668,793,000	\$ 1,562,950,000	\$ 1,562,950,000	-105,843,000

**HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 32,897,186	\$ 29,439,000	\$ 29,945,000	\$ 11,763,000	\$ 11,763,000	\$ -18,182,000
SVCS & SUPPS	17,511,965	18,263,000	16,694,000	8,867,000	8,867,000	-7,827,000
OTHER CHARGES	4,451,199	5,655,000	5,655,000	915,000	915,000	-4,740,000
FA - EQUIPMENT		20,000	20,000	17,000	17,000	-3,000
OTH FIN USES	3,776,133	4,919,000	4,919,000			-4,919,000
TOTAL OPER EXP	\$ 58,636,483	\$ 58,296,000	\$ 57,233,000	\$ 21,562,000	\$ 21,562,000	\$ -35,671,000
TOT FIN REQMTS	\$ 58,636,483	\$ 58,296,000	\$ 57,233,000	\$ 21,562,000	\$ 21,562,000	\$ -35,671,000
AVAIL FINANCE						
FUND BALANCE	\$ 12,441,000	\$ 6,625,000	\$ 6,625,000	\$	\$	\$ -6,625,000
CANCEL RES/DES	306,918					
TOTAL REVENUE	37,555,056	40,739,000	42,518,000	15,494,000	15,494,000	-27,024,000
TOT AVAIL FIN	\$ 50,302,974	\$ 47,364,000	\$ 49,143,000	\$ 15,494,000	\$ 15,494,000	\$ -33,649,000
GAIN OR LOSS	\$ -8,333,509	\$ -10,932,000	\$ -8,090,000	\$ -6,068,000	\$ -6,068,000	\$ 2,022,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 14,958,000	\$ 10,932,000	\$ 8,090,000	\$ 6,068,000	\$ 6,068,000	\$ -2,022,000
POSITIONS	643.9	503.5	503.5	203.3	203.3	-300.2

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 199,017	\$ 98,000	\$	\$	\$	\$
I R - STATE						
STATE-OTHER	335,901	246,000	326,000	372,000	372,000	46,000
CHIP-HOSP	603,665	604,000	604,000			-604,000
PAT FIN SVS	730,055	763,000	929,000			-929,000
I R -FEDERAL						
FED-OTHER		50,000	50,000			-50,000
PR AMN 90-91	45,748					
CHARGES-SVS						
SB 855	4,736,783	6,485,000	6,369,000			-6,369,000
HOSP INS COL	590,860	765,000	765,000	395,000	395,000	-370,000
HOSP S/P COL	1,208,021	1,157,000	1,263,000	850,000	850,000	-413,000
COMMTY HLTH	3,756,377	2,684,000	2,684,000	455,000	455,000	-2,229,000
MEDCAL#1255	3,506,088	10,228,000	10,565,000			-10,565,000
MEDI-CAL	12,131,759	8,661,000	9,218,000	2,407,000	2,407,000	-6,811,000
MEDICARE	2,473,552	1,873,000	2,514,000	41,000	41,000	-2,473,000
OTHR CHG-SVS	580,547	423,000	523,000	120,000	120,000	-403,000
DMH-PAT CARE	19,652	11,000	11,000			-11,000
OTH G/F DEPT	4,485,159	4,255,000	4,584,000	4,579,000	4,579,000	-5,000
PR YR TARGET	51,872					
1115 SUP PL	2,100,000	2,436,000	2,113,000	1,959,000	1,959,000	-154,000
1115 INDIGEN				4,316,000	4,316,000	4,316,000
TOTAL REVENUE	\$ 37,555,056	\$ 40,739,000	\$ 42,518,000	\$ 15,494,000	\$ 15,494,000	\$ -27,024,000

The Antelope Valley Cluster comprises High Desert Hospital, the Antelope Valley Health Center, and the Antelope Valley Rehabilitation Centers. Currently, High Desert Hospital provides acute medical and surgical inpatient and outpatient services as well as extended skilled nursing services.

The 1997-98 recommendations reflect the restoration and expansion of the health centers' funding to increase access to community-based primary care in accordance with the 1115 Waiver Demonstration Project. In addition, they reflect the proposed reconfiguration of High Desert Hospital into a comprehensive health center, with inpatient services to be contracted out to the private sector. Included in the Hospital budget, shown on the next page, are costs for staff layoff payoffs and remaining medical malpractice and related costs. All costs for the reconfigured comprehensive health center are included in the summary of health centers.

High Desert Hospital

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	24,674	25,220	1,200	1,200	(24,020)
Services & Supplies	15,546	14,051	330	330	(13,721)
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	15,546	14,051	330	330	(13,721)
Other Charges	5,560	5,560	710	710	(4,850)
Fixed Assets - Equipment	6	6	0	0	(6)
Other Financing Uses	4,919	4,919	0	0	(4,919)
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	50,705	49,756	2,240	2,240	(47,516)
Program Revenue	39,034	41,359	0	0	(41,359)
County Contribution/Cancellations/Fund Balance	11,671	8,397	2,240	2,240	(6,157)
Positions	397.4	386.1	0.0	0.0	(386.1)
Budgeted Beds	75	75	0	0	(75)

Summary of Antelope Valley Cluster Health Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	670	630	6,461	6,461	5,831
Services & Supplies	1,042	858	6,671	6,671	5,813
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	1,042	858	6,671	6,671	5,813
Other Charges	0	0	156	156	156
Fixed Assets - Equipment	0	0	3	3	3
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	1,712	1,488	13,291	13,291	11,803
Program Revenue	3,547	2,754	10,514	10,514	7,760
County Contribution/Cancellations/Fund Balance	(1,835)	(1,266)	2,777	2,777	4,043
Positions	17.6	17.4	103.3	103.3	85.9

Summary of Antelope Valley Rehabilitation Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	4,095	4,095	4,102	4,102	7
Services & Supplies	1,675	1,785	1,866	1,866	81
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	1,675	1,785	1,866	1,866	81
Other Charges	95	95	49	49	(46)
Fixed Assets - Equipment	14	14	14	14	0
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	5,879	5,989	6,031	6,031	42
Program Revenue	4,783	5,030	4,980	4,980	(50)
County Contribution/Cancellations/Fund Balance	1,096	959	1,051	1,051	92
Positions	88.5	100.0	100.0	100.0	0.0

**HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 177,196,760	\$ 172,810,000	\$ 177,998,000	\$ 177,919,000	\$ 177,919,000	\$ -79,000
SVCS & SUPPS	117,487,771	121,155,000	124,072,000	137,760,000	137,760,000	13,688,000
LESS EXP DIST	9,697,619	10,959,000	10,959,000	10,959,000	10,959,000	
TOT S & S	107,790,152	110,196,000	113,113,000	126,801,000	126,801,000	13,688,000
OTHER CHARGES	8,208,546	13,382,000	13,699,000	13,961,000	13,961,000	262,000
FA - EQUIPMENT	136,774	692,000	692,000	792,000	792,000	100,000
OTH FIN USES	74,043,566	96,700,000	96,700,000	93,277,000	93,277,000	-3,423,000
TOTAL OPER EXP	\$ 367,375,798	\$ 393,780,000	\$ 402,202,000	\$ 412,750,000	\$ 412,750,000	\$ 10,548,000
DESIGNATION/SB 855		17,301,000				
TOT FIN REQMTS	\$ 367,375,798	\$ 411,081,000	\$ 402,202,000	\$ 412,750,000	\$ 412,750,000	\$ 10,548,000
AVAIL FINANCE						
FUND BALANCE	\$ 13,481,000	\$ 30,832,000	\$ 30,832,000		\$	\$ -30,832,000
CANCEL RES/DES	1,269,576			17,301,000	17,301,000	17,301,000
TOTAL REVENUE	329,304,907	311,495,000	300,297,000	299,114,000	299,114,000	-1,183,000
TOT AVAIL FIN	\$ 344,055,483	\$ 342,327,000	\$ 331,129,000	\$ 316,415,000	\$ 316,415,000	\$ -14,714,000
GAIN OR LOSS	\$ -23,320,315	\$ -68,754,000	\$ -71,073,000	\$ -96,335,000	\$ -96,335,000	\$ -25,262,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 54,152,000	\$ 68,754,000	\$ 71,073,000	\$ 96,335,000	\$ 96,335,000	\$ 25,262,000
POSITIONS	3,497.1	3,183.8	3,183.8	3,180.5	3,180.5	-3.3

HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 764,860	\$ 888,000	\$ 888,000	\$ 888,000	\$ 888,000	
I R - STATE						
SB 1732 REV		859,000	859,000	811,000	811,000	-48,000
STATE-OTHER	1,330,913	838,000	754,000	1,086,000	1,086,000	332,000
CHIP-HOSP	9,283,536	9,284,000	9,284,000	9,374,000	9,374,000	90,000
PAT FIN SVS	2,613,946	2,687,000	2,687,000	2,594,000	2,594,000	-93,000
I R -FEDERAL						
PR AMN 90-91	1,122,106					
CHARGES-SVS						
SB 855	86,569,191	126,950,000	125,118,000	107,602,000	107,602,000	-17,516,000
HOSP INS COL	11,708,153	13,305,000	12,066,000	12,204,000	12,204,000	138,000
HOSP S/P COL	4,825,015	5,000,000	4,530,000	4,851,000	4,851,000	321,000
COMMTY HLTH	6,126,847	7,491,000	5,328,000	5,947,000	5,947,000	619,000
MEDCAL#1255	73,228,456	25,490,000	27,961,000	44,312,000	44,312,000	16,351,000
MEDI-CAL	85,176,980	62,404,000	71,257,000	66,164,000	66,164,000	-5,093,000
MEDICARE	22,175,944	17,289,000	17,315,000	17,315,000	17,315,000	
OTHR CHG-SVS	5,308,186	4,050,000	4,242,000	5,589,000	5,589,000	1,347,000
DMH-PAT CARE	7,733,750	6,915,000	6,915,000	6,915,000	6,915,000	
OTH G/F DEPT	3,004,960	1,413,000	2,513,000	2,443,000	2,443,000	-70,000
PR YR TARGET	-97,936	17,301,000				
1115 SUP PL	8,430,000	9,331,000	8,580,000	5,425,000	5,425,000	-3,155,000
1115 INDIGEN				5,594,000	5,594,000	5,594,000
TOTAL REVENUE	\$ 329,304,907	\$ 311,495,000	\$ 300,297,000	\$ 299,114,000	\$ 299,114,000	\$ -1,183,000

The Coastal Cluster consists of Harbor-UCLA Medical Center, Long Beach Comprehensive Health Center and seven health centers. Key functions at Harbor-UCLA include: acute and intensive care unit medical/surgical inpatient and outpatient care services, trauma and emergency room services, acute psychiatric services, pediatrics and obstetrics, and transplants.

The 1997-98 recommendations reflect the restoration and expansion of the health centers' funding to increase access to community-based primary care, and the reduction of 21 inpatient beds, in accordance with the 1115 Waiver Demonstration Project. In addition, they reflect funding and positions for new information systems needs; funding and positions, as called for in the Project Management Plan, for a new planning and evaluation function to monitor changes to the healthcare delivery system; funding for increased medical malpractice costs; changes in SB 855 and SB 1255 to reflect the maximization of federal revenue; other technical corrections; and an increase in the SB 855 intergovernmental transfer (IGT) to reflect the increased cost due to the proposed privatization of Rancho Los Amigos Medical Center.

Harbor/UCLA Medical Center

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	165,593,000	172,430,000	170,024,000	170,024,000	(2,406,000)
Services & Supplies	115,898,000	118,427,000	128,351,000	128,351,000	9,924,000
less: Expenditure Distribution	10,959,000	10,959,000	10,959,000	10,959,000	0
Net Services & Supplies	104,939,000	107,468,000	117,392,000	117,392,000	9,924,000
Other Charges	11,429,000	11,746,000	12,008,000	12,008,000	262,000
Fixed Assets - Equipment	658,000	658,000	658,000	658,000	0
Other Financing Uses	96,700,000	96,700,000	93,277,000	93,277,000	(3,423,000)
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	379,319,000	389,002,000	393,359,000	393,359,000	4,357,000
Program Revenue	311,730,000	317,935,000	298,405,000	298,405,000	(19,530,000)
County Contribution/Cancellations/Fund Balance	67,589,000	71,067,000	94,954,000	94,954,000	23,887,000
Positions	2,967.9	3,061.1	3,007.3	3,007.3	(53.8)
Budgeted Beds	347	394	373	373	(21.0)

Summary of Coastal Cluster Health Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	7,217,000	5,568,000	7,895,000	7,895,000	2,327,000
Services & Supplies	5,257,000	5,645,000	9,409,000	9,409,000	3,764,000
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	5,257,000	5,645,000	9,409,000	9,409,000	3,764,000
Other Charges	1,953,000	1,953,000	1,953,000	1,953,000	0
Fixed Assets - Equipment	34,000	34,000	134,000	134,000	100,000
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	14,461,000	13,200,000	19,391,000	19,391,000	
Program Revenue	13,296,000	13,194,000	18,010,000	18,010,000	6,191,000
County Contribution/Cancellations/Fund Balance	1,165,000	6,000	1,381,000	1,381,000	1,375,000
Positions	138.1	122.7	173.2	173.2	50.5

**HOSPITAL ENTERPRISE FUND
NORTHEAST CLUSTER ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 433,331,727	\$ 414,060,000	\$ 425,908,000	\$ 418,066,000	\$ 418,066,000	\$ -7,842,000
SVCS & SUPPS	337,310,537	331,505,000	317,032,000	356,073,000	356,073,000	39,041,000
LESS EXP DIST	37,768,362	34,175,000	34,175,000	29,067,000	29,067,000	-5,108,000
TOT S & S	299,542,175	297,330,000	282,857,000	327,006,000	327,006,000	44,149,000
OTHER CHARGES	30,049,362	41,793,000	44,103,000	50,344,000	50,344,000	6,241,000
FA - EQUIPMENT	668,915					
OTH FIN USES	192,807,886	242,171,000	242,171,000	215,733,000	215,733,000	-26,438,000
TOTAL OPER EXP	\$ 956,400,065	\$ 995,354,000	\$ 995,039,000	\$ 1,011,149,000	\$ 1,011,149,000	\$ 16,110,000
DESIGNATION/SB 855		46,494,000				
TOT FIN REQMTS	\$ 956,400,065	\$ 1,041,848,000	\$ 995,039,000	\$ 1,011,149,000	\$ 1,011,149,000	\$ 16,110,000
AVAIL FINANCE						
FUND BALANCE	\$ 1,912,000	\$ 77,405,000	\$ 77,405,000	\$	\$	\$ -77,405,000
CANCEL RES/DES	733,532			46,494,000	46,494,000	46,494,000
TOTAL REVENUE	794,221,479	780,204,000	729,001,000	716,189,000	716,189,000	-12,812,000
TOT AVAIL FIN	\$ 796,867,011	\$ 857,609,000	\$ 806,406,000	\$ 762,683,000	\$ 762,683,000	\$ -43,723,000
GAIN OR LOSS	\$ -159,533,054	\$ -184,239,000	\$ -188,633,000	\$ -248,466,000	\$ -248,466,000	\$ -59,833,000
OPERATING TRAN						
TOT OP. SUB-GF	\$ 236,938,000	\$ 184,239,000	\$ 188,633,000	\$ 248,466,000	\$ 248,466,000	\$ 59,833,000
POSITIONS	8,972.4	8,119.2	8,119.2	8,856.9	8,856.9	737.7

**HOSPITAL ENTERPRISE FUND
NORTHEAST CLUSTER ENTERPRISE FUND OPERATING PLAN, continued**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 1,613,205	\$ 1,875,000	\$ 1,875,000	\$ 2,255,000	\$ 2,255,000	380,000
I R - STATE						
SB 1732 REV		995,000	1,500,000	1,437,000	1,437,000	-63,000
STATE-OTHER	3,226,723	4,430,000	4,032,000	4,219,000	4,219,000	187,000
CHIP-HOSP	35,908,655	35,909,000	35,909,000	36,257,000	36,257,000	348,000
PAT FIN SVS	5,897,073	6,615,000	6,615,000	6,048,000	6,048,000	-567,000
I R -FEDERAL						
PR AMN 90-91	7,319,543					
CHARGES-SVS						
SB 855	232,868,616	315,649,000	312,611,000	248,848,000	248,848,000	-63,763,000
HOSP INS COL	14,155,751	14,041,000	10,750,000	10,517,000	10,517,000	-233,000
HOSP S/P COL	9,675,402	9,058,000	7,539,000	7,704,000	7,704,000	165,000
COMMTY HLTH	4,604,129	4,831,000	2,962,000	3,662,000	3,662,000	700,000
MEDCAL#1255	171,152,438	70,591,000	69,629,000	111,860,000	111,860,000	42,231,000
MEDI-CAL	181,142,101	139,914,000	153,315,000	152,791,000	152,791,000	-524,000
MEDICARE	35,404,333	26,700,000	24,812,000	23,835,000	23,835,000	-977,000
OTHR CHG-SVS	21,520,218	17,420,000	13,472,000	22,291,000	22,291,000	8,819,000
DMH-PAT CARE	14,411,929	12,626,000	12,620,000	8,839,000	8,839,000	-3,781,000
OTH G/F DEPT	4,770,827	21,702,000	21,798,000	19,090,000	19,090,000	-2,708,000
PR YR TARGET	950,536	45,878,000				
1115 SUP PL	49,600,000	51,970,000	49,562,000	3,922,000	3,922,000	-45,640,000
1115 INDIGEN				52,614,000	52,614,000	52,614,000
TOTAL REVENUE	\$ 794,221,479	\$ 780,204,000	\$ 729,001,000	\$ 716,189,000	\$ 716,189,000	-12,812,000

The Northeast Cluster consists of LAC+USC Medical Center, three comprehensive health centers, and thirteen health centers. Affiliated with the University of Southern California School of Medicine, LAC+USC Medical Center is a leading resource for training of physicians, nurses, and allied health care professionals in the United States. LAC+USC provides acute and intensive care unit medical/surgical inpatient and outpatient health care services, trauma and emergency room services, a burn center, psychiatric services, renal dialysis, AIDS services, pediatrics and obstetrics, and communicable disease services. Of the thirteen health centers, three are operated by private partners, and four are jointly operated by DHS and a private partner under the Public/Private Partnership Program.

The 1997-98 recommendations reflect the restoration and expansion of the health centers' funding to increase access to community-based primary care, and a reduction of 23 inpatient beds, in accordance with the 1115 Waiver Demonstration Project. In addition, they reflect funding and positions, as called for in the Project Management Plan, for a new planning and evaluation function to monitor changes to the health care delivery system; funding for increased medical malpractice costs; changes in SB 855 and SB 1255 to reflect the maximization of federal revenue; other technical corrections; an increase in the SB 855 intergovernmental transfer (IGT) to reflect the increased cost due to the proposed privatization of Rancho Los Amigos Medical Center; and preparation of seismic evaluations to meet specific deadlines established by SB 1953, Chapter 740 of 1994, relating to new State responsibilities for seismic safety in hospitals.

LAC+USC Medical Center

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	380,423	395,202	379,821	379,821	(15,381)
Services & Supplies	308,644	293,078	324,360	324,360	31,282
less: Expenditure Distribution	34,175	34,175	29,067	29,067	(5,108)
Net Services & Supplies	274,469	258,903	295,293	295,293	36,390
Other Charges	38,520	40,780	47,024	47,024	6,244
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	241,994	241,994	215,733	215,733	(26,261)
Designation/SB 855	46,494	0	0	0	0
Total Financial Requirements	981,900	936,879	937,871	937,871	992
Program Revenue	790,003	748,380	689,920	689,920	(58,460)
County Contribution/Cancellations/Fund Balance	191,897	188,499	247,951	247,951	59,452
Positions	7,503.0	7,540.4	8,252.5	8,252.5	712.1
Budgeted Beds	861	860	837	837	(23)

Summary of Northeast Cluster Health Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	33,637	30,706	38,245	38,245	7,539
Services & Supplies	22,861	23,954	31,713	31,713	7,759
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	22,861	23,954	31,713	31,713	7,759
Other Charges	3,273	3,323	3,320	3,320	(3)
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	177	177	0	0	(177)
Total Financial Requirements	59,948	58,160	73,278	73,278	15,118
Program Revenue	67,606	58,026	72,763	72,763	14,737
County Contribution/Cancellations/Fund Balance	(7,658)	134	515	515	381
Positions	616.2	578.8	604.4	604.4	25.6

**HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 105,905,844	\$ 77,614,000	\$ 65,201,000	\$ 3,200,000	\$ 3,200,000	\$ -62,001,000
SVCS & SUPPS	50,106,692	34,195,000	23,300,000	611,000	611,000	-22,689,000
OTHER CHARGES	13,668,328	16,842,000	18,176,000	48,638,000	48,638,000	30,462,000
FA - EQUIPMENT	213,007	175,000	175,000			-175,000
OTH FIN USES	51,800,265	48,436,000	48,436,000			-48,436,000
TOTAL OPER EXP	\$ 221,694,136	\$ 177,262,000	\$ 155,288,000	\$ 52,449,000	\$ 52,449,000	\$ -102,839,000
TOT FIN REQMTS	\$ 221,694,136	\$ 177,262,000	\$ 155,288,000	\$ 52,449,000	\$ 52,449,000	\$ -102,839,000
AVAIL FINANCE						
FUND BALANCE	\$ 34,781,000	\$ 16,858,000	\$ 16,858,000			\$ -16,858,000
CANCEL RES/DES	716,102					
TOTAL REVENUE	188,788,923	131,993,000	117,087,000	24,000,000	24,000,000	-93,087,000
TOT AVAIL FIN	\$ 224,286,025	\$ 148,851,000	\$ 133,945,000	\$ 24,000,000	\$ 24,000,000	\$ -109,945,000
GAIN OR LOSS	\$ 2,591,889	\$ -28,411,000	\$ -21,343,000	\$ -28,449,000	\$ -28,449,000	\$ -7,106,000
OPERATING TRAN						
TOT OP. SUB-GF	\$ 14,266,000	\$ 28,411,000	\$ 21,343,000	\$ 28,449,000	\$ 28,449,000	\$ 7,106,000
POSITIONS	2,258.9	1,334.1	1,334.1			-1,334.1

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 757,928	\$ 388,000	\$ 388,000		\$	\$ -388,000
I R - STATE						
SB 1732 REV	2,495,133	7,265,000	7,265,000			-7,265,000
STATE-OTHER	-40,454	42,000	42,000			-42,000
CHIP-HOSP	4,200,604	4,201,000	4,201,000			-4,201,000
PAT FIN SVS	727,805	506,000	506,000			-506,000
I R -FEDERAL						
PR AMN 90-91	233,132					
CHARGES-SVS						
SB 855	62,271,639	53,498,000	37,176,000			-37,176,000
HOSP INS COL	4,729,535	2,758,000	3,973,000			-3,973,000
HOSP S/P COL	746,536	967,000	763,000			-763,000
COMMTY HLTH		3,000	3,000			-3,000
MEDCAL#1255	22,585,018					
MEDI-CAL	72,770,273	52,460,000	55,051,000			-55,051,000
MEDICARE	9,927,857	8,927,000	6,741,000			-6,741,000
OTHR CHG-SVS	1,634,863			24,000,000	24,000,000	24,000,000
MISCELLANEOUS		946,000	946,000			-946,000
OTH G/F DEPT	5,767,879	32,000	32,000			-32,000
PR YR TARGET	-18,825					
TOTAL REVENUE	\$ 188,788,923	\$ 131,993,000	\$ 117,087,000	24,000,000	24,000,000	-93,087,000

Affiliated with the University of Southern California School of Medicine, Rancho Los Amigos Medical Center provides rehabilitation of victims of spinal cord injuries and strokes, pathokinesiology and polio services, services for liver diseases, pediatrics, ortho diabetes, dentistry and neuro-science.

The 1997-98 recommendations reflect the August 1, 1995 Board-approved goal to privatize Rancho Los Amigos Medical Center, with elimination of County funding by 1997-98. The recommendations assume the privatization of the facility effective June 30, 1997. Although the recommendations include rental income from the private operator, the income is more than offset by ongoing costs including medical malpractice payments for claims already filed, capital lease costs for the newly constructed Jacqueline Perry Institute and other buildings, ongoing LAC-CAL lease costs for equipment in use, and ongoing employee benefit costs such as pension obligation bonds, retirement health insurance, long-term disability and workers compensation. In addition, privatization of Rancho will cause the remaining four hospitals to incur approximately \$14 million in increased costs for the intergovernmental transfer requirements of SB 855, the Disproportionate Share Hospital program.

**HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 109,525,639	\$ 102,645,000	\$ 104,327,000	\$ 107,770,000	\$ 107,770,000	3,443,000
SVCS & SUPPS	77,850,097	77,087,000	71,772,000	81,159,000	81,159,000	9,387,000
OTHER CHARGES	18,453,641	15,025,000	15,551,000	16,986,000	16,986,000	1,435,000
FA - EQUIPMENT	397,749	203,000	503,000	623,000	623,000	120,000
OTH FIN USES	59,820,024	76,172,000	76,172,000	73,401,000	73,401,000	-2,771,000
TOTAL OPER EXP	\$ 266,047,150	\$ 271,132,000	\$ 268,325,000	\$ 279,939,000	\$ 279,939,000	11,614,000
DESIGNATION/SB 855		11,460,000				
TOT FIN REQMTS	\$ 266,047,150	\$ 282,592,000	\$ 268,325,000	\$ 279,939,000	\$ 279,939,000	11,614,000
AVAIL FINANCE						
FUND BALANCE	\$ 1,000	\$ 20,459,000	\$ 20,459,000			\$ -20,459,000
CANCEL RES/DES	880,988			11,460,000	11,460,000	11,460,000
TOTAL REVENUE	187,900,677	215,143,000	201,645,000	207,385,000	207,385,000	5,740,000
TOT AVAIL FIN	\$ 188,782,665	\$ 235,602,000	\$ 222,104,000	\$ 218,845,000	\$ 218,845,000	\$ -3,259,000
GAIN OR LOSS	\$ -77,264,485	\$ -46,990,000	\$ -46,221,000	\$ -61,094,000	\$ -61,094,000	\$ -14,873,000
OPERATING TRAN						
TOT OP. SUB-GF	\$ 97,724,000	\$ 46,990,000	\$ 46,221,000	\$ 61,094,000	\$ 61,094,000	14,873,000
POSITIONS	2,139.3	1,949.8	1,949.8	2,059.9	2,059.9	110.1

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 597,073	\$ 320,000	\$ 320,000	\$ 680,000	\$ 680,000	360,000
I R - STATE						
STATE-OTHER	1,505,406	3,209,000	2,365,000	3,485,000	3,485,000	1,120,000
CHIP-HOSP	4,294,536	4,295,000	4,295,000	4,337,000	4,337,000	42,000
PAT FIN SVS	2,423,121	2,252,000	2,516,000	2,386,000	2,386,000	-130,000
I R -FEDERAL						
PR AMN 90-91	483,342					
CHARGES-SVS						
SB 855	74,659,149	99,303,000	98,338,000	84,571,000	84,571,000	-13,767,000
HOSP INS COL	2,422,785	2,657,000	2,001,000	1,997,000	1,997,000	-4,000
HOSP S/P COL	2,365,576	2,431,000	2,318,000	2,569,000	2,569,000	251,000
COMMTY HLTH	1,061,172	1,249,000	865,000	865,000	865,000	
MEDCAL#1255	13,517,962	13,021,000	5,234,000	20,261,000	20,261,000	15,027,000
MEDI-CAL	53,876,473	47,932,000	55,526,000	56,853,000	56,853,000	1,327,000
MEDICARE	6,106,666	4,487,000	3,800,000	3,791,000	3,791,000	-9,000
OTHR CHG-SVS	1,652,266	1,525,000	4,590,000	2,636,000	2,636,000	-1,954,000
DMH-PAT CARE	9,027,999	7,897,000	7,897,000	7,897,000	7,897,000	
OTH G/F DEPT	976,937	878,000	1,217,000	647,000	647,000	-570,000
PR YR TARGET	1,480,214	11,460,000				
1115 SUP FL	11,450,000	12,227,000	10,363,000	8,157,000	8,157,000	-2,206,000
1115 INDIGEN				6,253,000	6,253,000	6,253,000
TOTAL REVENUE	\$ 187,900,677	\$ 215,143,000	\$ 201,645,000	\$ 207,385,000	\$ 207,385,000	5,740,000

The San Fernando Valley Cluster comprises Olive View/UCLA Medical Center, Mid-Valley Comprehensive Health Center, and eight health centers. Affiliated with the University of California at Los Angeles' School of Medicine, Olive View/UCLA Medical Center provides acute and intensive care unit medical/surgical inpatient and outpatient health care services, prenatal and psychiatric services. Of the eight health centers, two are operated by private partners under the Public/Private Partnership Program.

The 1997-98 recommendations reflect the restoration and expansion of the health centers' funding to increase access to community-based primary care, and the reduction of 27 inpatient beds, in accordance with the 1115 Waiver Demonstration Project. In addition, they reflect funding and positions for new information systems needs; funding and positions, as called for in the Project Management Plan, for a new planning and evaluation function to monitor changes to the health care delivery system; funding for increased medical malpractice costs; changes in SB 855 and SB 1255 to reflect the maximization of federal revenue; other technical corrections; and an increase in the SB 855 intergovernmental transfer (IGT) to reflect the increased cost due to the proposed privatization of Rancho Los Amigos Medical Center.

Olive View/UCLA Medical Center

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	92,710,000	97,748,000	96,084,000	96,084,000	(1,664,000)
Services & Supplies	71,648,000	67,161,000	71,572,000	71,572,000	4,411,000
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	71,648,000	67,161,000	71,572,000	71,572,000	4,411,000
Other Charges	14,600,000	15,126,000	16,529,000	16,529,000	1,403,000
Fixed Assets - Equipment	203,000	503,000	203,000	203,000	(300,000)
Other Financing Uses	76,136,000	76,136,000	73,401,000	73,401,000	(2,735,000)
Designation/SB 855	11,460,000	0	0	0	0
Total Financial Requirements	266,757,000	256,674,000	257,789,000	257,789,000	1,115,000
Program Revenue	217,377,000	208,562,000	196,274,000	196,274,000	(12,288,000)
County Contribution/Cancellations/Fund Balance	49,380,000	48,112,000	61,515,000	61,515,000	13,403,000
Positions	1,661.7	1,830.3	1,844.4	1,844.4	14.1
Budgeted Beds	219	246	219	219	(27)

Summary of San Fernando Valley Cluster Health Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	9,935,000	6,579,000	11,686,000	11,686,000	5,107,000
Services & Supplies	5,439,000	4,611,000	9,587,000	9,587,000	4,976,000
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	5,439,000	4,611,000	9,587,000	9,587,000	4,976,000
Other Charges	425,000	425,000	457,000	457,000	32,000
Fixed Assets - Equipment	0	0	420,000	420,000	420,000
Other Financing Uses	36,000	36,000	0	0	(36,000)
Total Financial Requirements	15,835,000	11,651,000	22,150,000	22,150,000	10,499,000
Program Revenue	18,225,000	13,542,000	22,571,000	22,571,000	9,029,000
County Contribution/Cancellations/Fund Balance	(2,390,000)	(1,891,000)	(421,000)	(421,000)	1,470,000
Positions	144.8	119.5	215.5	215.5	96.0

**HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
<hr/>						
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 183,544,683	\$ 179,375,000	\$ 177,913,000	\$ 186,527,000	\$ 186,527,000	\$ 8,614,000
SVCS & SUPPS	105,841,457	115,766,000	118,415,000	144,012,000	144,012,000	25,597,000
OTHER CHARGES	11,840,279	17,645,000	18,494,000	24,770,000	24,770,000	6,276,000
FA - EQUIPMENT	264,906	915,000	915,000	915,000	915,000	
OTH FIN USES	69,543,253	83,301,000	83,301,000	80,446,000	80,446,000	-2,855,000
TOTAL OPER EXP	\$ 371,034,578	\$ 397,002,000	\$ 399,038,000	\$ 436,670,000	\$ 436,670,000	\$ 37,632,000
DESIGNATION/SB 855		22,224,000				
TOT FIN REQMTS	\$ 371,034,578	\$ 419,226,000	\$ 399,038,000	\$ 436,670,000	\$ 436,670,000	\$ 37,632,000
AVAIL FINANCE						
FUND BALANCE	\$ 9,984,000	\$ 39,633,000	\$ 39,633,000	\$	\$	\$ -39,633,000
CANCEL RES/DES	908,469			22,224,000	22,224,000	22,224,000
TOTAL REVENUE	311,620,799	301,183,000	278,245,000	300,768,000	300,768,000	22,523,000
TOT AVAIL FIN	\$ 322,513,268	\$ 340,816,000	\$ 317,878,000	\$ 322,992,000	\$ 322,992,000	\$ 5,114,000
GAIN OR LOSS	\$ -48,521,310	\$ -78,410,000	\$ -81,160,000	\$ -113,678,000	\$ -113,678,000	\$ -32,518,000
OPERATING TRAN						
TOT OP. SUB-GF	\$ 88,154,000	\$ 78,410,000	\$ 81,160,000	\$ 113,678,000	\$ 113,678,000	\$ 32,518,000
POSITIONS	3,599.0	3,283.5	3,283.5	3,587.8	3,587.8	304.3

HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN, continued

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FUNDS	\$ 586,994	\$ 587,000	\$ 608,000	\$ 898,000	\$ 898,000	290,000
I R - STATE						
SB 1732 REV		1,890,000	1,890,000	4,838,000	4,838,000	2,948,000
STATE-OTHER	2,327,755	1,479,000	981,000	1,311,000	1,311,000	330,000
CHIP-HOSP	8,329,821	8,330,000	8,330,000	8,410,000	8,410,000	80,000
PAT FIN SVS	1,609,637	2,105,000	2,618,000	2,248,000	2,248,000	-370,000
I R -FEDERAL						
FED-OTHER			674,000			-674,000
PR AMN 90-91	950,075					
CHARGES-SVS						
SB 855	82,365,288	109,161,000	107,839,000	92,741,000	92,741,000	-15,098,000
HOSP INS COL	11,240,800	10,943,000	12,250,000	10,844,000	10,844,000	-1,406,000
HOSP S/P COL	1,532,663	1,518,000	2,949,000	1,652,000	1,652,000	-1,297,000
COMMTY HLTH	4,343,501	3,867,000	2,788,000	4,470,000	4,470,000	1,682,000
MEDCAL#1255	74,730,039	24,594,000	22,968,000	38,551,000	38,551,000	15,583,000
MEDI-CAL	58,903,111	56,920,000	58,113,000	65,628,000	65,628,000	7,515,000
MEDICARE	21,052,625	15,173,000	11,865,000	15,429,000	15,429,000	3,564,000
OTHR CHG-SVS	3,559,235	2,641,000	3,189,000	6,843,000	6,843,000	3,654,000
DMH-PAT CARE	12,594,822	13,260,000	13,260,000	13,260,000	13,260,000	
OTH G/F DEPT	2,336,513	2,839,000	1,986,000	2,755,000	2,755,000	769,000
PR YR TARGET	-62,080	22,224,000				
1115 SUP FL	25,220,000	23,652,000	25,937,000	16,395,000	16,395,000	-9,542,000
1115 INDIGEN				14,495,000	14,495,000	14,495,000
TOTAL REVENUE	\$ 311,620,799	\$ 301,183,000	\$ 278,245,000	\$ 300,768,000	\$ 300,768,000	22,523,000

The Southwest Cluster comprises Martin Luther King, Jr./Drew (MLK/Drew) Medical Center, Hubert H. Humphrey Comprehensive Health Center and ten health centers. Affiliated with the Charles R. Drew University of Medicine and Science, MLK/Drew provides acute and intensive care unit medical/surgical inpatient and outpatient services, trauma and emergency room services, psychiatric and dental services, pediatrics, and obstetrics. Of the ten health centers, three are operated by private partners and one is jointly operated by DHS and a private partner under the Public/Private Partnership Program.

The 1997-98 recommendations reflect the restoration and expansion of the health centers' funding to increase access to community-based primary care, and a reduction of 30 inpatient beds, in accordance with the 1115 Waiver Demonstration Project. In addition, they reflect funding and positions for new information systems needs, including Compucare; funding and positions, as called for in the Project Management Plan, for a new planning and evaluation function to monitor changes to the health care delivery system; funding for increased medical malpractice costs; changes in SB 855 and SB 1255 to reflect the maximization of federal revenue; other technical corrections; and an increase in the SB 855 intergovernmental transfer (IGT) to reflect the increased cost due to the proposed privatization of Rancho Los Amigos Medical Center.

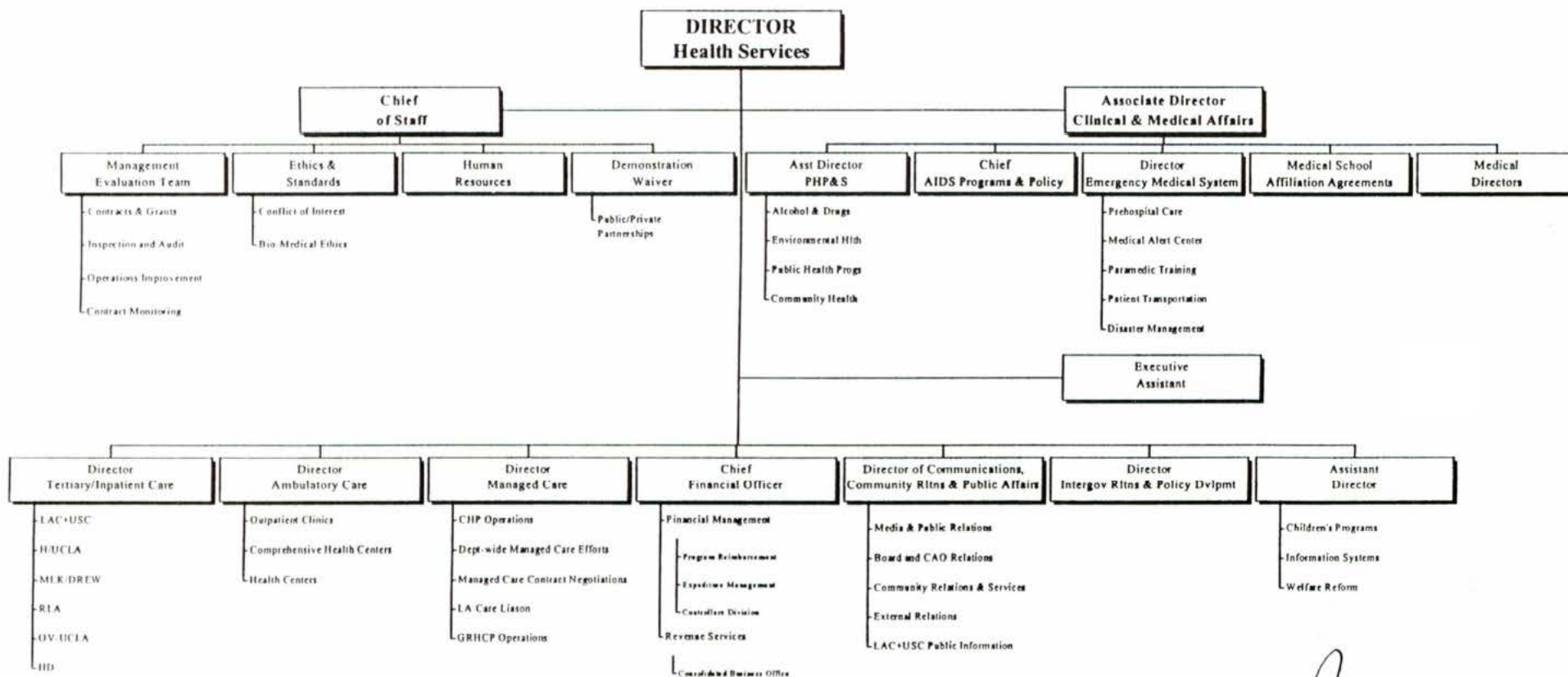
Martin Luther King, Jr./Drew Medical Center

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	165,812	166,520	165,210	165,210	(1,310)
Services & Supplies	106,274	98,442	117,500	117,500	19,058
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	106,274	98,442	117,500	117,500	19,058
Other Charges	17,645	18,411	24,469	24,469	6,058
Fixed Assets - Equipment	864	864	864	864	0
Other Financing Uses	83,301	83,301	80,446	80,446	(2,855)
Designation/SB 855	22,224	0	0	0	0
Total Financial Requirements	396,120	367,538	388,489	388,489	20,951
Program Revenue	310,401	280,876	276,149	276,149	(4,727)
County Contribution/Cancellations/Fund Balance	85,719	86,662	112,340	112,340	25,678
Positions	3,038.2	3,034.7	3,161.7	3,161.7	127.0
Budgeted Beds	267	291	261	261	(30)

Summary of Southwest Cluster Health Centers

	Estimated Fiscal Year 1996-97	Budget Fiscal Year 1996-97	Requested Fiscal Year 1997-98	Proposed Fiscal Year 1997-98	Change From Budget
Salaries & Employee Benefits	13,563	11,393	21,317	21,317	9,924
Services & Supplies	9,492	19,973	26,512	26,512	6,539
less: Expenditure Distribution	0	0	0	0	0
Net Services & Supplies	9,492	19,973	26,512	26,512	6,539
Other Charges	0	83	301	301	218
Fixed Assets - Equipment	51	51	51	51	0
Other Financing Uses	0	0	0	0	0
Total Financial Requirements	23,106	31,500	48,181	48,181	16,681
Program Revenue	30,415	37,002	46,843	46,843	9,841
County Contribution/Cancellations/Fund Balance	(7,309)	(5,502)	1,338	1,338	6,840
Positions	245.3	248.8	426.1	426.1	177.3

**COUNTY OF LOS ANGELES - DEPARTMENT OF HEALTH SERVICES
INTERIM ORGANIZATION CHART**




 Mark Finucane
 Director of Health Services
 Approved 3/26/97

HUMAN RELATIONS COMMISSION
RON WAKABAYASHI, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 836,052	\$ 863,000	\$ 863,000	\$ 1,202,000	\$ 863,000	
SERVICES & SUPPLIES	198,837	252,000	252,000	255,000	249,000	-3,000
OTHER CHARGES	23,113	26,000	26,000	26,000	26,000	
GROSS TOTAL	\$ 1,058,002	\$ 1,141,000	\$ 1,141,000	\$ 1,483,000	\$ 1,138,000	-3,000
REVENUE	83,653	183,000	183,000	50,000	196,000	13,000
NET COUNTY COST	\$ 974,349	\$ 958,000	\$ 958,000	\$ 1,433,000	\$ 942,000	-16,000
BUDGETED POSITIONS	14.0	14.0	14.0	20.0	14.0	
REVENUE DETAIL						
MISCELLANEOUS	\$ 83,653	\$ 183,000	\$ 183,000	\$ 50,000	\$ 196,000	\$ 13,000
TOTAL	\$ 83,653	\$ 183,000	\$ 183,000	\$ 50,000	\$ 196,000	\$ 13,000
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION		ACTIVITY
						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.

1997-98 Budget Message

The 1997-98 Proposed Budget allows for the continuation of current educational and crisis intervention services at the 1996-97 level. The budget also reflects conclusion of the W.K. Kellogg Fellowship award program and an increase in revenue from various foundations and corporations.

Multi-Year Budget Planning

Over the next few years, the Commission will continue to explore and develop collaborative, cost-sharing approaches with partners and stakeholders such as local cities, conflict resolution centers, human relations organizations, and law enforcement entities. Additional funding is essential to effectively implement the goals of Vision 2000.

Critical Needs

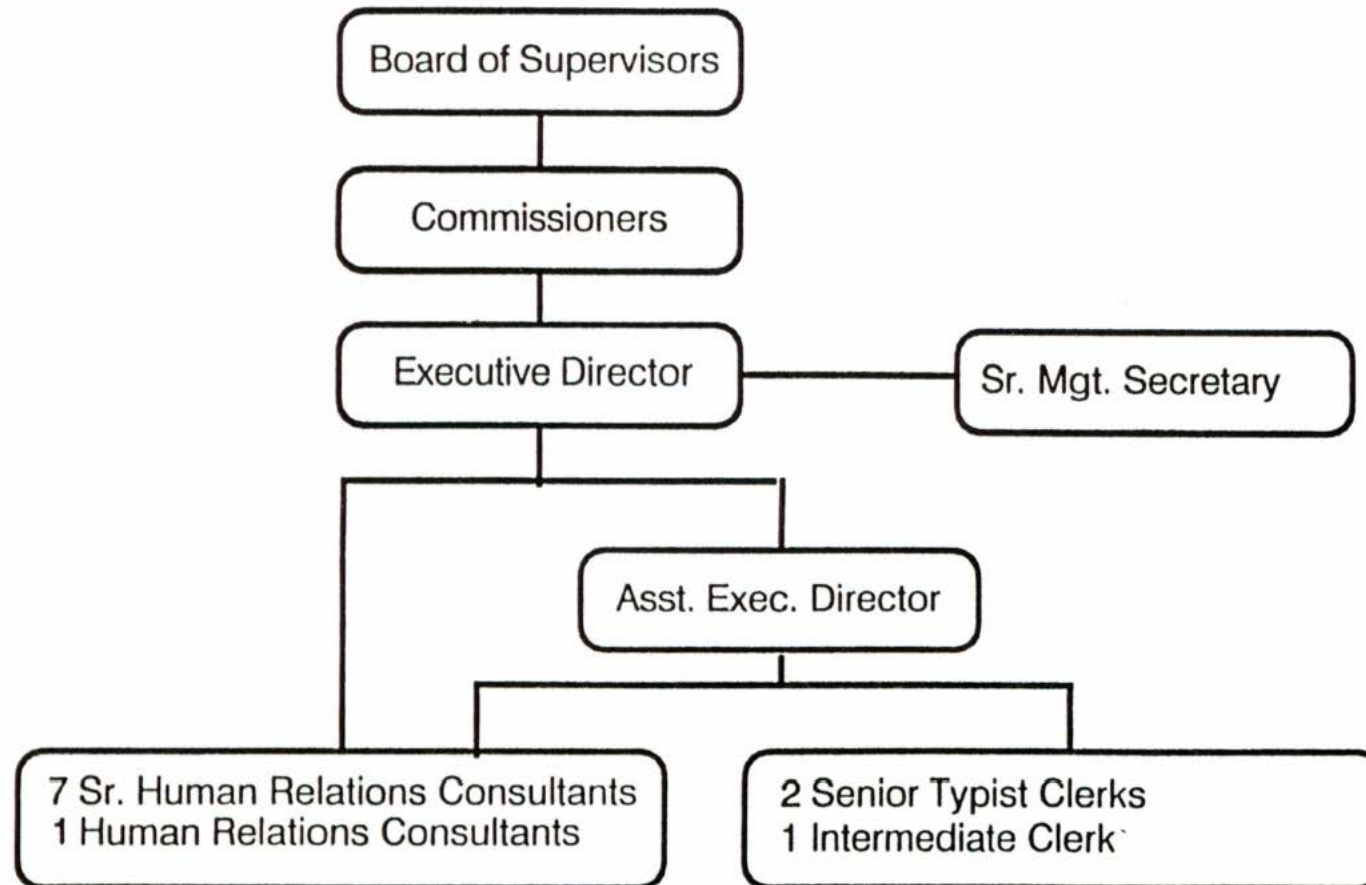
The Commission's critical needs consist of additional funding to maintain existing staff and to develop and sustain proactive partnerships with cities, schools, and communities.

The future of the County rests on a stable and healthy social environment of a diverse racial/ethnic populace. Stable and additional funding is absolutely critical for the Commission to develop and experiment with new models of intergroup conflict management that will transform communities through the building of local capacity and take them beyond a fragmented and crisis-driven mode in human relations.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Total number of Human Relation Consultants	n/a	8	8	8
<u>Workload/Output</u>				
Number of hours servicing human relations commissions/organizations and securing mutual assistance agreements	n/a	1,673	1,859	1,859
Number of hours responding to community intergroup conflict	n/a	1,673	1,859	1,859
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	4,648	4,462	4,462
Number of hours developing publications such as hate crime report and a primer on managing intergroup conflict in the multi-cultural workplace	n/a	1,302	1,116	1,116
<u>Efficiency</u>				
Number of consultants relating to intergroup conflict management (Output 1 and 2)	n/a	2.8	3.2	3.2
Number of consultants relating to hate crimes, diversity, school conflict management and other human relations issues (Output 3)	n/a	4.0	3.8	3.8
Number of consultants relating to publications	n/a	1.2	1.0	1.0
<u>Effectiveness/Outcome</u>				
Number of human relations commissions/organizations serviced	n/a	15	22	22
Number of cities that signed mutual assistance agreements	n/a	6	6	6
Number of ongoing community intergroup conflict management engagements	n/a	4	7	7
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	15	22	22
Number of publications on intergroup conflict management	n/a	4	6	6

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>				
1.	\$ (-26,000)	\$ (-26,000)	\$ —	—
<u>Termination of Fellowship Award:</u> Reflects conclusion of payments from the W.K. Kellogg Fellowship which was approved by the Board of Supervisors on December 19, 1995.				
2.	\$ —	\$ 17,000	\$ (-17,000)	—
<u>Revenue Changes:</u> Reflects an anticipated increase in revenue from various corporations and foundations.				
3.	\$ 17,000	\$ —	\$ 17,000	—
<u>Services and Supplies:</u> Reflects increased costs for facilities operations, the motor vehicle ACO fund for pool vehicles and utilities.				
4.	\$ 6,000	\$ 22,000	\$ (-16,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	(-3,000)	\$ 13,000	\$ (-16,000)	0.0

Los Angeles County Commission on Human Relations



HUMAN RESOURCES

MICHAEL J. HENRY, DIRECTOR OF PERSONNEL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 9,511,336	\$ 11,014,000	\$ 11,604,000	\$ 12,487,000	\$ 12,110,000	\$ 506,000
SERVICES & SUPPLIES	6,144,650	6,419,000	6,461,000	7,353,000	6,401,000	-60,000
OTHER CHARGES	219,857	223,000	223,000	219,000	219,000	-4,000
FIXED ASSETS-EQUIP	20,000	25,000	25,000	100,000	25,000	
OTHER FINANCING USES	51,845					
GROSS TOTAL	\$ 15,947,688	\$ 17,681,000	\$ 18,313,000	\$ 20,159,000	\$ 18,755,000	\$ 442,000
LESS INTRAFD TRANSFER	5,373,768	5,279,000	5,279,000	5,538,000	5,421,000	142,000
NET TOTAL	\$ 10,573,920	\$ 12,402,000	\$ 13,034,000	\$ 14,621,000	\$ 13,334,000	\$ 300,000
REVENUE	9,603,697	11,387,000	11,727,000	12,144,000	12,050,000	323,000
NET COUNTY COST	\$ 970,223	\$ 1,015,000	\$ 1,307,000	\$ 2,477,000	\$ 1,284,000	\$ -23,000
BUDGETED POSITIONS	155.5	163.5	163.5	181.5	176.0	12.5
REVENUE DETAIL						
STATE-OTHER	\$ 127,099	\$ 141,000	\$ 141,000	\$ 141,000	\$ 141,000	
ASSESS/TAX COLL FEES	276,380					
AUDITING-ACCTG FEES	189					
COMMUNICATION SVCS	1,827,708					
LEGAL SERVICES	229,559					
PERSONNEL SERVICES	3,268,650	7,199,000	7,407,000	8,431,000	8,271,000	864,000
PLANNING & ENG SVCS	237,142					
CHRGs FOR SVCS-OTHER	3,555,244	4,047,000	4,179,000	3,572,000	3,638,000	-541,000
MISCELLANEOUS	58,726					
OPERATING TRANSFER IN	23,000					
TOTAL	\$ 9,603,697	\$ 11,387,000	\$ 11,727,000	\$ 12,144,000	\$ 12,050,000	\$ 323,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY PERSONNEL	

Mission Statement

To provide a human resources system that carries out Board of Supervisors priorities for a comprehensive, efficient, and equitable County personnel program; to establish countywide human resources policies and assist departments in providing for consistent application; and to guarantee fair and equitable opportunities and services for both current employees and individuals seeking employment with the County.

1997-98 Budget Message

The 1997-98 Proposed Budget primarily maintains the current level of service, but includes an increase in revenue-offset appropriation to allow the Department of Human Resources (DHR) to enhance comprehensive human resources programs in the following areas: 1) expansion of the Community-Based Enterprise Education Internship program; 2) re-establishment of the Management Trainee program; 3) establishment of a Civil Service Advocacy Early Response Team to assist County managers by offering alternative solutions to discipline; 4) additional human resources monitoring activities, including assisting in the implementation of the Martin Luther King, Jr./Equal Employment Opportunity Commission Conciliation Agreement; and 5) restructuring of various DHR programs for personnel services. In addition, the 1997-98 Proposed Budget reflects the elimination of the Americans with Disabilities Act Child Care program grant since refurbishments of County Child Care Centers were successfully completed in 1996-97.

Multi-Year Budget Planning

The Department of Human Resources continues to meet its overall multi-year budgeting and Vision 2000 goals. The Department has focused its ongoing activities on assisting County departments in developing fair and equitable human resources systems; civil service rules reform; and improved training, recruitment, selection, and classification efforts. DHR continues to provide core functions and critical services in a more productive and cost-effective manner. In addition, the restructuring that is currently underway will enhance DHR's ability to remain flexible and easily adaptable to carry out new Board priorities.

Critical Needs

As the County continues on its path of restructuring and improved services, DHR continues to have critical funding needs for countywide employee training and development, civil service rules reform, County child care programs, and classification system improvements. DHR remains committed to direct all necessary resources to sustain these programs within its funding limitations.

Performance Measures				
Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
Input ⁽¹⁾				
Number of staff responsible for centralized, specialized and executive recruitments	n/a	n/a	6	10
Number of staff reviewing and responding to appeals	n/a	20	18	18
Number of staff reviewing workforce reduction plans to ensure adherence to civil service rules	n/a	20	4	8
Number of staff providing training ⁽²⁾	n/a	n/a	30	34
Number of staff resolving employee benefits complaints/problems	n/a	5	5	5
Workload/Output				
Number of exams given	n/a	n/a	52	70
Number of exam candidates	n/a	n/a	23,271	12,000
Number of exam eligibles	n/a	n/a	1,528	12,000
Number of appeals received	3,693	2,105	2,030	2,500
Number of appeals processed	2,997	1,635	1,600	2,000
Number of employees originally included in workforce reduction plans	n/a	9,205	387	1,000
Number of employees actually impacted by workforce reduction plans	n/a	4,489	316	750
Number of employees trained	n/a	n/a	5,056	7,000
Number of employee benefits complaints/problems	n/a	1,492	1,500	1,500

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Efficiency</u>				
Average number of exams given per staff	n/a	n/a	9	7
Average number of exam candidates per staff	n/a	n/a	3,879	1,200
Average number of exam eligibles per staff	n/a	n/a	255	1,200
Average number of appeals completed per staff	n/a	82	89	111
Number of employees placed before workforce reduction implementation	n/a	4,716	71	250
Employees trained per staff	n/a	n/a	169	206
Average number of employee benefits complaints/problems resolved per staff	n/a	298	300	300
<u>Effectiveness/Outcome</u>				
Number of exam candidates per exam given	n/a	n/a	448	171
Percentage of appeals processed	81%	78%	79%	80%
Number for employees appointed from reemployment lists	n/a	882	110	200
Percent of employees trained who rated training sessions as meeting their needs	n/a	n/a	90%	90%
Percent of employee benefits complaints/problems resolved by end of month after receipt	n/a	93%	90%	90%

Objectives for 1997-98

- Focus recruitment efforts on increasing participation of the diverse County population.
- Increase percentage of appeals processed within 60 days.
- Increase percentage of placements prior to layoff action.
- Complete initial Management Appraisal and Performance Plan departmental training, start supervisory and management development, and continue human resources technical training.
- Resolve 90 percent of employee benefits complaints/problems by the end of the month after receipt.

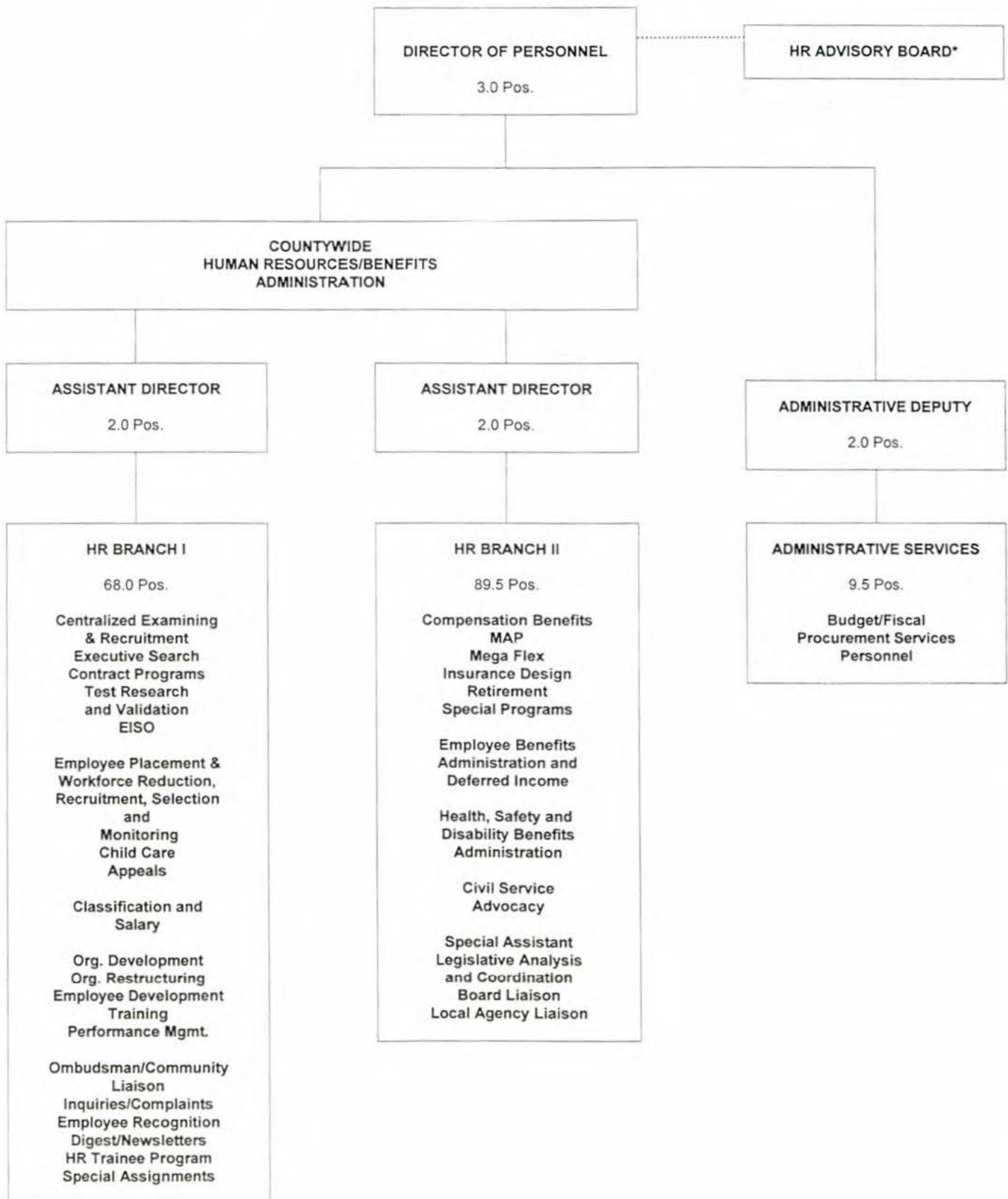
Explanatory Notes

- (1) Input: Referenced staffing does not necessarily equate to full-time positions.
 - (2) Input: Training does not include consultant time or staff involved from other County departments.
- The above performance measurements do not cover all DHR's functions (remaining measurements are being developed).

		<u>Changes From 1996-97 Budget</u>			
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>	
<u>Program Changes</u>					
1.	\$ (-31,000)	\$ (-31,000)	\$ —	(-2.0)	
<u>Community-Based Enterprise Education Internship Program (CBEEP)</u> : Reflects the reduction of 3.0 vacant, revenue offset trainee positions, offset by the addition of 1.0 Human Resource Analyst II. This position will be responsible for coordinating the expansion of the CBEEP program to include additional colleges in the Los Angeles area in order to increase the number of interns obtaining meaningful work experience, and to assist County departments.					
2.	\$ 365,000	\$ 365,000	\$ —	8.0	
<u>Management Trainee Program</u> : Reflects resumption of the County Management Trainee program to enhance succession planning programs for the County workforce. Also reflects the related increase of reimbursable 6.0 trainee positions, and 2.0 positions to design and coordinate the program, as well as costs for technical support, and associated operating expenses.					
3.	\$ 78,000	\$ 78,000	\$ —	2.0	
<u>Human Resources Management System (HRMS)</u> : Reflects the addition of 2.0 reimbursable positions required to implement HRMS, an organizational structure and process for developing, implementing, and administering human resources policies, programs, and procedures in accordance with Board of Supervisors' priorities for a comprehensive and equitable County personnel program.					
4.	\$ 169,000	\$ 169,000	\$ —	2.0	
<u>Human Resources Monitoring Activities</u> : Reflects the addition of 1.0 revenue-offset position to monitor and ensure implementation of the Martin Luther King, Jr./Equal Employment Opportunity Commission Conciliation Agreement. Also reflects the addition of 1.0 revenue-offset position to monitor various aspects of the decentralized personnel program; initial implementation of monitoring activities will take place at the Department of Health Services in follow-up with the Public Health Programs project.					
5.	\$ 63,000	\$ 63,000	\$ —	1.0	
<u>Civil Service Advocacy Early Response Team</u> : Reflects the increase of 1.0 reimbursable position to the Civil Service Advocacy Early Response Team to provide an immediate response to managers countywide who are contemplating discipline starting from the time an incident occurs which could potentially result in disciplinary action. The team would also recommend alternate solutions to traditional disciplinary measures as appropriate.					
6.	\$ (-154,000)	\$ (-154,000)	\$ —	—	
<u>Americans with Disabilities Act (ADA) Child Care Program</u> : Reflects the elimination of one-time-only ADA grant funding. Refurbishments of County Child Care Centers were completed during 1996-97.					
7.	\$ 58,000	\$ 58,000	\$ —	1.0	
<u>Expansion of Human Resources Information Systems</u> : Reflects the addition of 1.0 reimbursable position to provide technical support for the Department's Management Information System.					

	<i>Gross Appropriation</i>	<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Other Changes</u>				
1.	\$ (-163,000)	\$ (-130,000)	\$ (-33,000)	0.5
<u>Salaries and Employee Benefit Adjustments:</u> Reflects the net increase of 0.5 position, a salary savings adjustment, and a reduction in employee benefits and associated revenues.				
2.	\$ (-19,000)	\$ (-19,000)	\$ —	—
<u>Reduction in Operating Expenses:</u> Reflects a reduction in general office expenses and supplies. Also reflects a reduction in capital lease expenses.				
3.	\$ 76,000	\$ 66,000	\$ 10,000	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	442,000	\$ 465,000	\$ (-23,000)	12.5

DEPARTMENT OF HUMAN RESOURCES
Michael J. Henry, Director
Total 1997-98 CAO Recommended Budget Positions = 176.0



* Advisory Board Consists of Nine Department and Two Human Resources Representatives.

INFORMATION SYSTEMS ADVISORY BODY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 8,457,143	\$ 9,819,000	\$ 10,311,000	\$ 9,772,000	\$ 9,772,000	\$ -539,000
OTHER CHARGES	4,427,888	5,231,000	6,279,000	3,850,000	3,850,000	-2,429,000
FIXED ASSETS-EQUIP	1,400,133	800,000	800,000	200,000	200,000	-600,000
OTHER FINANCING USES		408,000		411,000	411,000	411,000
GROSS TOTAL	\$ 14,285,164	\$ 16,258,000	\$ 17,390,000	\$ 14,233,000	\$ 14,233,000	\$ -3,157,000
LESS INTRAFUND TRANSFER	9,130,650	10,469,000	10,769,000	10,292,000	10,292,000	-477,000
NET TOTAL	\$ 5,154,514	\$ 5,789,000	\$ 6,621,000	\$ 3,941,000	\$ 3,941,000	\$ -2,680,000
REVENUE	6,932,234	5,789,000	6,621,000	3,941,000	3,941,000	-2,680,000
NET COUNTY COST	\$ -1,777,720	\$	\$	\$	\$	\$
REVENUE DETAIL						
FEDERAL-OTHER	\$	\$ 433,000	\$ 993,000	\$ 560,000	\$ 560,000	\$ -433,000
CHRGs FOR SVCS-OTHER			4,466,000			-4,466,000
MISCELLANEOUS	5,932,234	5,094,000		2,935,000	2,935,000	2,935,000
OPERATING TRANSFER IN	1,000,000	262,000	1,162,000	446,000	446,000	-716,000
TOTAL	\$ 6,932,234	\$ 5,789,000	\$ 6,621,000	\$ 3,941,000	\$ 3,941,000	\$ -2,680,000
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

Mission Statement

To develop accessible and accurate automated justice information systems.

1997-98 Budget Message

The 1997-98 Proposed Budget: 1) provides funding to complete development of the Consolidated Criminal History Reporting System and the Conditions of Probation System, 2) maintains existing systems, and 3) reflects a reduction in funding resulting from the completion of bond payments for the Proactive Information eXchange and the Automated Criminal Tracking System.

Multi-Year Budget Planning

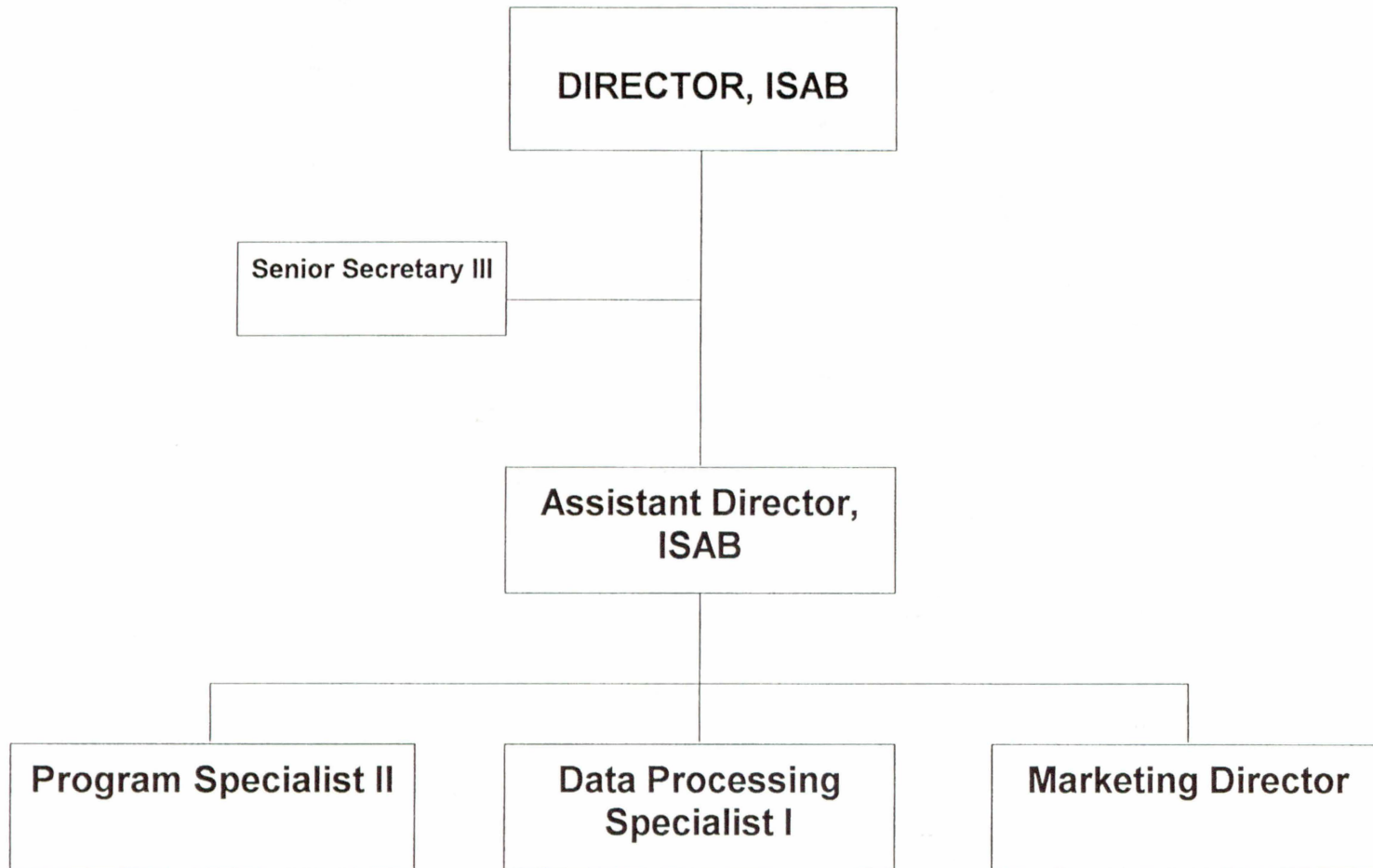
The Information Systems Advisory Body (ISAB) will continue to identify areas for further system integration, expand network accessibility, and develop document imaging, as well as continue its marketing efforts to offset the costs of various systems development efforts.

Critical Needs

ISAB has a critical need for increased funding to continue its efforts to improve and expand system interfaces for systems such as the Gang Reporting, Evaluation and Tracking (GREAT) System; the Juvenile Automated Index (JAI) System; and the Trial Court Information System (TCIS). ISAB has also identified critical needs to expand the criminal justice statistical and ad hoc reporting capabilities of the Justice Automated Information Management System (JAIMS); study document generation and work flow to implement document imaging capability, and upgrade the criminal justice systems network infrastructure, and continue to offset the cost of non-County agency access to the criminal justice systems.

		<u>Changes From 1996-97 Budget</u>			
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>	
<u>Program Changes</u>					
1.	\$ (-433,000)	\$ (-433,000)	\$ —	—	
<u>Conditions of Probation System (COPS)</u> : Reflects a reduction in funding for COPS, consistent with the system development and implementation schedule.					
2.	\$ (-126,000)	\$ (-126,000)	\$ —	—	
<u>Consolidated Criminal History Reporting System (CCHRS)</u> : Reflects a reduction in required funding from the Municipal Courts for CCHRS development, resulting in a remaining commitment of \$272,000 for 1997-98, partially offset by increased multi-departmental funding of \$502,000 to cover operational and equipment costs.					
3.	\$ (-1,699,000)	\$ (-1,699,000)	\$ —	—	
<u>Bond Payments</u> : Reflects the completion of bond payments for the Proactive Information eXchange and the Automated Criminal Tracking System.					
4.	\$ (-715,000)	\$ (-715,000)	\$ —	—	
<u>Trial Court Information System (TCIS)</u> : Reflects the completion of the Superior Court's implementation of the TCIS in all its criminal court locations. The ongoing cost of operations will be funded directly by the Superior Court.					
5.	\$ (-300,000)	\$ (-300,000)	\$ —	—	
<u>Automated Justice Information System (AJIS)</u> : Reflects a reduction in funding originally provided by the Sheriff to begin the process of rewriting AJIS. Development costs for the project will be borne by the Sheriff in their operating budget.					
6.	\$ 180,000	\$ 180,000	\$ —	—	
<u>Videoconference Projects</u> : Reflects the addition of funding to complete the South Loop project which will connect Compton Municipal Court and its Lynwood Branch to the Pitchess Jail facility, financed by the Cable TV Franchise Special Fund.					
7.	\$ (-64,000)	\$ (-64,000)	\$ —	—	
<u>Various Projects</u> : Reflects miscellaneous adjustments to the cost of operating various criminal justice systems.					
Total \$	(-3,157,000)	\$ (-3,157,000)	\$ 0	0.0	

INFORMATION SYSTEMS ADVISORY BODY (ISAB) 1997-98 ORGANIZATION CHART



INNOVATION FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER FINANCING USES	\$ 920,000	\$	\$	\$	\$	\$
NET COUNTY COST	\$ 920,000	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

INTERNAL SERVICES

WILLIAM F. STEWART, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 146,163,519	\$ 132,406,000	\$ 139,054,000	\$ 141,090,000	\$ 141,090,000	\$ 2,036,000
SERVICES & SUPPLIES	91,175,276	82,158,000	82,463,000	89,235,000	89,235,000	6,772,000
OTHER CHARGES	13,828,555	15,500,000	17,391,000	14,820,000	14,820,000	-2,571,000
FIXED ASSETS-EQUIP	2,022,898	1,979,000	2,871,000	1,857,000	1,857,000	-1,014,000
OTHER FINANCING USES	44,505	36,000	35,000	211,000	211,000	176,000
GROSS TOTAL	\$ 253,234,753	\$ 232,079,000	\$ 241,814,000	\$ 247,213,000	\$ 247,213,000	\$ 5,399,000
LESS INTRAFUND TRANSFER	192,504,741	172,626,000	180,483,000	171,631,000	171,631,000	-8,852,000
NET TOTAL	\$ 60,730,012	\$ 59,453,000	\$ 61,331,000	\$ 75,582,000	\$ 75,582,000	\$ 14,251,000
REVENUE	70,457,666	69,972,000	71,847,000	74,457,000	74,493,000	2,646,000
NET COUNTY COST	\$ -9,727,654	\$ -10,519,000	\$ -10,516,000	\$ 1,125,000	\$ 1,089,000	\$ 11,605,000
BUDGETED POSITIONS	2,620.6	2,417.0	2,417.0	2,408.0	2,407.0	-10.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 200	\$	\$	\$	\$	\$
CONSTRUCTION PERMITS	662					
RENTS AND CONCESSIONS	1,368,020					
STATE-OTHER	225,042					
LEGAL SERVICES	715,670					
PLANNING & ENG SVCS	2,700					
RECORDING FEES	85,770					
CHRGs FOR SVCS-OTHER	63,788,640	62,969,000	71,847,000	74,457,000	74,493,000	2,646,000
OTHER SALES	224,815	7,003,000				
MISCELLANEOUS	3,387,468					
SALE OF FIXED ASSETS	566,385					
OPERATING TRANSFER IN	92,294					
TOTAL	\$ 70,457,666	\$ 69,972,000	\$ 71,847,000	\$ 74,457,000	\$ 74,493,000	\$ 2,646,000
FUND	GENERAL FUND		FUNCTION	ACTIVITY		
			GENERAL	PROPERTY MANAGEMENT		

Mission Statement

To meet customer needs by providing high-quality, timely, cost-effective support services.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects appropriations of \$247 million offset by \$246 million of reimbursement through billings to County Departments and outside agencies; net County cost of \$1.0 million is included to implement revised budgeting and billing practices recommended by the Countywide Billing and Cost Recovery Task Force.

The Countywide Billing and Cost Recovery Task Force Report, adopted by the Board of Supervisors in October 1996, found that the County's billing and budgeting practices were not in compliance with the federal Office of Management and Budget (OMB) A-87 claiming guidelines that govern the claiming processes for County organizations receiving State and federal funds. The County's non-compliance was primarily the result of billing unallowable costs (e.g., debt service, capital expenditures, etc.) to subvended departments due to the Internal Services Department's (ISD's) full cost recovery mandate, and the retention of cost savings centrally in ISD's budget resulting in over-recovery of costs. Per Task Force recommendations, the Proposed Budget conforms with federal A-87 guidelines.

The Proposed Budget also reflects a net decrease of 10 budgeted positions, primarily due to reductions in requirements for custodial, reprographic and mail services. In addition, the budget includes \$1.1 million in appropriation for the implementation of the federally mandated Personal Communications Services (PCS) program, which requires the County to vacate a portion of the radio spectrum and migrate to digital links. Costs for the PCS project are fully reimbursable from private agencies participating in the program.

Multi-Year Budget Planning

Because ISD services are funded by customer departments, ISD efficiencies assist County programs by reducing indirect support costs, leaving greater resources available for program efforts. Long-term goals for improvement of Department performance are incorporated in ISD's Vision 2000 plan and in management goals at each level. Key areas of focus over the next five years include:

- Continued Energy Management program efforts;
- Enhanced customer satisfaction by emphasizing internal project coordination and communication to customers;
- Simplified billing and cost recovery adjustments to protect federal claiming;
- Reduced costs for County supplies acquisition and distribution;
- Improved facilities management and preventive maintenance;
- Expanded cost-effective use of technology; and
- Improved management and staff skills and performance.

ISD is seeking to reduce costs and generate revenue through expanded public-public and public-private partnerships. Additionally, ISD will conduct ongoing strategic business assessments to eliminate services that are not cost-effective, and expand efforts to redefine and concentrate on core lines of business.

Critical Needs

There is a continuing critical countywide unmet need in the area of deferred building maintenance. ISD estimates that the required funding overall exceeds \$9 million annually. This does not include extraordinary maintenance needs in non-ISD maintained facilities.

Failure to fund these extraordinary maintenance projects may result in increased costs for repairs, and operational interruptions due to environmental contamination precluding the use of a facility.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
IBM computer operations costs	\$30,991,739	\$27,286,283	\$23,994,865	\$22,023,440
Unisys operations costs	\$16,902,536	\$15,668,197	\$17,195,095	\$19,362,851
Microwave/circuit maintenance costs	n/a	\$1,179,720	\$1,760,000	\$1,943,000
Applications programming labor costs	n/a	\$29,243,020	\$27,257,763	\$29,838,711
Parking services costs	\$1,639,871	\$1,372,688	\$1,279,680	\$1,191,564
Parking services employees	n/a	13	13	12
Custodial services costs (1)	\$17,181,816	\$16,894,487	\$16,683,451	\$16,030,396
Safety Police costs	\$8,805,434	\$7,486,177	\$7,013,913	\$7,491,489
Guard costs	\$9,261,051	\$5,986,897	\$5,369,811	\$5,458,000
Building maintenance costs	\$23,140,509	\$21,568,864	\$22,477,830	\$21,562,429
Purchasing costs	\$4,495,555	\$5,012,096	\$5,016,139	\$5,113,153

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Workload/Output</u>				
IBM processing minutes	n/a	1,012,384	1,064,922	1,179,698
Unisys processing minutes	n/a	8,428,597	10,054,868	10,940,677
Network access ports (2)	n/a	290	435	485
Programming annual labor hours	471,632	495,900	480,153	504,600
Net parking services income	n/a	\$7,771,980	\$8,085,663	\$8,085,663
Parking spaces	n/a	20,497	20,497	20,497
Total custodial square footage	n/a	14,131,705	14,053,936	14,053,936
Number of ISD and contract custodial staff	n/a	502	494	479
Number of Safety Police post positions (3)	n/a	102.43	113.98	116.32
Number of Guard post positions (3)	n/a	146.42	127.43	124.79
Building maintenance square footage	n/a	20,884,903	20,708,139	20,708,139
Dollar value of purchase orders	n/a	\$617,208,681	\$510,040,000	\$607,259,880
<u>Efficiency</u>				
IBM input/output costs per processing minute	n/a	\$26.95	\$22.53	\$18.67
Unisys cost per computer processing minute	n/a	\$1.86	\$1.71	\$1.77
Cost per access port	n/a	\$4,068	\$4,045	\$4,006
Annual programming labor hours per person	1,747	1,740	1,743	1,740
Number of spaces managed per parking employee	n/a	1,577	1,577	1,708
Custodial cost per square foot	n/a	\$1.20	\$1.19	\$1.14
Cost per Safety Police post	n/a	\$73,086	\$61,536	\$64,404
Cost per Guard post	n/a	\$40,889	\$42,139	\$43,737
Average costs of building maintenance per square foot	n/a	\$1.03	\$1.09	\$1.04
Value of purchase orders per dollar of ISD cost	n/a	\$123.14	\$101.68	\$118.76
<u>Effectiveness/Outcome</u>				
Percent of time IBM system available for use	n/a	99.70%	99.60%	99.70%
Percent of time Unisys system available for use	n/a	99.50%	99.10%	99.50%
Percent of time microwave services are available	n/a	99.90%	99.92%	99.95%
Programming service requests completed on time	82%	86%	90%	90%
Income per dollar of parking services cost	n/a	\$5.66	\$6.32	\$6.79
Square footage maintained per custodial staff	n/a	28,150	28,449	29,340
Percentage of Safety Police/Guard positions staffed	n/a	85%	82%	90%
Average building maintenance days to completion	n/a	3.14	3.00	2.95
Direct purchase orders issued within 30 days	n/a	55%	47.3%	65%

Performance Measures (cont'd)**Objectives for 1997-98**

- Complete Year 2000 systems modifications and compliant software per schedule.
- Invest in technology to reduce costs and improve reliability.
- Enhance network reliability and improve superior/subordinate ratios.
- Award new parking lot contracts.
- Survey proprietors and tenants to determine satisfaction with service delivery.
- Continue inspection, assessment, and reporting of facilities deficiencies for corrective action.
- Correct reported deficiencies within eight hours.
- Reduce number of vacant post positions by attaining 90 percent staffing levels.
- Increase number of POST Certified Safety Police from 75 to 80.
- Fully implement a new facilities management system.
- Increase responsiveness to service calls by reducing time to complete tasks.
- Complete automation of purchase order-related data.
- Process 65 percent of direct purchase orders within 30 days.
- Benchmark 500 items/services to achieve a lower total cost for 90 percent of items/services benchmarked.

Explanatory Notes

- Transaction processing is delivered in Central Processing Unit (CPU) minutes. Although several types of computer transactions are generated (e.g. disk input/output, teleprocessing transfers, etc.), 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 ports 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 1996-97 Budget		
Gross				Budgeted
Appropriation		Revenue/IFT	Net County Cost	Positions

Program Changes

1.	\$	1,120,000	\$	1,120,000	\$	—	—
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Personal Communications Services Program (PCS): Reflects an increase in paid overtime and services and supplies due to the implementation of the federally mandated PCS program which requires the allocation of a portion of the radio spectrum used by the County Microwave Network to various service providers in order to implement new PCS technology. As a result, the County will migrate several microwave analog links to state-of-the-art digital links. Project costs are fully reimbursed by private agencies participating in the PCS Program.

2.	\$	91,000	\$	91,000	\$	—	1.0
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Children and Adult Services Information System Advisory Body (CASISAB): Reflects the addition of 1.0 Project Director, to support additional workload requested by the Department of Children and Family Services.

		<u>Changes From 1996-97 Budget</u>			<u>Budgeted</u>
<u>Gross</u>					<u>Positions</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>		
<u>Program Changes (cont'd)</u>					
3.	\$ 86,000	\$ 86,000	\$ —		14.0
<u>Telecommunications Services:</u> Reflects the addition of 13.0 telecommunications positions partially offset by reductions for technical/engineer contract services costs. Due to the sensitive and critical nature of the telecommunications and network programs, it is in the County's interest to employ permanent County employees for this work rather than continue to utilize contractors. Also includes the addition of 1.0 position due to increased workload.					
4.	\$ 296,000	\$ 296,000	\$ —		(-3.0)
<u>Disney Concert Hall Management:</u> Reflects a net increase in services and supplies to support the Disney Concert Hall Management Contract, partially offset by a decrease of 3.0 vacant Parking Lot Attendant positions.					
5.	\$ (-197,000)	\$ (-197,000)	\$ —		(-15.0)
<u>Custodial Services:</u> Reflects a net decrease due to the deletion of 14.0 vacant custodial positions and 1.0 vacant Floor Care Specialist position, partially offset by an increase in services and supplies to continue contracting for the services previously provided by these positions.					
6.	\$ (-438,000)	\$ (-438,000)	\$ —		(-9.0)
<u>Reprographic/Mail Services:</u> Reflects a decrease due to the deletion of 9.0 vacant Reprographic/Mail Services positions as a result of reduced requests from customer departments, primarily the Department of Public Social Services (DPSS).					
7.	\$ (-519,000)	\$ (-519,000)	\$ —		—
<u>DPSS Mailing Services:</u> Reflects a decrease in postage costs to reflect a projected decrease in mailings on behalf of DPSS.					
8.	\$ (-282,000)	\$ (-282,000)	\$ —		—
<u>Automotive Services:</u> Reflects a \$750,000 decrease in automotive contract services partially offset by increased costs for fuel, fuel storage modifications and mandated automotive equipment.					
<u>Other Changes</u>					
1.	\$ 2,331,000	\$ 2,331,000	\$ —		—
<u>Employee Benefits:</u> Reflects a net increase in employee benefits primarily due to increased costs for pension bonds, unemployment insurance, retiree insurance, long term disability, bonuses and paid overtime.					
2.	\$ 2,197,000	\$ 2,197,000	\$ —		—
<u>Contingency:</u> Reflects an increase in contingency for services and supplies, fixed assets and other charges based on expenditure trends to provide unanticipated services to customers and for unforeseeable events. These funds are expended only to the extent they are offset by billings to client departments and outside agencies.					

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
3.	\$ 1,955,000	\$ 1,955,000	\$ --	--
<u>Crafts Supplies</u> : Reflects an increase in services and supplies primarily for crafts supplies purchased on behalf of customer departments.				
4.	\$ 989,000	\$ 989,000	\$ --	--
<u>Equipment Services and Rentals</u> : Reflects a net increase in services and supplies for equipment rentals and maintenance based on projected expenditure trends.				
5.	\$ 176,000	\$ 176,000	\$ --	--
<u>Pool Vehicles</u> : Reflects an appropriation increase due to the transfer of pool vehicle replacement costs from the Motor Vehicle Accumulated Capital Outlay Fund to ISD's budget in order to simplify and streamline current billing and accounting practices.				
6.	\$ 166,000	\$ 166,000	\$ --	2.0
<u>Internal Audits</u> : Reflects the addition of 2.0 positions to oversee workload associated with quality and internal control functions within the Department.				
7.	\$ 10,000	\$ 10,000	\$ --	--
<u>Risk Insurance Management Administration (RIMA)</u> : Reflects a net increase for RIMA-related costs, partially offset by a ministerial accounting transfer of costs for auto liability, general liability, and insurance claims in order to budget expenditures in the correct category.				
8.	\$ (-1,902,000)	\$ (-1,902,000)	\$ --	--
<u>LAC-CAL Payments</u> : Reflects a decrease in costs primarily due to the completion of LAC-CAL payments for equipment purchased in prior years. Also includes a reduction attributable to LAC-CAL credits, consistent with countywide cost recovery guidelines, which are now estimated in ISD's budget.				
9.	\$ (-624,000)	\$ (-624,000)	\$ --	--
<u>Fixed Assets</u> : Reflects a decrease in equipment requirements based on anticipated need.				
10.	\$ (-55,000)	\$ (-55,000)	\$ --	--
<u>Payroll Study</u> : Reflects a net decrease in salaries and employee benefits associated with the implementation of the Payroll Clerk Classification Study.				
11.	\$ (-1,000)	\$ (-1,000)	\$ --	--
<u>Countywide Integrated Radio Systems (CWIRS)</u> : Reflects a net decrease for CWIRS costs and a ministerial accounting adjustment to budget expenditures in the correct category.				

<u>Changes From 1996-97 Budget</u>				
<u>Gross</u>				<u>Budgeted</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Positions</u>
<u>Other Changes (cont'd)</u>				
12. \$	--	\$ (-11,605,000)	\$ 11,605,000	--
Countywide Cost Allocation Plan Adjustment: Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines. The adjustment includes the elimination of ISD's \$10.5 million budgeted surplus for retirement and retiree health savings, and the elimination of A-87 unallowable costs from ISD's billing rates.				
Total \$	5,399,000	\$ (-6,206,000)	\$ 11,605,000	(-10.0)

INVENTORY CLEARING HOUSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,319,102	\$ 3,500,000	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$
LESS EXPENDITURE DIST	3,908,842	3,500,000	7,500,000	7,500,000	7,500,000	\$
TOT S & S	-589,740					
GROSS TOTAL	\$ -589,740	\$	\$	\$	\$	\$
REVENUE	13,814					
NET COUNTY COST	\$ -603,554	\$	\$	\$	\$	\$
REVENUE DETAIL						
MISCELLANEOUS	\$ 13,814	\$	\$	\$	\$	\$
TOTAL	\$ 13,814	\$	\$	\$	\$	\$
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	GENERAL		OTHER GENERAL			

Mission Statement

Under the jurisdiction of the Director of Internal Services, this fund provides for the acquisition of inventory materials required in conjunction with services provided by the Internal Services Department.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects the level of funding necessary for purchasing and distributing inventory materials related to services provided by the Internal Services Department; costs are fully reimbursed by County departments.

CUSTOMER DIRECT SERVICES AND SUPPLIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$	\$ 16,836,000	\$ 16,836,000	\$ 29,219,000	\$ 29,219,000	\$ 12,383,000
LESS EXPENDITURE DIST		16,836,000	16,836,000	29,219,000	29,219,000	12,383,000
TOT S & S						
GROSS TOTAL	\$	\$	\$	\$	\$	\$
NET COUNTY COST	\$	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

A "pass through" budget to account for various services and supplies costs that the Internal Services Department purchases directly from outside vendors on behalf of customer departments.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects \$29.2 million in reimbursable costs for consultant services, software, equipment and other services and supplies. To support customer requests, the Proposed Budget includes a \$9.4 million increase in consultant services and \$3.0 million in Year 2000 contractor programming services.

Changes From 1996-97 Budget

<i>Gross Appropriation</i>	<i>Expenditure Distribution/Revenue</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
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Other Changes

1.	\$ 9,427,000	\$ 9,427,000	\$ —	—
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Consultant Services: Reflects an increase for consultant services, as requested by departments.

2.	\$ 2,970,000	\$ 2,970,000	\$ —	—
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Year 2000 Contracts: Reflects an increase for Year 2000 contractor programming services, as requested by departments.

3.	\$ 296,000	\$ 296,000	\$ —	—
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Freight and Airfare: Reflects an increase in freight and airfare charges.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
4.	\$ 20,000	\$ 20,000	\$ —	—
<u>Office Expense</u> : Reflects a net increase in miscellaneous office expenses.				
5.	\$ (-330,000)	\$ (-330,000)	\$ —	—
<u>Software Packages</u> : Reflects a decrease in site-licenced software packages, as requested by departments.				
Total \$	12,383,000	\$ 12,383,000	\$ 0	0.0

STORES STOCK ACCOUNT

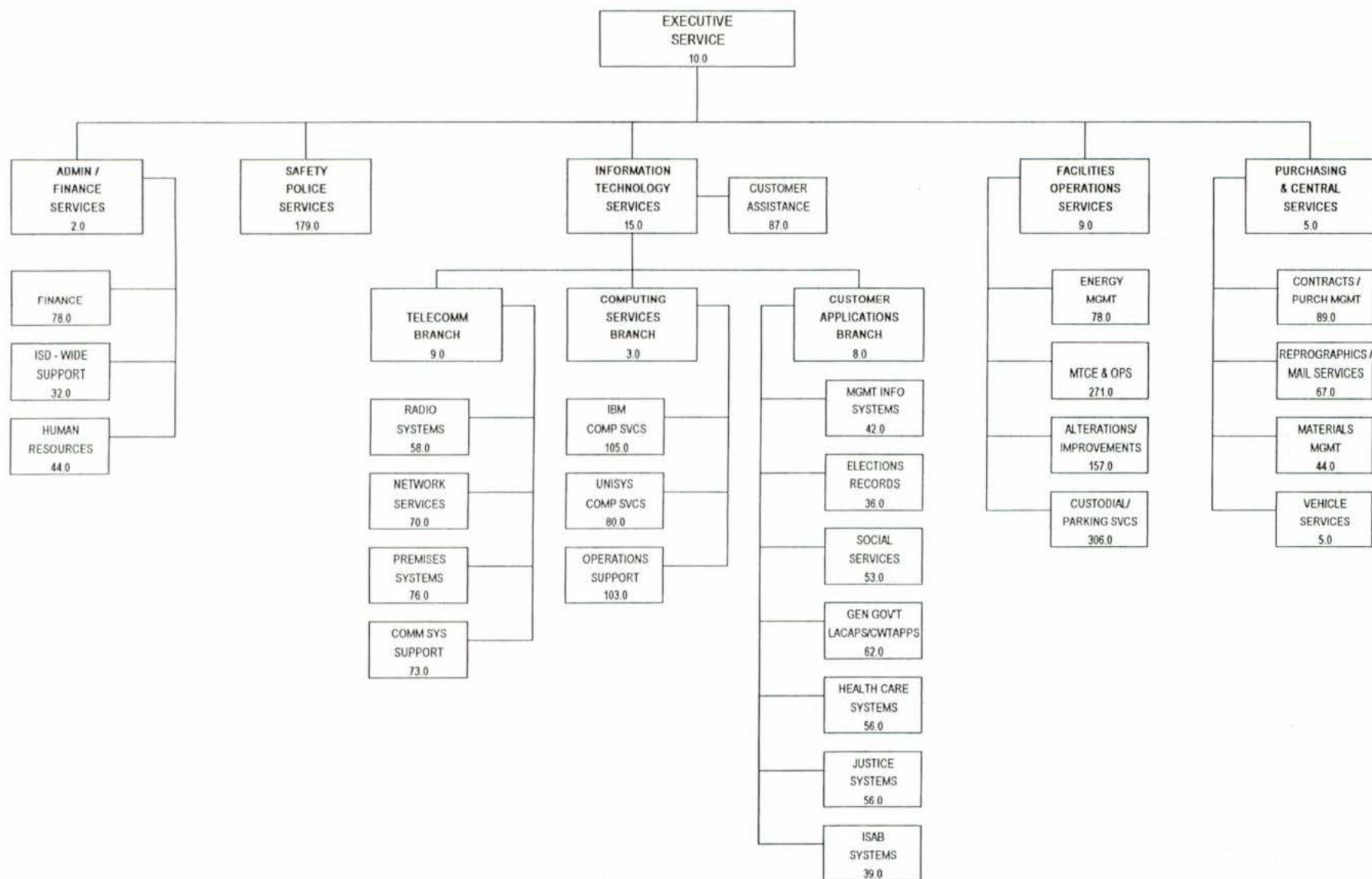
FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 22,209,566	\$	\$	\$	\$	\$
LESS EXPENDITURE DIST	28,094,060					
TOT S & S	-5,884,494					
GROSS TOTAL	\$ -5,884,494	\$	\$	\$	\$	\$
REVENUE	18,591					
NET COUNTY COST	\$ -5,903,085	\$	\$	\$	\$	\$
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 18,123	\$	\$	\$	\$	\$
OTHER SALES	468					
TOTAL	\$ 18,591	\$	\$	\$	\$	\$
FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL		

INTERNAL SERVICES DEPARTMENT

WILLIAM F. STEWART, DIRECTOR

1997-98 Proposed Budget

2407.0 Positions



JUDGMENTS AND DAMAGES/INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 44,794,658	\$ 46,718,000	\$ 47,321,000	\$ 51,870,000	\$ 51,870,000	\$ 4,549,000
LESS EXPENDITURE DIST	41,553,305	44,904,000	45,230,000	49,152,000	49,152,000	3,922,000
TOT S & S	3,241,353	1,814,000	2,091,000	2,718,000	2,718,000	627,000
OTHER CHARGES	48,454,472	95,041,000	90,659,000	90,971,000	90,932,000	273,000
LESS EXPENDITURE DIST	43,324,221	86,279,000	78,174,000	79,113,000	79,113,000	939,000
TOT OTH CHRG	5,130,251	8,762,000	12,485,000	11,858,000	11,819,000	-666,000
OTHER FINANCING USES	1,500,000					
GROSS TOTAL	\$ 9,871,604	\$ 10,576,000	\$ 14,576,000	\$ 14,576,000	\$ 14,537,000	\$ -39,000
REVENUE	-20,652					
NET COUNTY COST	\$ 9,892,256	\$ 10,576,000	\$ 14,576,000	\$ 14,576,000	\$ 14,537,000	\$ -39,000
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 8,715		\$	\$	\$	\$
MISCELLANEOUS	-29,367					
TOTAL	\$ -20,652	\$	\$	\$	\$	\$

Mission Statement

To reflect funding for payment of judgments and settlements of uninsured claims against the County, as well as attorney fees and other 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects minimum funding for anticipated judgments and/or settlements, attorney fees and associated litigation costs, and insurance premiums for various commercial insurance policies. In addition, the budget includes a central appropriation to fund large, unanticipated losses and losses of a countywide nature.

JUDGMENTS AND DAMAGES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 14,035,883	\$ 15,404,000	\$ 15,681,000	\$ 18,915,000	\$ 18,915,000	\$ 3,234,000
LESS EXPENDITURE DIST	11,491,349	13,590,000	13,590,000	16,197,000	16,197,000	2,607,000
TOT S & S	2,544,534	1,814,000	2,091,000	2,718,000	2,718,000	627,000
OTHER CHARGES	12,922,601	46,637,000	50,360,000	45,858,000	45,819,000	-4,541,000
LESS EXPENDITURE DIST	7,228,671	37,875,000	37,875,000	34,000,000	34,000,000	-3,875,000
TOT OTH CHRG	5,693,930	8,762,000	12,485,000	11,858,000	11,819,000	-666,000
OTHER FINANCING USES	1,500,000					
GROSS TOTAL	\$ 9,738,464	\$ 10,576,000	\$ 14,576,000	\$ 14,576,000	\$ 14,537,000	\$ -39,000
NET COUNTY COST	\$ 9,738,464	\$ 10,576,000	\$ 14,576,000	\$ 14,576,000	\$ 14,537,000	\$ -39,000

FUND
GENERAL FUNDFUNCTION
GENERALACTIVITY
OTHER GENERAL

Changes From 1996-97 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ (-1,268,000)	\$ (-1,268,000)	\$ —	—
<u>Legal/Settlement Costs:</u> Reflects the net reduction of settlement and legal costs based on projected cases expected to be settled in the upcoming fiscal year, as well as experience. The reduced appropriation is offset by reductions in expenditure distributions to affected departments.				
2.	\$ (-39,000)	\$ —	\$ (-39,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	(-1,307,000)	\$ (-1,268,000)	\$ (-39,000)	0.0

INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 30,758,775	\$ 31,314,000	\$ 31,640,000	\$ 32,955,000	\$ 32,955,000	\$ 1,315,000
LESS EXPENDITURE DIST	30,061,956	31,314,000	31,640,000	32,955,000	32,955,000	1,315,000
TOT S & S	696,819					
OTHER CHARGES	35,531,871	48,404,000	40,299,000	45,113,000	45,113,000	4,814,000
LESS EXPENDITURE DIST	36,095,550	48,404,000	40,299,000	45,113,000	45,113,000	4,814,000
TOT OTH CHRG	-563,679					
GROSS TOTAL	\$ 133,140	\$	\$	\$	\$	\$
REVENUE	-20,652					
NET COUNTY COST	\$ 153,792	\$	\$	\$	\$	\$
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 8,715	\$	\$	\$	\$	\$
MISCELLANEOUS	-29,367					
TOTAL	\$ -20,652	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Changes From 1996-97 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ (-1,888,000)	\$ (-1,888,000)	\$ —	—
<u>General Fund</u> : Reflects decreases of \$2.9 million due to the medical malpractice liability program settlement of the Penuela case and \$300,000 for the commercial insurance which were partially offset by an increase of \$1.3 million for the auto and general liability program costs. This increase is due primarily to projections of increased number and costs of settlements.				
2.	\$ 6,694,000	\$ 6,694,000	\$ —	—
<u>Enterprise Fund</u> : Reflects an increase of \$6.7 million due primarily to an increase in the medical malpractice liability program costs for judgment and settlements, as well as costs associated with hospital liability.				
3.	\$ (-1,506,000)	\$ (-1,506,000)	\$ —	—
<u>Special Funds</u> : Reflects a decrease of \$1.5 million due primarily to a projected decrease in general liability settlement costs for Public Works.				
4.	\$ 2,829,000	\$ 2,829,000	\$ —	—
<u>Other Funds</u> : Reflects an increase of \$2.8 million due primarily to a projected increase in auto and general liability settlements costs for special districts and contract cities.				
Total \$	6,129,000	\$ 6,129,000	\$ 0	0.0

LOCAL AGENCY FORMATION COMMISSION
LARRY J. CALEMINI, EXECUTIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 17,831	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	
SERVICES & SUPPLIES	203,941	351,000	351,000	330,000	330,000	-21,000
OTHER CHARGES	5,685	7,000	7,000	7,000	7,000	
FIXED ASSETS-EQUIP	39,563					
GROSS TOTAL	\$ 267,020	\$ 401,000	\$ 401,000	\$ 380,000	\$ 380,000	\$ -21,000
REVENUE	97,450	125,000	125,000	133,000	133,000	8,000
NET COUNTY COST	\$ 169,570	\$ 276,000	\$ 276,000	\$ 247,000	\$ 247,000	\$ -29,000
REVENUE DETAIL						
PLANNING & ENG SVCS	\$ 88,260	\$ 80,000	\$ 80,000	\$ 95,000	\$ 95,000	\$ 15,000
CHRGs FOR SVCS-OTHER		45,000	45,000	38,000	38,000	-7,000
MISCELLANEOUS	9,190					
TOTAL	\$ 97,450	\$ 125,000	\$ 125,000	\$ 133,000	\$ 133,000	\$ 8,000
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY 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.

1997-98 Budget Message

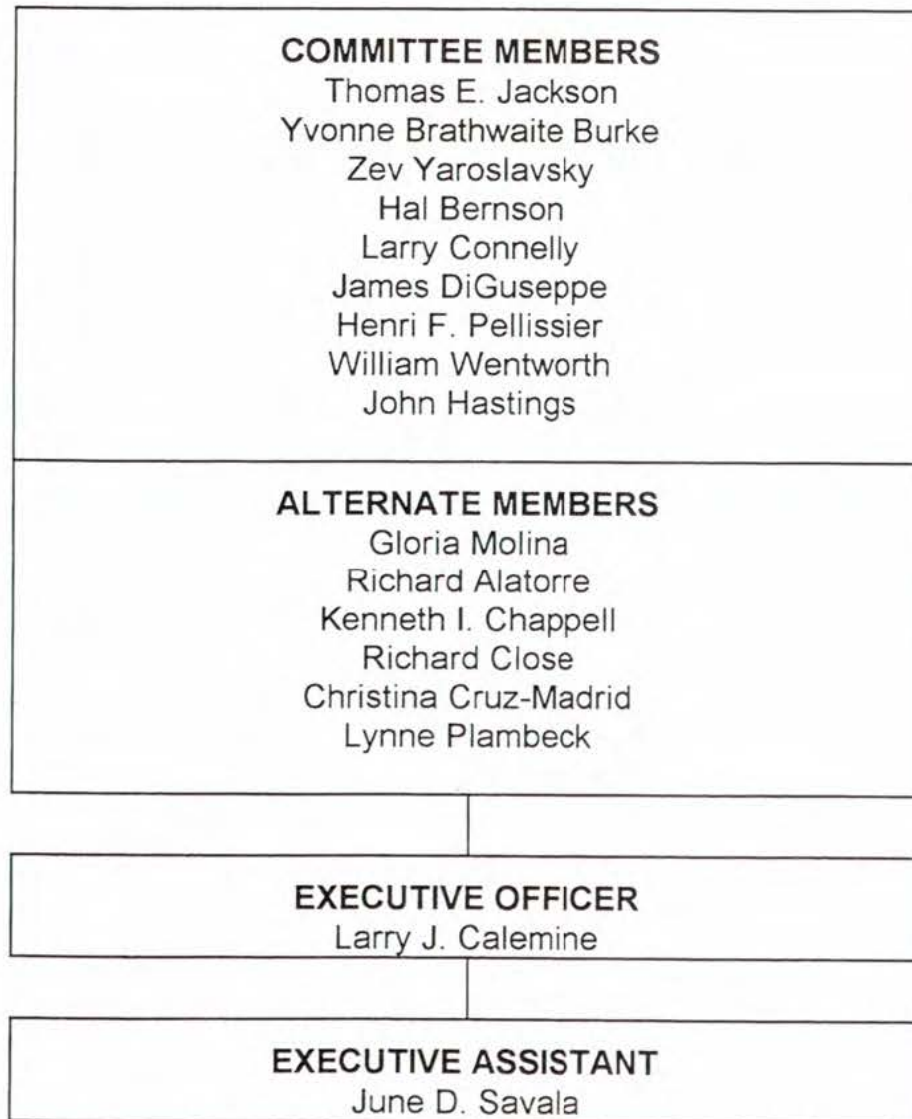
Government Code Section 56381 requires that the County provide the funding level determined to be required by the Commission. Therefore, the 1997-98 Proposed Budget reflects funding in the amount requested.

<u>Changes From 1996-97 Budget</u>					
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>		<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>					
1.	\$ (-21,000)	\$ —		\$ (-21,000)	—
<u>Services and Supplies:</u> Reflects a six percent overall reduction in services and supplies, primarily in office expense, due to anticipated decreases.					
2.	\$ —	\$ 8,000		\$ (-8,000)	—
<u>Revenue Sources:</u> Reflects a \$15,000 increase in application fees for planning and engineering services, partially offset by a projected \$7,000 decrease in revenue received from the City of Los Angeles for their prorata share of the Commission's operating expenses.					
3.	\$ —	\$ —		\$ —	—
Total \$	(-21,000)	\$ 8,000		\$ (-29,000)	0.0

LOCAL AGENCY FORMATION COMMISSION

Organizational Chart

1997-98 Proposed Budget



LOS ANGELES COUNTY CAPITAL ASSET LEASING

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 222,267	\$ 306,000	\$ 350,000	\$ 300,000	\$ 300,000	\$ -50,000
OTHER CHARGES	38,070,178	30,166,000	25,450,000	27,833,000	27,833,000	2,383,000
LESS EXPENDITURE DIST	34,149,616	29,093,000	25,800,000	27,668,000	27,668,000	1,868,000
TOT OTH CHRGS	3,920,562	1,073,000	-350,000	165,000	165,000	515,000
GROSS TOTAL	\$ 4,142,829	\$ 1,379,000	\$	\$ 465,000	\$ 465,000	\$ 465,000
REVENUE	4,109,994	5,979,000	4,600,000	5,065,000	5,065,000	465,000
NET COUNTY COST	\$ 32,835	\$ -4,600,000	\$ -4,600,000	\$ -4,600,000	\$ -4,600,000	\$
REVENUE DETAIL						
OPERATING TRANSFER IN	\$ 4,109,994	\$ 5,979,000	\$ 4,600,000	\$ 5,065,000	\$ 5,065,000	\$ 465,000
TOTAL	\$ 4,109,994	\$ 5,979,000	\$ 4,600,000	\$ 5,065,000	\$ 5,065,000	\$ 465,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY 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 lease with a third-party lessor. The term of each bond issue or lease reflects the useful life of the financed equipment.

1997-98 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 1997-98 budget reflects a net increase in financed equipment and a decrease in revenues from investment earnings and surplus reserve funds. Net County cost savings in 1997-98, however, are not expected to change.

Changes From 1996-97 Budget			
Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions

Major Changes

1.	\$ 2,383,000	\$ 1,868,000	\$ 515,000	—
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Other Charges: The proposed increase in appropriation reflects the net increase in payment requirements due to the financing of additional equipment acquisitions in 1997-98. The overall increase is partially offset by the completion of lease payments due on the 1992 Series A bonds, which matured in 1996-97.

<i>Gross Appropriation</i>		<i>Changes From 1996-97 Budget</i>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Major Changes (cont'd)</u>				
2.	\$ —	\$ 465,000	\$ (-465,000)	—
<u>Other Financing Sources:</u> The anticipated decrease in revenues reflects a reduction of surplus reserve funds and investment earnings due to the maturity of the 1992 Series A bonds in 1996-97.				
3.	\$ (-50,000)	\$ —	\$ (-50,000)	—
<u>Services and Supplies:</u> The proposed decrease in appropriation reflects a decline in commercial insurance premium requirements.				
Total \$	2,333,000	\$ 2,333,000	\$ 0	0.0

MENTAL HEALTH

ARETA CROWELL, Ph. D., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 79,755,829	\$ 80,781,000	\$ 81,759,000	\$ 101,548,000	\$ 92,432,000	\$ 10,673,000
SERVICES & SUPPLIES	213,103,037	262,823,000	268,748,000	424,466,000	292,344,000	23,596,000
OTHER CHARGES	83,218,256	85,984,000	87,456,000	88,257,000	88,257,000	801,000
FIXED ASSETS-EQUIP	184,332			175,000	175,000	175,000
OTHER FINANCING USES		500,000	500,000	500,000	500,000	
GROSS TOTAL	\$ 376,261,454	\$ 430,088,000	\$ 438,463,000	\$ 614,946,000	\$ 473,708,000	\$ 35,245,000
LESS INTRAFD TRANSFER	3,292,390	5,285,000	3,540,000	6,165,000	6,165,000	2,625,000
NET TOTAL	\$ 372,969,064	\$ 424,803,000	\$ 434,923,000	\$ 608,781,000	\$ 467,543,000	\$ 32,620,000
REVENUE	324,014,801	383,757,000	393,877,000	416,750,000	416,750,000	22,873,000
NET COUNTY COST	\$ 48,954,263	\$ 41,046,000	\$ 41,046,000	\$ 192,031,000	\$ 50,793,000	\$ 9,747,000
BUDGETED POSITIONS	1,413.1	1,388.0	1,388.0	1,785.5	1,609.5	221.5
REVENUE DETAIL						
INTEREST	\$ 217,442	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	
RENTS AND CONCESSIONS	1,034,916	967,000	967,000	1,036,000	1,036,000	69,000
STATE AID-MENTAL HLTH	23,799,584	40,546,000	39,352,000	54,982,000	54,982,000	15,630,000
OTHER STATE AID-HLTH		4,236,000	4,903,000	4,204,000	4,204,000	-699,000
STATE-OTHER	7,780,387	9,995,000	8,292,000	10,783,000	10,783,000	2,491,000
STATE-REALIGNMENT REV	234,184,647	251,157,000	260,645,000	264,725,000	264,725,000	4,080,000
FEDERAL-HLTH-ADMIN		4,903,000	4,903,000	4,904,000	4,904,000	1,000
FEDERAL AID-DISASTER	45,000					
FEDERAL-OTHER	15,703,439	16,895,000	18,174,000	17,297,000	17,297,000	-877,000
FED AID-MENTAL HLTH	37,299,539	51,761,000	52,701,000	54,802,000	54,802,000	2,101,000
OTHER GOVT AGENCIES		611,000	1,501,000	1,501,000	1,501,000	
ESTATE FEES	1,107,767	1,200,000	1,200,000	1,200,000	1,200,000	
MENTAL HEALTH SVCS	376,000	376,000	376,000	376,000	376,000	
INSTIT CARE & SVS	500					
CHRGs FOR SVCS-OTHER	1,270,236	910,000	728,000	775,000	775,000	47,000
MISCELLANEOUS	1,195,117	125,000	60,000	90,000	90,000	30,000
SALE OF FIXED ASSETS	227					
TOTAL	\$ 324,014,801	\$ 383,757,000	\$ 393,877,000	\$ 416,750,000	\$ 416,750,000	\$ 22,873,000
FUND GENERAL FUND			FUNCTION HEALTH & SANITATION		ACTIVITY 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 treatment and support services. These services are tailored to help 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 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 public and private programs that provide involuntary assessment, care, and treatment, as well as in all other programs.

1997-98 Budget Message

The 1997-98 Proposed Budget funds the Department at the minimum State maintenance of effort (MOE) requirement. The \$9.7 million net County cost increase from the 1996-97 Adopted Budget reflects projected growth in Vehicle License Fee-Realignment revenue designated for Mental Health.

Despite the loss of Sensitive Services Medi-Cal revenue and one-time 1995-96 rollover Realignment Sales Tax revenue that was expended in 1996-97, the Proposed Budget includes \$35.2 million in additional appropriation authority. Increased 1997-98 Realignment funding coupled with the estimated rollover of \$13.6 million in 1996-97 Realignment Sales Tax revenue (including \$4.2 million from 1996-97 Vehicle License Fees) will enable the Department to expand mental health services in the jails, children's day and residential treatment programs, and treatment services for dually diagnosed consumers. The Proposed Budget includes \$10.2 million in State funding for the anticipated transfer of responsibility for the Fee for Service (FFS) Medi-Cal Outpatient Program from the State to the County, as well as a \$5.5 million increase in State funding for the FFS Medi-Cal Inpatient Programs. Both of the programs are fully funded by the State. Finally, the budget reflects restoration of \$10 million in Realignment appropriation funding that was transferred to other social services programs in the 1996-97 Adopted Budget.

Funding for the current level of mental health services provided by the Department of Health Services is budgeted at the 1996-97 level due to the continued receipt of Section 1115 Medicaid Waiver revenues.

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 implementation of the recommendations made by the Task Force on the Incarcerated Mentally Ill, and services for homeless and dually diagnosed substance abusing mentally ill persons.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Expenditures	\$359,428,000	\$375,618,000	\$430,088,000	\$473,708,000
<u>Workload/Output</u>				
(Unduplicated clients count)				
<u>24-Hour Services</u>				
Acute hospitals:				
State hospital	1,625	1,567	1,567	1,567
Acute hospital	5,627	5,240	5,240	5,240
FFS	5,581	10,346	10,500	11,500

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Workload/Output</u> (cont'd)				
(Unduplicated clients count)				
<u>24-Hour Services</u>				
Non-hospital:				
Institutions for mental disease	2,588	2,836	2,800	2,800
Short-term residential	619 ⁽¹⁾	612	610	610
Long-term residential	124	116	120	180
Jail inpatient	507	501	500	700
Crisis residential	377	386	400	400
<u>Non 24-Hour Services</u>				
Crisis intervention	10,521	11,288	12,000	12,000
Case management	19,640	23,548	25,000	25,000
Crisis stabilization	13,966	12,676	14,000	14,000
Outpatient	60,984	69,253	71,000	75,000
Partial treatment	5,699	4,569	5,000	5,000
Support services	7,250	6,877	7,000	7,000
FFS outpatient	n/a	n/a	n/a	48,500
Unduplicated clients:				
-excludes FFS Medi-Cal outpatient	82,300 ⁽¹⁾	85,600	87,000	91,000
-includes FFS Medi-Cal outpatient	n/a	n/a	n/a	139,500
<u>Efficiency</u>				
Average cost per client				
-excludes FFS Medi-Cal outpatient	\$4,367 ⁽¹⁾	\$4,388	\$5,061	\$5,123
-includes FFS Medi-Cal outpatient	n/a	n/a	n/a	\$3,415
<u>Effectiveness/Outcome</u>				
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. Scores are based on intent of service:				
Assessment	3.5	3.7	3.7	3.7
Improvement	7.8	7.3	7.8	7.8
Maintenance	1.9	2.9	2.9	2.9

Objectives for 1997-98

- Maintain the current levels of improvement of the clients served.
- Increase the number of clients served through the expansion of the Integrated Service Agreement concept for higher utilizing clients (Enhanced Services Program).
- Further expansion of the Single Fixed Point of Responsibility program.

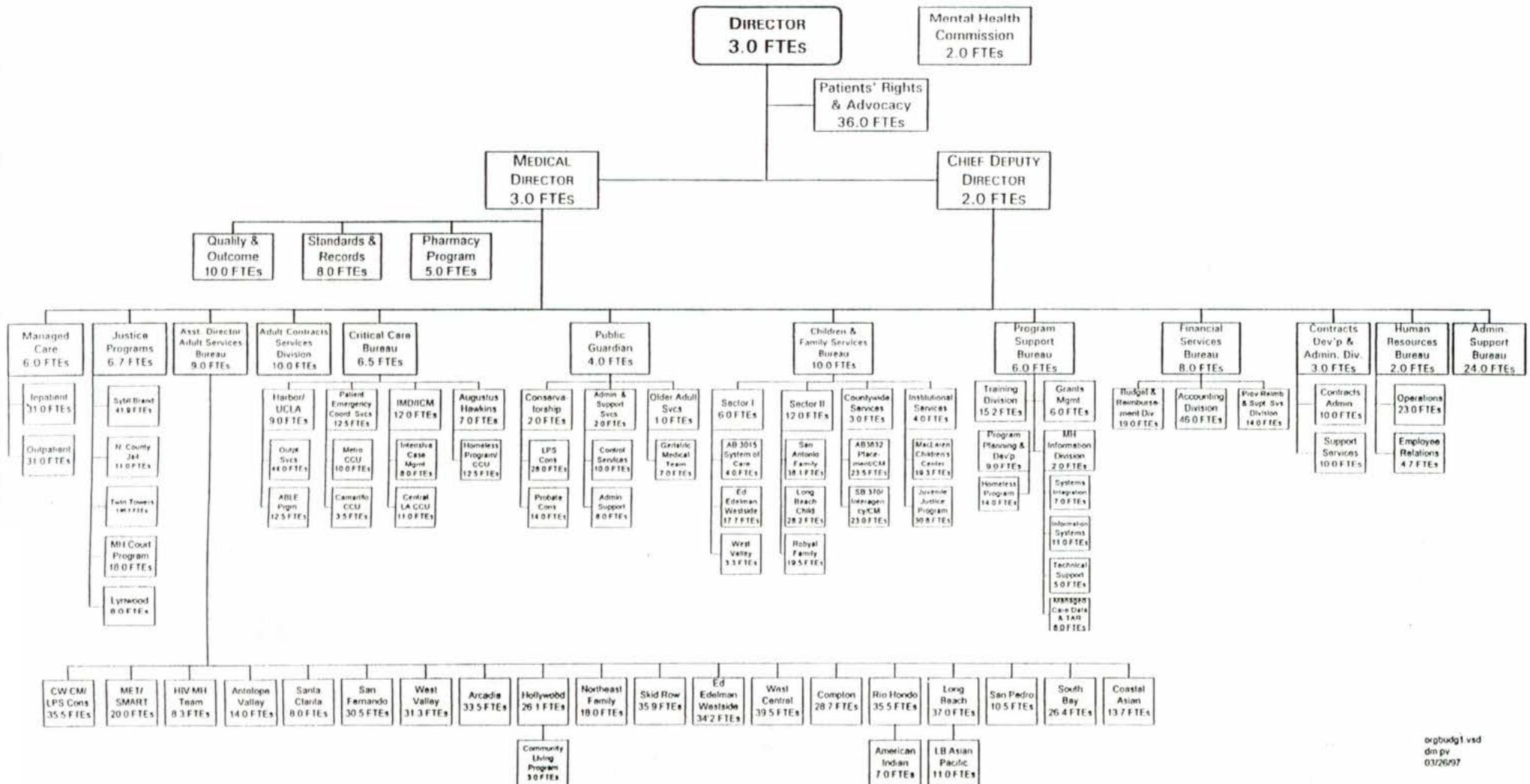
Explanatory Notes

- (1) Revised based on updated data.

		<u>Changes From 1996-97 Budget</u>		
	<u>Gross</u> <u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes</u>				
1.	\$ 13,056,000	\$ 13,056,000	\$ —	62.0
<u>Fee-for-Service Programs:</u> Reflects the transfer of \$10.2 million in annual funding from the State to the County pursuant to the County's intent to assume responsibility for the Fee-for-Service Medi-Cal Outpatient Program. Also reflects \$2.9 million in increased State funding for the Fee-for-Service Medi-Cal Inpatient Programs.				
2.	\$ 8,236,000	\$ —	\$ 8,236,000	115.0
<u>Justice Program Expansion:</u> Reflects full-year expenditures for the Justice programs at Twin Towers, Metropolitan State Hospital, and the community, including funding for implementation of several recommendations made by Department of Justice staff during their review of mental health services in the justice system.				
3.	\$ 15,231,000	\$ 9,805,000	\$ 5,426,000	44.5
<u>New/Expanded Programs:</u> Reflects expansion of the Vocational Rehabilitation contract with the State; absorption of the out-of-state placement program; and funding for the Starview contract, and "A Better Life Endeavor" (ABLE) Program. These increased costs are partially offset by increased revenues, including \$2.6 million in increased State funding for the Fee-for-Service Medi-Cal Inpatient Programs which will be utilized to partially fund Targeted Case Management Program expansion.				
<u>Other Changes</u>				
1.	\$ (-1,886,000)	\$ —	\$ (-1,886,000)	—
<u>Salaries and Employee Benefits:</u> Reflects continued retirement cost savings partially reduced by projected increased costs for workers compensation, unemployment insurance and other employee benefits.				
2.	\$ 1,078,000	\$ 1,000,000	\$ 78,000	—
<u>Other Unavoidable Cost Increases:</u> Reflects unavoidable cost increases for prescription medications, laboratory costs, and automation, partially offset by reductions in building costs. Also reflects increased FFP Medi-Cal revenue from outside collection efforts.				
3.	\$ (-447,000)	\$ 5,699,000	\$ (-6,146,000)	—
<u>Financing Changes:</u> Reflects increases in Realignment Sales Tax growth revenues, SB 90 revenue, FFP Medi-Cal and other third party revenues, partially offset by the loss of Sensitive Services Medi-Cal revenue and the reduction of Medi-Cal Administrative Activities revenue.				
4.	\$ (-23,000)	\$ (-4,062,000)	\$ 4,039,000	—
<u>One-time Revenue/Expenditures Adjustment:</u> Reflects the elimination of one-time Realignment revenues, the expiration of the Education Grant, and an adjustment to the PATH/McKinney grant.				
Total \$	35,245,000	\$ 25,498,000	\$ 9,747,000	221.5

COUNTY OF LOS ANGELES - DEPARTMENT OF MENTAL HEALTH

FY 97/98 PROPOSED ORGANIZATION CHART



MILITARY AND VETERANS AFFAIRS
JOSEPH N. SMITH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 819,218	\$ 803,000	\$ 904,000	\$ 946,000	\$ 926,000	\$ 22,000
SERVICES & SUPPLIES	356,687	290,000	290,000	320,000	283,000	-7,000
OTHER CHARGES	7,419	11,000	10,000	10,000	10,000	
GROSS TOTAL	\$ 1,183,324	\$ 1,104,000	\$ 1,204,000	\$ 1,276,000	\$ 1,219,000	\$ 15,000
LESS INTRAFD TRANSFER	165	1,000	1,000	3,000	1,000	
NET TOTAL	\$ 1,183,159	\$ 1,103,000	\$ 1,203,000	\$ 1,273,000	\$ 1,218,000	\$ 15,000
REVENUE	520,264	491,000	591,000	579,000	606,000	15,000
NET COUNTY COST	\$ 662,895	\$ 612,000	\$ 612,000	\$ 694,000	\$ 612,000	
BUDGETED POSITIONS	21.3	21.3	21.3	22.3	21.3	
REVENUE DETAIL						
BUSINESS LICENSES	\$ 5,025	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	
RENTS AND CONCESSIONS	157,928	147,000	147,000	140,000	157,000	10,000
STATE AID-VET AFFAIRS	72,266	117,000	117,000	167,000	167,000	50,000
STATE-OTHER	201,923	160,000	260,000	210,000	210,000	-50,000
CHRGs FOR SVCS-OTHER	76,872	60,000	60,000	55,000	65,000	5,000
MISCELLANEOUS	6,250	3,000	3,000	3,000	3,000	
TOTAL	\$ 520,264	\$ 491,000	\$ 591,000	\$ 579,000	\$ 606,000	\$ 15,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY 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 the veterans organizations and the public.

1997-98 Budget Message

The 1997-98 Proposed Budget provides funding to maintain the current service level. The use of General Relief workers for custodial and light maintenance tasks, and other efficiencies, will allow the Department to continue to meet the needs of the County's veterans community.

The strategic plan for the year expands outreach to elderly veterans, increases publicity for the dependents college fee waiver program, seeks full electronic access to the federal veterans data management system and promotes legislation to provide funding for a State veterans home in Lancaster, California.

Multi-Year Budget Planning

Over the next several years, efforts will be focused on maintaining adequate service levels with more emphasis on quality, speed, and efficiency. The California Waiver Program will be expanded to reach high schools and State colleges to inform veterans and their survivors of available assistance.

The Department will aggressively explore and apply electronic 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 continue to 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 critical needs to replace two 70-year old elevators, as well as original plumbing and electrical wiring in Patriotic Hall to ensure public safety.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Veterans Services				
Number of counselors	8	8	8	8
Patriotic Hall				
Total building staff hours	n/a	6,470	8,100	9,600
<u>Workload/Output</u>				
Veterans Services				
Caseloads filed	n/a	4,243	4,136	4,549
Patriotic Hall				
Monthly veteran participants attending Patriotic Hall events	n/a	20,000	22,000	24,000
Monthly non-veteran participants attending Patriotic Hall events	n/a	92,000	95,000	97,000
<u>Efficiency</u>				
Veterans Services				
Average caseload units per month	n/a	356	345	379
Clients assisted per month	n/a	763	765	765
<u>Effectiveness/Outcome</u>				
Veterans Services				
Claims approved/awarded	n/a	54%	65%	65%
Patriotic Hall				
Percentage of revenue to cost				
Veterans monthly leases	n/a	62%	63%	65%
Non-veterans monthly leases	n/a	57%	57%	59%

Objectives for 1997-98

- Increase cost avoidance by 1 percent thus increasing amount of new federal dollars brought to the County, by realigning duties of counselors to encourage elderly veterans and dependents receiving Medi-Cal in convalescent facilities to apply for United States Department of Veterans Affairs benefits.
- Implement Patriotic Hall marketing strategies before the end of fiscal year 1997-98 by distributing Patriotic Hall posters and brochures in the community and also mailing out solicitation letters to veterans organizations.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>				
1.	\$ 15,000	\$ --	\$ 15,000	—
<u>Salaries and Employee Benefits:</u> Reflects a cost increase in employee benefits, partially offset by reductions in services and supplies.				
2.	\$ —	\$ 15,000	\$ (-15,000)	—
<u>Patriotic Hall:</u> Reflects an increase in revenue due to increased building use.				
Total \$	15,000	\$ 15,000	\$ 0	0.0

DIRECTOR

2 Pos.

MILITARY AND VETERANS AFFAIRS

Colonel Joseph Smith, Director

Total 1997-98 Proposed Budget Positions = 21

Veterans
Advisory
Commission

10 Pos.

Veterans
Services
Division

4 Pos.

Senior
Medical
Program
2 Pos.

Veterans
Emergency
Direct Assistance
Program
.25 Pos.

Veterans
Burial
Program
.75 Pos.

Veterans
Welfare and
Claims Program
5 Pos.

Mental
Health
Program
(unfunded)

Logistics

2 Pos.

Building
Hall
Operations

5 Pos.

MUSEUM OF ART
DR. ANDREA L. RICH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 4,583,948	\$ 4,601,000	\$ 4,875,000	\$ 4,306,000	\$ 4,306,000	\$ -569,000
SERVICES & SUPPLIES	11,449,189	11,011,000	11,078,000	11,898,000	11,898,000	820,000
OTHER CHARGES	23,098	5,000	15,000	15,000	15,000	
FIXED ASSETS-EQUIP	33,561					
GROSS TOTAL	\$ 16,089,796	\$ 15,617,000	\$ 15,968,000	\$ 16,219,000	\$ 16,219,000	\$ 251,000
LESS INTRAFUND TRANSFER	40,618	21,000	30,000	10,000	10,000	-20,000
NET TOTAL	\$ 16,049,178	\$ 15,596,000	\$ 15,938,000	\$ 16,209,000	\$ 16,209,000	\$ 271,000
REVENUE	1,419,530	1,139,000	1,481,000	1,405,000	1,405,000	-76,000
NET COUNTY COST	\$ 14,629,648	\$ 14,457,000	\$ 14,457,000	\$ 14,804,000	\$ 14,804,000	\$ 347,000
BUDGETED POSITIONS	76.0	70.0	70.0	68.0	68.0	-2.0
REVENUE DETAIL						
PARK & RECREATION SVS	\$ 1,219,305	\$ 1,035,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	
CHRGs FOR SVCS-OTHER	11,668					
MISCELLANEOUS	188,557	104,000	81,000	5,000	5,000	-76,000
TOTAL	\$ 1,419,530	\$ 1,139,000	\$ 1,481,000	\$ 1,405,000	\$ 1,405,000	-76,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	RECREATION & CULTURAL SERVICES		CULTURAL SERVICES			

Mission Statement

Under agreement between the Board of Supervisors and the Museum Associates (a private non-profit corporation), the Los Angeles County Museum of Art (LACMA) serves the public through the collection, conservation, exhibition and interpretation of significant works of art from a broad range of cultures and historical periods, and through the translation of these collections into meaningful educational, aesthetic, intellectual and cultural experiences for the widest array of audiences.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects the Board-approved operating agreement of February 8, 1994 between the County and Museum Associates, which established each entity's financial responsibilities. The Proposed Budget also reflects: 1) a Board-approved County grant amendment of \$1,032,000, which reallocates existing County funding to public programs under contract with the Associates; and 2) a County grant amendment increase of \$1,671,000, which consolidates the Museum's purchasing system consistent with their goal to streamline operations. In addition, the Proposed Budget includes the elimination of funding for 2.0 vacant administrative positions.

Multi-Year Budget Planning

The Museum of Art will sustain public services by initiating numerous long-range strategic objectives, including redefining its programmatic missions; raising the museum's pre-eminence in the local, national and international arts community through development of quality scholarship, collections and exhibitions; reorganizing its internal structure; establishing relationships with community-based cultural institutions; utilizing technology as both a unique artistic experience and as a vehicle to generate interest within the community; and reallocating existing resources to direct public service needs.

Critical Needs

The Museum continues to face numerous unfunded deferred maintenance needs, particularly roofing, plumbing, elevators, and other building infrastructure.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Budgeted positions	76	76	70	68
Net County cost	\$14,519,000	\$14,638,000	\$14,457,000	\$14,804,000
Private funding	\$39,570,000	\$66,821,000	\$43,670,000	\$45,000,000
<u>Workload/Output</u>				
Exhibitions/installations	44	46	45	45
Conservation projects	1,372	1,408	1,500	1,600
Classes and workshops	159	507	600	700
Visitors served	541,000	663,000	580,000	600,000
<u>Efficiency</u>				
Private resources raised per County dollar spent	\$2.73	\$4.56	\$3.02	\$3.03
Security cost per visitor	\$6.94	\$6.17	\$5.65	\$5.46
<u>Effectiveness/Outcome</u>				
Membership	60,325	64,269	65,000	65,000
Art acquisitions	1,470	1,042	2,502	2,000

Objectives for 1997-98

- Implement a newly-crafted, overall strategic vision for LACMA that focuses on redefining its artistic, educational, community, intellectual and audience missions.
- Develop a facilities plan, including adjacent properties, to promote the Museum's artistic mission, sustain service orientation, and position the Museum to serve the community's needs in the future.
- Continue renovation of Hancock Park.

Changes From 1996-97 Budget

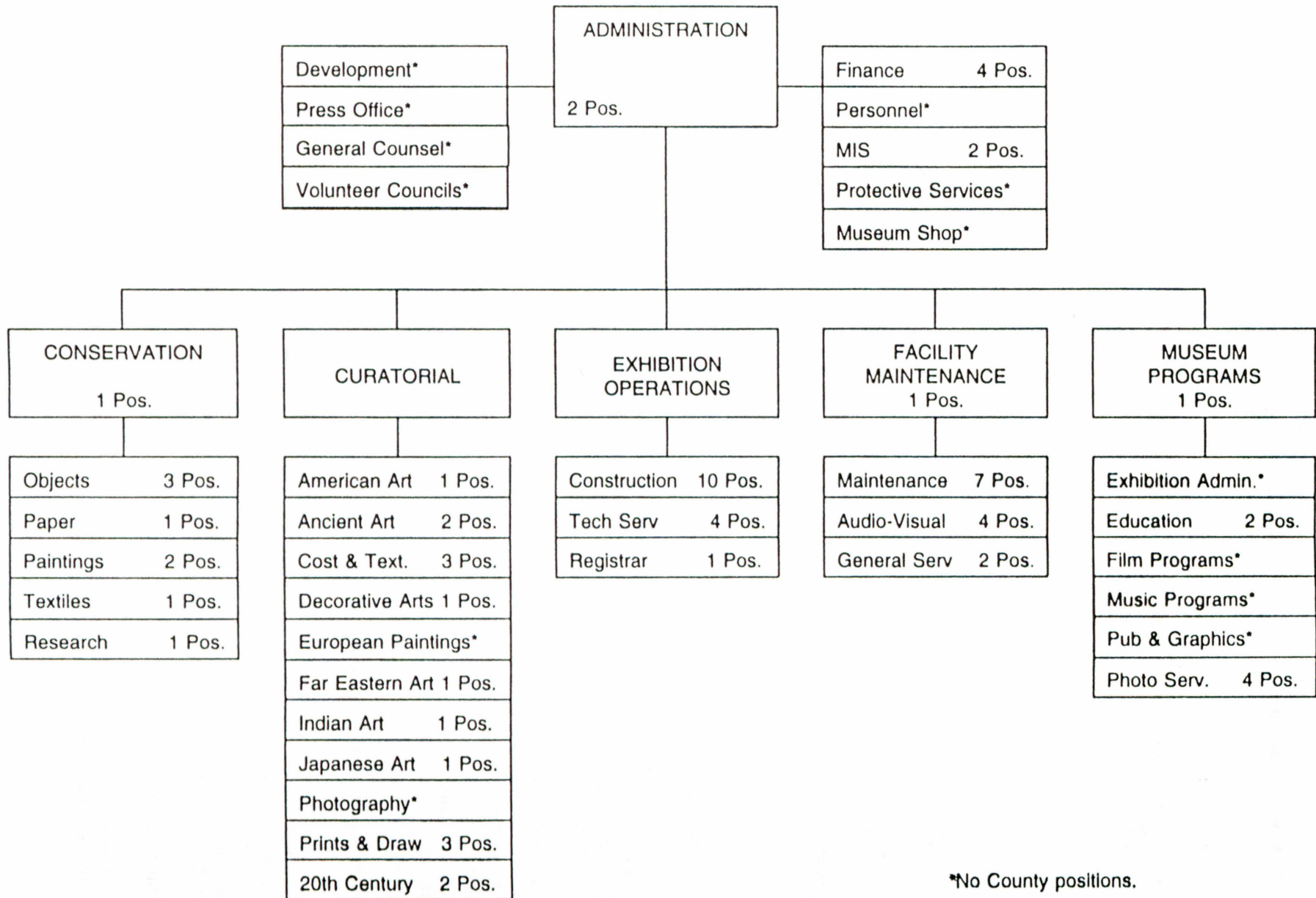
	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>				
1.	\$ (-2,638,000)	\$ (-20,000)	\$ (-2,618,000)	(-2.0)

Operational Savings: Reflects savings in County costs which will be reallocated to increase the County grant to the Museum Associates. Included are: a savings in salaries and employee benefits as a result of the deletion of 2.0 vacant administrative positions; a reduction of intrafund transfer from the elimination of administrative services provided to the Museum of Natural History; a net reduction in employee benefits, primarily workers compensation and retiree insurance; and a reduction in contract security costs and other miscellaneous services and supplies.

Museum of Art (cont'd)

		<u>Changes From 1996-97 Budget</u>			
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>		<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes (cont'd)</u>					
2.	\$ 2,703,000	\$ —		\$ 2,703,000	—
<u>Operating Grant Increase:</u> Reflects an increase in the County grant to the Museum Associates, including: 1) the Board-approved increase of \$1,032,000, which reallocates existing funding to the Permanent Collection, Exhibition, Education and Facilities Maintenance programs, as well as services under contract with Museum Associates, including curatorial, conservation, exhibitions, registration, public information, editorial, educational, library, and protective services personnel; and 2) an additional increase of \$1,671,000, including an \$85,000 prorata cost-of-living adjustment consistent with the operating grant, to consolidate the Museum's purchasing system.					
<u>Other Changes</u>					
1.	\$ 186,000	\$ —		\$ 186,000	—
<u>Services and Supplies:</u> Reflects an increase in funding for deferred maintenance.					
2.	\$ —	\$ (-76,000)		\$ 76,000	—
<u>Revenue:</u> Reflects a reduction in parking revenue resulting from the closure of parking facilities during the renovation of Hancock Park.					
Total \$	251,000	\$ (-96,000)		\$ 347,000	(-2.0)

MUSEUM OF ART
Andrea L. Rich, Director
Total 1997-98 Proposed Budgeted Positions = 68



*No County positions.

MUSEUM OF NATURAL HISTORY
DR. JAMES L. POWELL, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 3,872,837	\$ 3,688,000	\$ 4,655,000	\$ 3,916,000	\$ 3,916,000	\$ -739,000
SERVICES & SUPPLIES	8,091,627	7,153,000	6,666,000	7,612,000	7,612,000	946,000
OTHER CHARGES	1,869,755	2,489,000	2,506,000	2,524,000	2,524,000	18,000
GROSS TOTAL	\$ 13,834,219	\$ 13,330,000	\$ 13,827,000	\$ 14,052,000	\$ 14,052,000	\$ 225,000
REVENUE	3,051,390	4,065,000	4,562,000	4,565,000	4,565,000	3,000
NET COUNTY COST	\$ 10,782,829	\$ 9,265,000	\$ 9,265,000	\$ 9,487,000	\$ 9,487,000	\$ 222,000
BUDGETED POSITIONS	64.0	67.0	67.0	61.0	61.0	-6.0
REVENUE DETAIL						
EDUCATIONAL SERVICES	\$ 88,854	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	
LIBRARY SERVICES	21,600	17,000	17,000	17,000	17,000	
PARK & RECREATION SVS	1,419,774	1,500,000	2,000,000	2,000,000	2,000,000	
CHRGs FOR SVCS-OTHER	-133,924	35,000	35,000	35,000	35,000	
MISCELLANEOUS	1,653,195	2,453,000	2,450,000	2,453,000	2,453,000	3,000
SALE OF FIXED ASSETS	1,891					
TOTAL	\$ 3,051,390	\$ 4,065,000	\$ 4,562,000	\$ 4,565,000	\$ 4,565,000	\$ 3,000
FUND GENERAL FUND			FUNCTION RECREATION & CULTURAL SERVICES		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects the Board-approved operating agreement of July 12, 1994 between the County and the Museum of Natural History Foundation. The Proposed Budget also reflects deletion of surplus curatorial positions consistent with the ongoing realignment of Museum operations; increased funding for educational programs, including expansion of traveling exhibits; and additional funding to address critical deferred maintenance projects, including various efforts at the Exposition Park site.

Multi-Year Budget Planning

Over the next several years, in an effort to significantly increase attendance and revenues, the Museum will be developing new, major, permanent, and traveling exhibits. In addition, the Museum will enhance the management of their collections and research efforts through the acquisition of restricted grants and contracts. During 1997-98, the Museum will take advantage of the recently installed, museum-wide computer network to integrate various management information systems into one integrated administrative management system for finance, purchasing, and ticketing which will provide staff with better information and allow them to work more efficiently and effectively.

Critical Needs

The Museum continues to require major work on deferred maintenance projects; the Museum has also identified needs for upgraded security systems, and improved exhibits and public areas.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Number of research and collections staff maintaining collections (1)	44	44	47	47
Number of school tour and volunteer coordinators for school tours	3	3	4	4
Number of volunteers	560	600	594	625
Net County cost	\$7,899,324	\$9,902,000	\$9,265,000	\$9,487,000
<u>Workload/Output</u>				
Specimens maintained (21 collections)	26,582,428	26,609,010	34,562,677	34,662,000
Number of school tours provided	4,000	4,250	5,000	5,250
Number of volunteer hours contributed	90,000	95,000	88,000	95,000
Matching funds secured (Foundation)	\$13,336,000	\$13,628,000	\$15,695,000	\$13,600,000
Visitors served	573,100	607,650	625,000	650,000
Museum membership	17,000	14,991	15,032	15,400
<u>Efficiency</u>				
Average number of specimens maintained per research and collections staff	604,146	604,750	735,376	737,489
Average number of school tours per school coordinator staff	1,334	1,417	1,250	1,313
Annual Foundation matching funds	\$13,336,000	\$13,628,000	\$15,695,000	\$13,600,000
Number of memberships per 100 visitors served	3.0	2.5	2.4	2.4
<u>Effectiveness/Outcome</u>				
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	169%	138%	169%	143%
Percent of memberships to total visitors	3.0%	2.5%	2.4%	2.4%

Objectives for 1997-98

- Increase attendance through innovative development of exhibit and education programs in order to serve mission and increase revenue to sustain excellence.
- Improve collections management through use of external restricted grant funding.
- Make effective use of parks bond issue of \$5 million to improve Museum and attract new visitors.

Explanatory Notes:

- (1) Research and collections staff represent County and Foundation personnel.

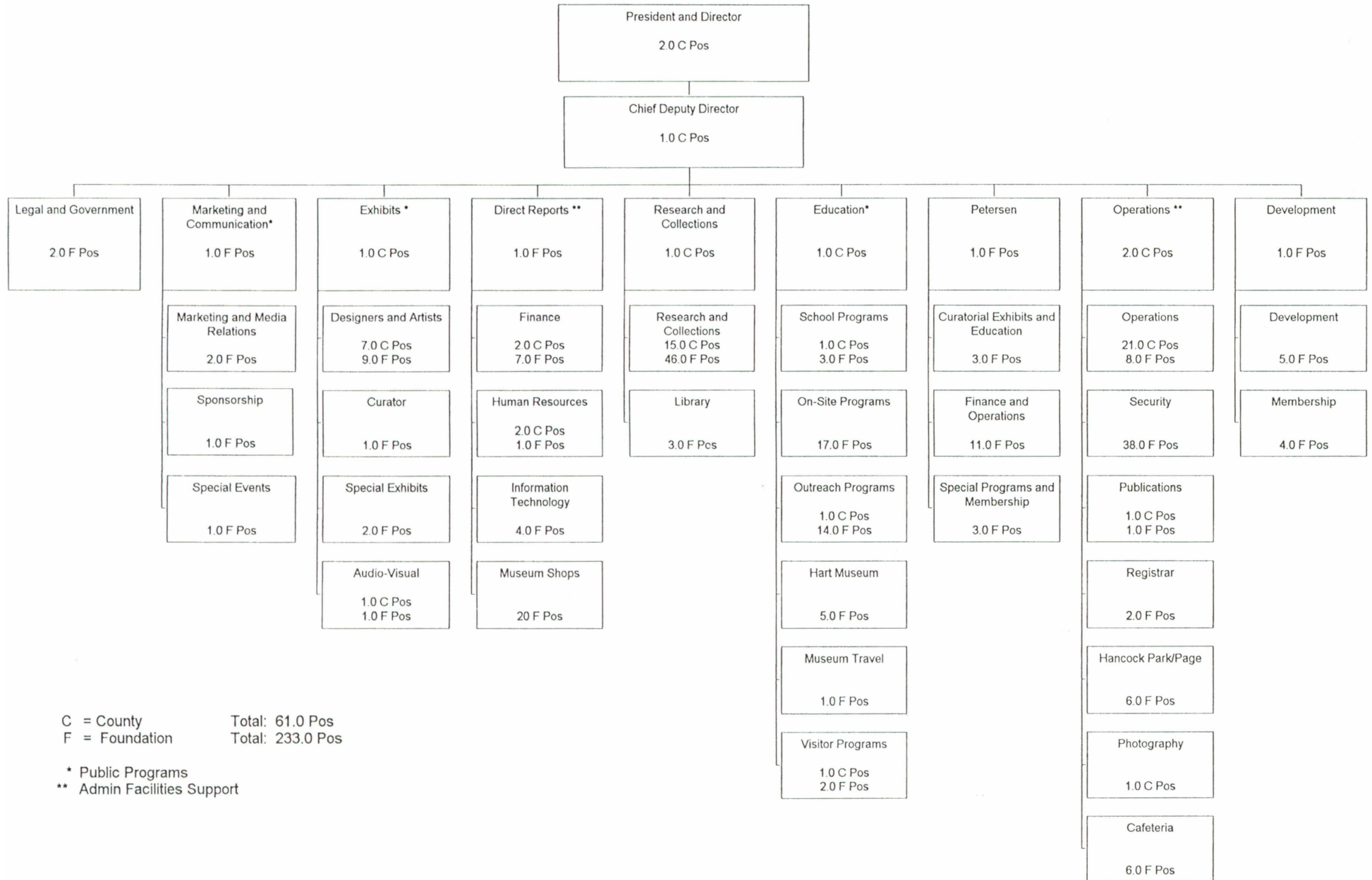
		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ (-276,000)	\$ —	\$ (-276,000)	(-4.0)
<u>Research and Collections:</u> Reflects the deletion of surplus vacant curatorial positions consistent with the ongoing realignment of Museum operations. These positions are funded by the Foundation and will not impact service levels.				
2.	\$ (-93,000)	\$ —	\$ (-93,000)	(-2.0)
<u>Public Programs:</u> Reflects the deletion of surplus vacant Museum School Tour Coordinator, Volunteer Programs Coordinator I, and Museum Model Maker positions, partially offset by the addition of a Museum Taxidermist position consistent with the ongoing realignment of Museum operations.				
3.	\$ 213,000	\$ —	\$ 213,000	—
<u>Computer Equipment:</u> Reflects funding for the acquisition of computer equipment and maintenance of existing systems to support Research and Collections, Public Programs, and Administrative operations.				
4.	\$ 450,000	\$ —	\$ 450,000	—
<u>Public Programs:</u> Reflects additional funding for public education programs, including expansion of traveling exhibits consistent with one of the Museum's Vision 2000 goals to increase public awareness.				
<u>Other Changes</u>				
1.	\$ (-79,000)	\$ 3,000	\$ (-82,000)	—
<u>Telephone Utilities:</u> Reflects a decrease in telephone utilities costs, partially offset by an increase in reimbursable telephone costs at the Petersen Automotive Museum.				
2.	\$ (-141,000)	\$ —	\$ (-141,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines. Consistent with the operating agreement, savings from the A-87 adjustment are reallocated to fund operational costs, such as deferred maintenance.				
3.	\$ (-150,000)	\$ —	\$ (-150,000)	—
<u>County Counsel:</u> Reflects a reduction in County Counsel charges based on a projected decrease in services.				
4.	\$ (-118,000)	\$ —	\$ (-118,000)	—
<u>Rent Expense:</u> Reflects a decrease due to the closure of one warehouse, as well as a decrease in bond payments for the Petersen Museum, partially offset by an increase in capital lease payments for Museum warehouses.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
5.	\$ 585,000	\$ —	\$ 585,000	—
<u>Deferred Maintenance:</u> Reflects additional funding for various deferred maintenance projects at all Museum sites, including a new roof, exterior paint, and window replacement at the Exposition Park site.				
6.	\$ 170,000	\$ —	\$ 170,000	—
<u>Services and Supplies:</u> Reflects additional funding for various services and supplies, primarily office expense based on actual experience.				
7.	\$ (-68,000)	\$ —	\$ (-68,000)	—
<u>Administration and Facilities Support:</u> Reflects savings from reclassification of positions based on workload and actual duties performed.				
8.	\$ (-356,000)	\$ —	\$ (-356,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a net reduction in employee benefits, primarily due to reductions in worker's compensation and Savings Plan costs.				
9.	\$ 60,000	\$ —	\$ 60,000	—
<u>Custodial Services:</u> Reflects an increase in costs for custodial services contract based on an increased level of service.				
10.	\$ 35,000	\$ —	\$ 35,000	—
<u>ACO Fund:</u> Reflects an increase in contributions to the Motor Vehicle ACO Fund based on actual experience.				
11.	\$ (-7,000)	\$ —	\$ (-7,000)	—
<u>Judgments and Damages:</u> Reflects a projected decrease in judgments and damages costs.				
Total \$	225,000	\$ 3,000	\$ 222,000	(-6.0)

THE NATURAL HISTORY MUSEUM OF LOS ANGELES

1997-98 ORGANIZATION CHART

TOTAL 1997-98 PROPOSED BUDGET POSITIONS = 61.0



C = County
F = Foundation

Total: 61.0 Pos
Total: 233.0 Pos

* Public Programs
** Admin Facilities Support

MUSIC CENTER OPERATIONS

SANDRA A. KIMERLING, PRESIDENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 8,718	\$ 3,000	\$ 3,000	\$	\$	\$ -3,000
SERVICES & SUPPLIES	5,891,784	5,760,000	5,236,000	5,885,000	5,885,000	649,000
OTHER CHARGES	1,587,271	1,597,000	1,496,000	1,606,000	1,606,000	110,000
GROSS TOTAL	\$ 7,487,773	\$ 7,360,000	\$ 6,735,000	\$ 7,491,000	\$ 7,491,000	\$ 756,000
REVENUE	3,238,636	3,266,000	3,893,000	3,676,000	3,676,000	-217,000
NET COUNTY COST	\$ 4,249,137	\$ 4,094,000	\$ 2,842,000	\$ 3,815,000	\$ 3,815,000	\$ 973,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 3,238,636	\$ 3,266,000	\$ 3,893,000	\$ 2,988,000	\$ 2,988,000	\$ -905,000
MISCELLANEOUS				688,000	688,000	688,000
TOTAL	\$ 3,238,636	\$ 3,266,000	\$ 3,893,000	\$ 3,676,000	\$ 3,676,000	\$ -217,000
<div style="display: flex; justify-content: space-between;"> FUND GENERAL FUND FUNCTION RECREATION & CULTURAL SERVICES ACTIVITY CULTURAL SERVICES </div>						

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 5 percent facility fee derived from a portion of admission revenues and used to offset costs for furnishing and theatre equipment replacement, which is included in The Music Center Operating Company budget.

1997-98 Budget Message

Consistent with contractual obligations, the 1997-98 Proposed Budget provides funding to maintain and operate the Music Center, albeit at minimum levels. The Proposed Budget primarily reflects an increase in utility costs and a reduction in parking revenue based on experience.

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u>	<u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes</u>				
1.	\$ (-3,000)	\$ —	\$ (-3,000)	—
	<u>Salaries and Employee Benefits:</u> Reflects a reduction in worker's compensation costs.			
2.	\$ 703,000	\$ —	\$ 703,000	—
	<u>Utility Costs:</u> Reflects an increase in funding for utilities based on experience and anticipated increases.			
3.	\$ 110,000	\$ —	\$ 110,000	—
	<u>Other Charges:</u> Reflects an increase primarily due to the bond payment for the Mark Taper Forum and Ahmanson Theatre debt service.			

Music Center Operations (cont'd)

<i>Gross Appropriation</i>		<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Other Changes</u> (cont'd)				
4.	\$ —	\$ (-905,000)	\$ 905,000	—
<u>Revenue Reduction:</u> Reflects a reduction in parking revenue of \$605,000 and the elimination of \$300,000 from one-time excess bond funds due to the anticipated retirement of the Mark Taper Forum and Ahmanson Theatre debt service.				
5.	\$ (-54,000)	\$ 688,000	\$ (-742,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	756,000	\$ (-217,000)	\$ 973,000	0.0

NONDEPARTMENTAL REVENUE

FINANCING USE CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALES AND USE TAX	\$ 31,520,032	\$ 31,717,000	\$ 30,182,000	\$ 32,413,000	\$ 32,413,000	\$ 2,231,000
DEED TRANSFER TAX	22,270,066	23,348,000	20,620,000	23,600,000	23,600,000	2,980,000
TRANSIENT OCCUPANCY TAX	7,547,365	7,600,000	7,600,000	6,800,000	6,800,000	-800,000
UTILITY USERS' TAXES	46,387,328	35,500,000	35,500,000	35,500,000	35,500,000	0
BUSINESS LICENSE TAX	13,565,158	17,900,000	17,900,000	10,675,000	10,675,000	-7,225,000
LICENSES, PERMITS, AND FRANCHISES RENTS, CONCESSIONS, AND ROYALTIES	5,592,940	5,510,000	5,400,000	5,510,000	5,510,000	110,000
VEHICLE LICENSE FEES	1,171,881	690,000	850,000	740,000	740,000	-110,000
PENALTIES ON DELINQUENT TAXES	713,458,294	753,439,000	750,612,000	789,292,000	789,292,000	38,680,000
HOMEOWNERS' PROPERTY TAX RELIEF (HOX)	17,380,509	25,248,000	30,448,000	24,664,000	24,664,000	-5,784,000
OTHER REVENUE	24,787,577	21,000,000	22,686,000	21,100,000	21,100,000	-1,586,000
	182,829,819	100,116,000	104,412,000	92,567,000	92,567,000	-11,845,000
TOTAL REVENUE	\$ 1,066,510,969	\$ 1,022,068,000	\$ 1,026,210,000	\$ 1,042,861,000	\$ 1,042,861,000	\$ 16,651,000

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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects:

- An increase of \$2.2 million in Local 1 percent Sales Tax, reflecting an improving unincorporated area economy.
- An increase of \$38.7 million in Motor Vehicle License In-Lieu fees and Realignment revenues due to increased motor vehicle sales.
- Improving real estate economy producing an increase of \$3.0 million in Deed Transfer Tax revenues.
- Decreases of \$0.8 million in Transient Occupancy Taxes and \$7.2 million in Business License Taxes, reflecting the transfer of impounded 1995-96 taxes to reserves in 1996-97. The reduction in Business License Taxes also reflects the sunset of the Business License Amusement Park Tax, effective October 1, 1997.
- A decrease of \$5.8 million in Penalties, Interest, and Cost due to a ministerial change in accounting for property tax refunds.
- A decrease of \$1.6 million in Homeowners' Exemption revenues, reflecting current year experience.
- Other revenue decreases primarily due to the transfer of \$14.0 million of Cogeneration revenues to departments and decreased Hospital Interest Earnings, partially offset by a transfer of \$5.0 million from the Productivity Investment Fund and \$3.0 million in unallocated State Criminal Alien Assistance program revenues.

NONDEPARTMENTAL SPECIAL ACCOUNTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 5,184,710	\$ 6,164,000	\$ 7,234,000	\$ 7,859,000	\$ 7,107,000	\$ -127,000
OTHER CHARGES	75,899,475	54,250,000	57,450,000	57,450,000	57,450,000	
FIXED ASSETS-EQUIP	5,494		25,000	25,000	25,000	
OTHER FINANCING USES	14,665,537	13,009,000	12,794,000	14,985,000	14,985,000	2,191,000
GROSS TOTAL	\$ 95,755,216	\$ 73,423,000	\$ 77,503,000	\$ 80,319,000	\$ 79,567,000	\$ 2,064,000
LESS INTRAFUND TRANSFER			80,000			-80,000
NET TOTAL	\$ 95,755,216	\$ 73,423,000	\$ 77,423,000	\$ 80,319,000	\$ 79,567,000	\$ 2,144,000
REVENUE	128,267,605	102,260,000	104,260,000	104,847,000	104,847,000	587,000
NET COUNTY COST	\$ -32,512,389	\$ -28,837,000	\$ -26,837,000	\$ -24,528,000	\$ -25,280,000	\$ 1,557,000
REVENUE DETAIL						
INTEREST	\$ 115,411,164	\$ 102,000,000	\$ 104,000,000	\$ 104,587,000	\$ 104,587,000	\$ 587,000
CHRGs FOR SVCS-OTHER	19,654					
MISCELLANEOUS	12,836,787	260,000	260,000	260,000	260,000	
TOTAL	\$ 128,267,605	\$ 102,260,000	\$ 104,260,000	\$ 104,847,000	\$ 104,847,000	\$ 587,000
	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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects:

- An increase of \$1.4 million to restore the \$13.673 million contribution to the Public Library.
- An increase of \$791,000 in the contribution to the Civic Center Parking Fund, totaling \$1.3 million, due to the loss of revenue from employees using alternate means of transportation.
- A decrease in services and supplies from transfers of expenditures to other budget units, offset by a reduction in intrafund transfers.
- An increase in interest earnings resulting from expedited recovery of property tax refunds from other taxing agencies.

**OFFICE OF OMBUDSMAN
RUDY DE LEON, OMBUDSMAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 175,302	\$ 181,000	\$ 187,000	\$ 309,000	\$ 189,000	\$ 2,000
SERVICES & SUPPLIES	64,117	70,000	66,000	69,000	69,000	3,000
GROSS TOTAL	\$ 239,419	\$ 251,000	\$ 253,000	\$ 378,000	\$ 258,000	\$ 5,000
NET COUNTY COST	\$ 239,419	\$ 251,000	\$ 253,000	\$ 378,000	\$ 258,000	\$ 5,000
BUDGETED POSITIONS	3.0	3.0	3.0	6.0	3.0	
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

Mission Statement

The Office of Ombudsman serves residents by monitoring the timely and thorough investigation of complaints and objectively reviewing complaint investigations concerning the Los Angeles County Sheriff's Department, and other County departments and agencies, at the direction of the Board of Supervisors.

1997-98 Budget Message

The 1997-98 Proposed Budget funds the operations of the Office of Ombudsman at the current service level. Minor funding adjustments are required to provide for increased employee benefit costs and compliance with federal claiming guidelines.

The Office of Ombudsman will work to enhance its role as an independent, neutral agency available to assist the public by improving staff response to the increasing number of inquiries; to ensure that staff maintain current information on conflict resolution, dispute mediation, and County policies and practices; and to expand the public's knowledge of Ombudsman services available in Los Angeles County. The Department will continue to work towards the establishment of a Southern California association of agencies responsible for reviewing citizen complaints concerning public agencies, particularly in the field of law enforcement.

Multi-Year Budget Planning

The Department will seek grant funding and will explore other funding opportunities to develop an independent revenue source.

Critical Needs

Due to expanding workload, the Department is in need of additional staff to perform secretarial and community counseling duties. Additionally, equipment is required to support the Department's publishing, statistical reporting, and clerical functions.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Community Liaison Officers (CLO)	n/a	1.75	2.0	2.0
<u>Workload/Output</u>				
Complaint initiation referrals	n/a	109	180	205
Complaint status requests	n/a	44	100	125
Complaint investigation reviews	n/a	168	300	325
General assistance to clients	n/a	120	175	200
Requests for information	n/a	n/a	n/a	2,000
<u>Efficiency (per CLO)</u>				
Referrals	n/a	62	90	103
Determination of case status	n/a	25	50	63
Complaint investigation reviews	n/a	96	150	163
General assistance to clients	n/a	69	88	100
Response to requests for information	n/a	n/a	n/a	1,000
<u>Effectiveness/Outcome</u>				
Successful status determinations	n/a	100%	100%	100%
Investigation lawsuits reviewed	n/a	0	0	0

Objectives for 1997-98

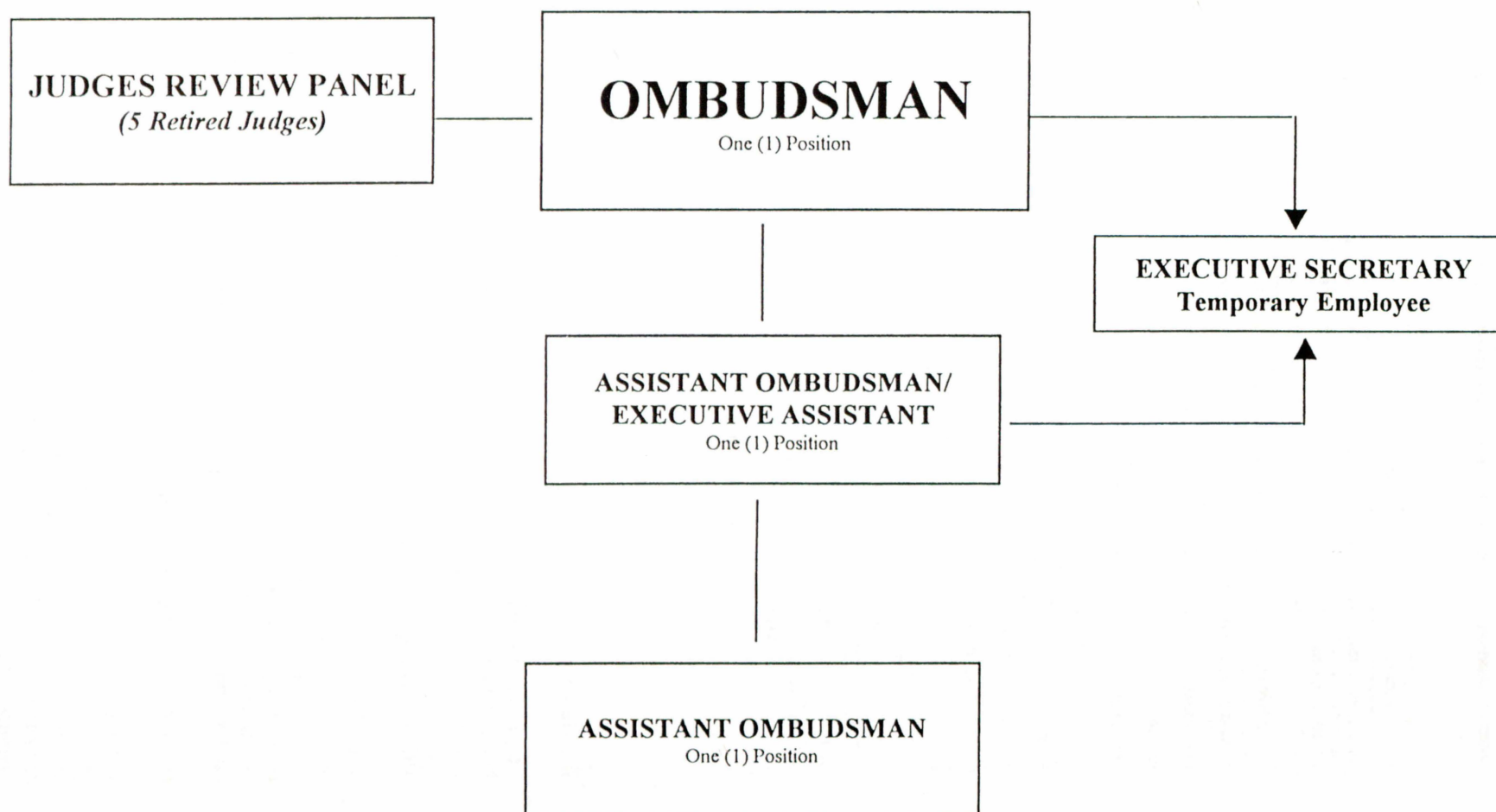
- Review complaint investigations and report findings to client and department within a reasonable time frame.
- Ensure recommendations for follow up action are completed in a timely manner.
- Determine the status of investigations within reasonable time constraints.

	<u>Changes From 1996-97 Budget</u>			
	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes</u>				
1.	\$ 2,000	\$ —	\$ 2,000	—
<u>Employee Benefit Costs:</u> Reflects the conversion of 1.0 monthly temporary position to permanent status in accordance with County policy, and a slight increase in centrally allocated employee benefit costs.				
2.	\$ 3,000	\$ —	\$ 3,000	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines, partially offset by savings in other programs.				
Total \$	5,000	\$ 0	\$ 5,000	0.0

OFFICE of OMBUDSMAN

Rudy De Leon, Ombudsman

Budgeted Positions: 3.0



PARKS AND RECREATION RODNEY E. COOPER, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 39,286,594	\$ 38,601,000	\$ 37,974,000	\$ 46,308,000	\$ 40,486,000	\$ 2,512,000
SERVICES & SUPPLIES	19,626,999	19,131,000	17,938,000	22,098,000	19,891,000	1,953,000
OTHER CHARGES	2,165,415	2,901,000	2,901,000	3,913,000	3,509,000	608,000
FIXED ASSETS-EQUIP	277,229			800,000	300,000	300,000
GROSS TOTAL	\$ 61,356,237	\$ 60,633,000	\$ 58,813,000	\$ 73,119,000	\$ 64,186,000	\$ 5,373,000
LESS INTRAFD TRANSFER	852,579	65,000	65,000	94,000	94,000	29,000
NET TOTAL	\$ 60,503,658	\$ 60,568,000	\$ 58,748,000	\$ 73,025,000	\$ 64,092,000	\$ 5,344,000
REVENUE	29,229,008	29,374,000	29,374,000	33,154,000	33,154,000	3,780,000
NET COUNTY COST	\$ 31,274,650	\$ 31,194,000	\$ 29,374,000	\$ 39,871,000	\$ 30,938,000	\$ 1,564,000
BUDGETED POSITIONS	856.3	817.0	817.0	993.0	885.0	68.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 177,451	\$ 296,000	\$ 160,000	\$ 225,000	\$ 225,000	\$ 65,000
VEHICLE CODE FINES	183,205					
OTHER COURT FINES	716	172,000	140,000	172,000	172,000	32,000
FORFEIT & PENALTIES	35,296					
RENTS AND CONCESSIONS	29,809					
FEDERAL-OTHER	1,182,710	1,484,000	855,000	2,737,000	2,737,000	1,882,000
LEGAL SERVICES	1,915,003					
PLANNING & ENG SVCS	4,000,000					
PARK & RECREATION SVS	14,836,332	15,040,000	15,045,000	15,201,000	15,201,000	156,000
CHRGs FOR SVCS-OTHER	4,335,092	5,678,000	8,391,000	9,062,000	9,062,000	671,000
WELFARE REPAYMENTS	520					
OTHER SALES	4,915					
MISCELLANEOUS	2,286,434	2,704,000	783,000	1,709,000	1,709,000	926,000
SALE OF FIXED ASSETS	241,525					
OPERATING TRANSFER IN		4,000,000	4,000,000	4,048,000	4,048,000	48,000
TOTAL	\$ 29,229,008	\$ 29,374,000	\$ 29,374,000	\$ 33,154,000	\$ 33,154,000	\$ 3,780,000
FUND GENERAL FUND			FUNCTION RECREATION & CULTURAL SERVICES		ACTIVITY RECREATION FACILITIES	

Mission Statement

To provide the more than 9.1 million residents of Los Angeles County with diverse, quality recreational opportunities through the acquisition, development, maintenance, and programming of the County parks, arboreta, golf courses, trails, and open space areas.

1997-98 Budget Message

The 1997-98 Proposed Budget includes ongoing funding for four community regional parks which were not transferred as anticipated in 1996-97, the addition of 37 Community Oriented Policing Services (COPS)-funded positions, as well as increased rent and liability expenses. The Department will continue its revenue-generating efforts by opening two lake swimming beaches, a new facility reservation system, and by adding other revenue-offset positions to maximize facility usage. Cost-cutting measures to be enacted in 1997-98 will include performing vehicle repairs "in-house" and contracting out certain grounds maintenance services.

Multi-Year Budget Planning

The Proposed Budget supports strategic efforts to address anticipated operational and funding issues over the next few years. For this reason, securing multi-year funding for positions has been pursued wherever possible. Examples of this are the three-year funding commitment from the U.S. Department of Justice (COPS) for additional park police and continuance of the Proposition A capital improvement program. Other goals include plans to increase attendance and revenue at facilities, as well as benchmarking departmental operations to help reduce long-term operating costs.

Critical Needs

Over the past two years, the purchase of fixed assets and equipment has been excluded from the budget. This has placed an extreme burden on the Department's operations and its approximately 400 vehicle fleet, since the maintenance and repair of the Department's facilities are performed essentially by travel crews as a cost savings measure. The increasing average age and mileage of these vehicles has become a safety and liability issue. The 1997-98 Proposed Budget includes \$300,000 in fixed assets to fund 15 new park police vehicles. However, with the additional 37 staff funded through COPS, an additional 15 vehicles at \$300,000 are needed for the Park Police Division. Lastly, a minimum of \$200,000 is needed for trucks and specialty vehicles for the Parks and Grounds Maintenance and Construction Divisions.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Total gross appropriation	\$60,369,000	\$61,356,000	\$60,613,000	\$69,610,000
Total capital projects (CP)/"Prop A" funds to be committed	\$23,517,000	\$45,559,000	\$23,117,000	\$17,353,000
Recreation program net County cost	\$2,146,000	\$2,210,000	\$2,281,000	\$2,351,000
Golf net revenue	\$10,704,000	\$12,734,000	\$13,116,000	\$13,379,000
<u>Workload/Output</u>				
Total revenue collected	\$30,194,000	\$30,082,000	\$29,439,000	\$38,032,000
Total CP/"Prop A" funds actually committed	\$23,517,000	\$45,559,000	\$23,117,000	\$17,353,000
Recreation program attendance	1,354,000	1,637,000	1,918,000	1,956,000
Rounds of golf played	1,698,000	1,748,000	1,801,000	1,801,000
<u>Efficiency</u>				
Percent increase/(decrease) in net County cost per year (1)	(10.56%)	3.65%	(0.32%)	1.30%
Percent of annual CP/"Prop A" funds to be committed	100%	100%	100%	100%
Net County cost per recreation program attendee	\$1.58	\$1.35	\$1.19	\$1.20
Net revenue per round of golf played	\$6.30	\$7.28	\$7.28	\$7.43
<u>Effectiveness/Outcome</u>				
Percent self-sufficient (revenue divided by costs)	50.02%	49.03%	48.57%	54.64%
Cumulative percent of CP/"Prop A" funds committed	32.36%	68.18%	86.36%	100%
Percent increase/(decrease) in recreation attendance from previous year	n/a	20.90%	17.17%	1.98%
Percent increase/(decrease) in net golf revenue from previous year	n/a	18.97%	3.00%	2.00%

Objectives for 1997-98

- Maintain current percent of self-sufficiency to continue to reduce reliance on General Fund monies (2).
- Commit 100 percent of CP/"Prop A" funds by the end of 1997-98.
- Increase customer attendance by providing quality recreation programs.
- Increase net golf revenue while continuing to provide a quality golf program.

Performance Measures (cont'd)Explanatory Notes

- (1) Fiscal Year 1997-98 includes restoration of funding for four community regional parks.
 (2) Since 1992-93, the level of self-sufficiency (revenue divided by costs) has increased by 29 percent. Although this was partially due to fee increases, a majority of the revenue was generated through outside sources. No major fee increases are recommended in this budget proposal.

<u>Changes From 1996-97 Budget</u>				
	<i>Gross Appropriation</i>	<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ 1,800,000	\$ —	\$ 1,800,000	22.0
<u>Park Transfer Funding</u> : Reflects the reinstatement of net County cost for four community regional parks that were not transferred as anticipated in 1996-97, to cover the facility, recreation, and pool operating costs at each location.				
2.	\$ 1,482,000	\$ 1,482,000	\$ —	37.0
<u>Community Oriented Policing Services (COPS) Grant</u> : Reflects costs for 37 Park Rangers to be hired consistent with this federally-funded program.				
3.	\$ 300,000	\$ —	\$ 300,000	—
<u>Park Police</u> : Reflects the purchase of new replacement vehicles for the park police program.				
4.	\$ 238,000	\$ 238,000	\$ —	4.0
<u>Lake Swimming</u> : Reflects the addition of lake lifeguard positions due to the opening of swimming areas at Bonelli and Castaic Regional Parks. These positions are funded by revenue expected from the opening of the swim areas.				
5.	\$ (-182,000)	\$ 974,000	\$ (-1,156,000)	(-4.0)
<u>Contract Changes</u> : Reflects the net changes in grounds maintenance, security, golf, and other miscellaneous contract payments. These changes include privatization of grounds maintenance services at Roosevelt Park and four parks in the East Los Angeles Area, as well as security services at Hart Regional Park and the Arboretum.				
6.	\$ 204,000	\$ 204,000	\$ —	6.0
<u>Arboreta</u> : Reflects additional reimbursable research, grounds maintenance and clerical positions for new research and facility usage, revenue-generating programs at the Arboretum, Descanso Gardens, and the South Coast Botanical Garden.				
7.	\$ 41,000	\$ 41,000	\$ —	1.0
<u>Reservation System</u> : Reflects a reimbursable position for the new reservation system in the Northeast Region which assists patrons with reserving departmental facilities.				

<u>Gross</u>		<u>Changes From 1996-97 Budget</u>		<u>Budgeted</u>
<u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Positions</u>
<u>Program Changes (cont'd)</u>				
8.	\$ 395,000	\$ 395,000	\$ —	1.0
<u>Prop A Maintenance Program:</u> Reflects reimbursable costs for a position and maintenance services consistent with completed Prop A projects as provided in the proposition.				
9.	\$ 72,000	\$ 72,000	\$ —	1.0
<u>Special Districts:</u> Reflects the addition of 1.0 reimbursable position for landscape architect services in the Special Districts section.				
10.	\$ 300,000	\$ 400,000	\$ (-100,000)	—
<u>Recreation:</u> Reflects reimbursable costs for the reinstatement of the Winter Lunch program, as well as the expansion of Community Development Commission funded recreation programs.				
<u>Other Changes</u>				
1.	\$ —	\$ 29,000	\$ (-29,000)	—
<u>Intrafund Transfer:</u> Reflects the anticipated increase in intrafund transfer from the Internal Services Department (ISD) for fire and flood control services provided at ISD communications sites, as well as fuel reimbursements from usage of departmental fueling sites.				
2.	\$ 404,000	\$ —	\$ 404,000	—
<u>Other Charges:</u> Reflects the restoration of the Lakewood Lease inadvertently omitted from the 1996-97 budget.				
3.	\$ 327,000	\$ —	\$ 327,000	—
<u>Liabilities:</u> Reflects increased liability costs associated with judgements and damages claims.				
4.	\$ 228,000	\$ —	\$ 228,000	—
<u>Employee Benefits:</u> Reflects increases in fixed employee benefit costs, including unemployment insurance, retiree insurance, disability, workers compensation, and early separation program.				
5.	\$ —	\$ (-26,000)	\$ 26,000	—
<u>Miscellaneous Revenue:</u> Reflects a net decrease, due to changes in various revenue categories, including parking citations, fuel, user fees, and donations.				

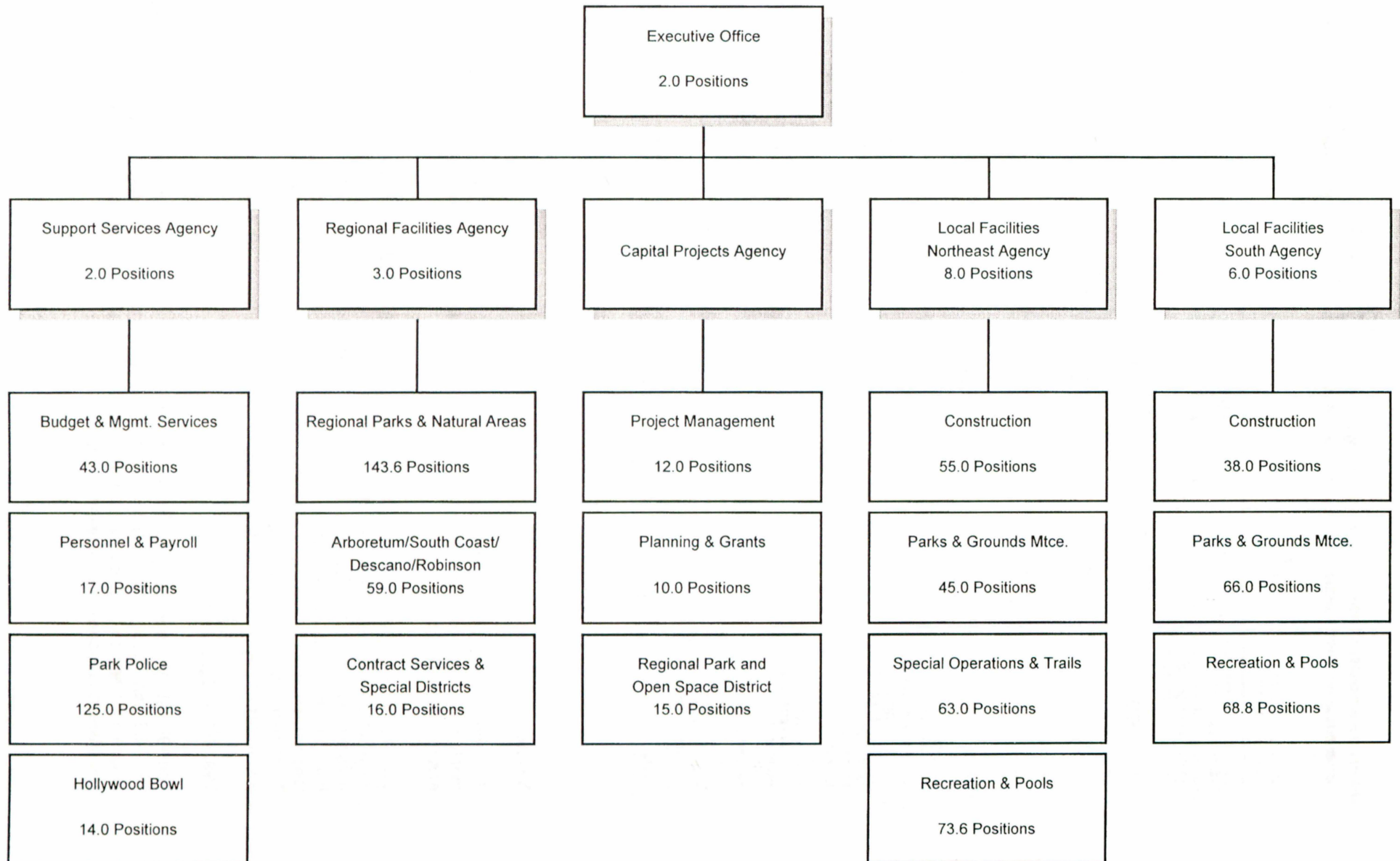
Parks and Recreation (cont'd)

		<u>Changes From 1996-97 Budget</u>		<u>Budgeted Positions</u>
		<u>Revenue/IFT</u>	<u>Net County Cost</u>	
<u>Gross Appropriation</u>				
<u>Other Changes (cont'd)</u>				
6.	\$ (-236,000)	\$ —	\$ (-236,000)	—
<u>Countywide Cost Allocation Plan Adjustment: Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.</u>				
Total \$	5,373,000	\$ 3,809,000	\$ 1,564,000	68.0

Department of Parks and Recreation

Rodney E. Cooper, Director

Total 1997-98 Proposed Budget Positions = 885



PROBATION
WALTER J. KELLY, ACTING CHIEF PROBATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 217,843,201	\$ 219,600,000	\$ 218,455,000	\$ 235,530,000	\$ 225,266,000	\$ 6,811,000
SERVICES & SUPPLIES	55,918,869	64,021,000	64,024,000	118,496,000	62,491,000	-1,533,000
OTHER CHARGES	10,133,681	10,842,000	11,151,000	12,176,000	11,676,000	525,000
FIXED ASSETS-EQUIP	261,904	523,000	523,000	523,000	523,000	
OTHER FINANCING USES	251,000					
GROSS TOTAL	\$ 284,408,655	\$ 294,986,000	\$ 294,153,000	\$ 366,725,000	\$ 299,956,000	\$ 5,803,000
LESS INTRAID TRANSFER	2,352,797	2,452,000	2,546,000	2,421,000	2,421,000	-125,000
NET TOTAL	\$ 282,055,858	\$ 292,534,000	\$ 291,607,000	\$ 364,304,000	\$ 297,535,000	\$ 5,928,000
REVENUE	107,129,418	107,202,000	108,039,000	111,741,000	111,071,000	3,032,000
NET COUNTY COST	\$ 174,926,440	\$ 185,332,000	\$ 183,568,000	\$ 252,563,000	\$ 186,464,000	\$ 2,896,000
BUDGETED POSITIONS	4,174.8	4,153.7	4,153.7	4,479.0	4,242.0	88.3
REVENUE DETAIL						
BUSINESS LICENSES	\$ 400	\$	\$	\$	\$	\$
OTHER COURT FINES	260,127	1,791,000	77,000	1,791,000	1,791,000	1,714,000
FORFEIT & PENALTIES	164,953	506,000	1,216,000	558,000	558,000	-658,000
INVESTMENT INCOME	3,276					
RENTS AND CONCESSIONS	137,848	131,000	111,000	131,000	131,000	20,000
ROYALTIES	185,652	90,000	90,000	90,000	90,000	
STATE-OTHER	24,254,392	24,889,000	26,864,000	25,342,000	25,342,000	-1,522,000
STATE-REALIGNMENT REV	3,794,736	4,035,000	4,035,000	4,035,000	4,035,000	
FEDERAL-PUB ASST-ADM	52,589,856	49,150,000	50,500,000	52,100,000	52,100,000	1,600,000
FEDERAL-OTHER	15,964,323	16,302,000	15,007,000	16,322,000	15,652,000	645,000
COURT FEES & COSTS		21,000		21,000	21,000	21,000
INSTIT CARE & SVS	5,983,881	6,497,000	6,593,000	7,554,000	7,554,000	961,000
CHRGs FOR SVCS-OTHER	2,031,625	2,389,000	1,810,000	2,667,000	2,667,000	857,000
MISCELLANEOUS	1,304,070	1,401,000	1,736,000	1,130,000	1,130,000	-606,000
SALE OF FIXED ASSETS	14,341					
OPERATING TRANSFER IN	439,938					
TOTAL	\$ 107,129,418	\$ 107,202,000	\$ 108,039,000	\$ 111,741,000	\$ 111,071,000	\$ 3,032,000
FUND						
GENERAL FUND						
FUNCTION						
PUBLIC PROTECTION						
ACTIVITY						
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.

The activities of the Probation Department are administered and financed through four separate budget units. Investigation and supervision of adult and juvenile probationers and the administrative and support services for the four units are included in the Probation Main budget. The operations of the Barry J. Nidorf Juvenile Hall, Central Juvenile Hall, Los Padrinos Juvenile Hall, and various ancillary support services are funded in the Detention budget. The Department's 18 camps and Dorothy Kirby Center, a secured placement facility, are funded in the Residential Treatment budget. The Care of Court Wards budget funds the placement of juvenile court wards in private institutions and foster homes, as well as day treatment programs in lieu of placing wards in institutions or foster homes.

1997-98 Budget Message

The 1997-98 Proposed Budget includes: increased welfare block grant funding consistent with the Governor's proposed 1997-98 State budget; full-year funding of the Board-approved Offender Management program, which will partially mitigate jail overcrowding; and increased revenue-offset staff to provide juvenile delinquency services to school districts and cities, and clean-up services to the community.

1997-98 Budget Message (cont'd)

In addition, the Proposed Budget reflects: reductions primarily in Deputy Probation Officer positions which will double juvenile placement caseloads from 50 to 100 cases; reduced funding for the care of court-referred undocumented wards for institutional placement; reduced pretrial investigation services, and salaries and employee benefits savings resulting from the consolidation of County parole and adult investigation and supervision functions, which will streamline operations. Finally, the budget reflects a 3.4 percent reduction in administrative support positions, and services and supplies reductions which primarily reflect a further deferral of critical infrastructure maintenance, offset primarily by increased facility lease and utility costs, as well as an increase to partially fund Americans with Disabilities Act requirements.

Multi-Year Budget Planning

Consistent with its Vision 2000 strategic plan, the Department will continue to focus on the measurement, prevention, classification, and redesign of adult services. Through extensive involvement in the community, a primary and continued focus will be on prevention, early intervention, and suppression of criminal acts. Over the next few years, the Department plans to complete restructuring of the camp program and implement risk and need assessments for all juvenile and adult cases. In addition, the Department will be pursuing the development of a strategic business plan that will enhance service delivery to its customers.

Critical Needs

The Department's critical needs consist primarily of additional resources for critical infrastructure maintenance. Additional funding would also alleviate juvenile overcrowding conditions in the camps and halls.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
<u>Community Detention Services</u>				
Deputy Probation Officers (DPOs)	n/a	12	14	14
Supervising DPOs (SDPOs)	n/a	1	1	1
Support staff	n/a	3	3	3
<u>Prevention Services</u>				
DPOs	n/a	86	94	94
SDPOs	n/a	8	8	8
Support staff	n/a	9	9	9
Overtime hours	n/a	1,341	1,497	1,400
Total cost	n/a	\$3,900,000	\$3,700,000	\$3,600,000
<u>Central Adult Investigations</u>				
Investigators	n/a	81	81	81
SDPOs	n/a	8	8	8
Overtime hours	n/a	3,090	3,186	2,800
Total cost	n/a	\$6,900,000	\$6,500,000	\$6,500,000
<u>Electronic Monitoring Services</u>				
Senior Investigators	n/a	n/a	1	1
Investigators	n/a	n/a	0	2
Investigator Aids	n/a	n/a	8	14
Support staff	n/a	n/a	1	1

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input (cont'd)</u>				
<u>Specialized Gang Suppression Services</u>				
DPOs	n/a	n/a	47	51
SDPOs	n/a	n/a	5	6
Support staff	n/a	n/a	4	4
Overtime hours	n/a	833	2,130	1,200
Total cost	n/a	\$3,700,000	\$3,500,000	\$3,800,000
<u>Workload/Output</u>				
<u>Community Detention Services</u>				
Participants	n/a	2,178	2,244	2,468
Participants in lieu of juvenile hall detainees	n/a	1,747	1,747	1,922
<u>Prevention Services</u>				
Cases supervised	n/a	3,010	3,560	3,800
Cases investigated	n/a	2,300	2,400	2,400
Contracts/grants administered	n/a	30	39	41
<u>Central Adult Investigations</u>				
Case referrals received	n/a	23,152	25,487	26,252
Court reports prepared	n/a	25,200	28,296	29,145
Court reports submitted on time	n/a	9,032	11,124	11,458
<u>Electronic Monitoring Services</u>				
Participants	n/a	n/a	5,748	7,759
Jail bed days saved	n/a	n/a	235,668	318,119
<u>Specialized Gang Suppression Services</u>				
Active non-detained probationers	n/a	n/a	655	655
Active non-detained probationers attending school, employed, or in job training program	n/a	n/a	491	524
<u>Efficiency</u>				
<u>Community Detention Services</u>				
Average participants per DPO	n/a	182	160	176
Average days in juvenile hall until adjudication hearing	n/a	27	27	27
<u>Prevention Services</u>				
Juveniles supervised per deputy per month	n/a	35	40	45
<u>Central Adult Investigations</u>				
Average court reports prepared per investigator	n/a	311	349	360
Average number of investigators per SDPO	n/a	10	10	10
<u>Electronic Monitoring Services</u>				
Average days participants are monitored	n/a	n/a	41	41

<u>Performance Measures</u> (cont'd)				
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Efficiency (cont'd)</u>				
<u>Specialized Gang Suppression Services</u>				
Ratio of active non-detained probationers attending school, employed, or participating in job training program to all probationers	n/a	n/a	75%	80%
<u>Effectiveness/Outcome</u>				
<u>Community Detention Services</u>				
Juvenile hall bed days saved	n/a	47,169	47,169	51,894
<u>Prevention Services</u>				
Percent of contract/grant agencies rating services as satisfactory or better	n/a	70%	90%	95%
<u>Central Adult Investigations</u>				
Percent of court reports dictated on time	n/a	75%	76%	76%
Percent of court reports submitted to court on time	n/a	35%	39%	60%
<u>Electronic Monitoring Services</u>				
Total jail cost avoidance	n/a	n/a	\$12,100,000	\$16,300,000
<u>Specialized Gang Suppression Services</u>				
Percent of active non-detained probationers, attending school, employed, or in job training programs	n/a	n/a	75%	80%
<u>Objectives for 1997-98</u>				
<u>Community Detention Services</u>				
— Increase participants by 10 percent.				
<u>Prevention Services</u>				
— Ensure 90 percent of contract/grant agencies are satisfied with the program.				
<u>Central Adult Investigations</u>				
— Improve court reports dictated on time by 10 percent.				
— Improve delivery time on submitting reports to courts by 15 percent.				
<u>Electronic Monitoring Services</u>				
— Save 300,000 jail bed days.				
<u>Specialized Gang Suppression</u>				
— Increase active non-detained probationers attending school, employed, or participating in a job training program to 80 percent.				

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes</u>				
1.	\$ 5,061,000	\$ 331,000	\$ 4,730,000	107.0
<u>Offender Management Program:</u> Reflects the November 29, 1996 Board approval for full-year program funding, which will result in additional jail beds savings by identifying defendants who could be more appropriately supervised at home.				
2.	\$ —	\$ 1,600,000	\$ (-1,600,000)	—
<u>Welfare Block Grant Funding Increase:</u> Reflects an anticipated increase in federal revenue consistent with the Governor's proposed 1997-98 State budget to support probation services, for a total of \$52.1 million.				
3.	\$ 134,000	\$ 134,000	\$ —	3.0
<u>Federal Grant Increases:</u> Reflects an increase in Deputy Probation Officers and the receipt of federal grant funds through the City of Los Angeles to support the Community Law Enforcement and Recovery program, as part of a City/County partnership to combat gang violence in Los Angeles. Also includes an Investigator Aid position to enhance County Drug Court program services.				
4.	\$ 524,000	\$ 524,000	\$ —	12.0
<u>Contracted Services Increases:</u> Reflects an increase of 8.0 Crew Instructor positions to provide reimbursable contract clean-up services to the community, and 4.0 Deputy Probation Officer II positions to provide reimbursable contract juvenile services to school districts and cities.				
5.	\$ (-1,651,000)	\$ (-706,000)	\$ (-945,000)	(-32.0)
<u>Juvenile Placement Caseloads Increase:</u> Reflects the elimination of 23.0 Deputy Probation Officer IIs, 2.0 Senior Deputy Probation Officers, and 7.0 Intermediate Typist-Clerks, which will double juvenile placement caseload supervision from 50 to 100 cases. Also reflects a corresponding decrease in Title IV-E revenues.				
6.	\$ (-500,000)	\$ (-200,000)	\$ (-300,000)	—
<u>Care of Court Wards Reduction:</u> Reflects a decrease in funding for placement of court-referred undocumented wards in private institutions and foster homes, partially offset by a corresponding elimination of federal Emergency Assistance Title IV-A revenues.				
7.	\$ (-447,000)	\$ —	\$ (-447,000)	(-8.0)
<u>Pretrial Services Reduction:</u> Reflects a decrease in Investigator, Pretrial Services positions, resulting in reduced pretrial investigations in the Own Recognizance program.				
8.	\$ (-479,000)	\$ —	\$ (-479,000)	(-9.0)
<u>County Parole Services Consolidation:</u> Reflects the elimination of 7.0 Deputy Probation Officer IIs, 1.0 Senior Deputy Probation Officer, and 1.0 Intermediate Typist-Clerk, resulting in the consolidation of County parole and adult investigation and supervision functions which will streamline operations.				

		<u>Changes From 1996-97 Budget</u>		
	<u>Gross</u> <u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes (cont'd)</u>				
9.	\$ (-305,000)	\$ —	\$ (-305,000)	(-9.0)
<u>Administrative Support Reduction:</u> Reflects the reduction of vacant positions, including 4.0 Delinquent Accounts Investigators, 2.0 Supervising Financial Evaluators, and 3.0 Intermediate Typist-Clerk positions, offset by an increase in contract services for delinquent accounts collections to reflect actual experience.				
<u>Other Changes</u>				
1.	\$ 4,292,000	\$ 477,000	\$ 3,815,000	24.3
<u>Salaries and Employee Benefits:</u> Reflects partially reimbursable increased costs relating to aligning Department positions to reflect current operations, including the conversion of 16.0 temporary Crew Instructors to permanent status consistent with the County's Temporary Employees Policy. Also includes increased retirement debt service and cafeteria benefit plan costs, and the implementation of the recently Board-approved payroll classification study.				
2.	\$ (-896,000)	\$ —	\$ (-896,000)	—
<u>Services and Supplies:</u> Reflects various services and supplies reductions resulting primarily in the continued deferral of critical infrastructure maintenance, offset primarily by increased facility lease and utility costs, as well as an increase to partially fund Americans with Disabilities Act requirements.				
3.	\$ 1,025,000	\$ —	\$ 1,025,000	—
<u>Other Charges:</u> Reflects increased costs primarily to fund the initial debt service payment for the 160-room addition to the Barry J. Nidorf Juvenile Hall.				
4.	\$ 660,000	\$ 660,000	\$ —	—
<u>Delinquent Accounts Collection Services:</u> Reflects ministerial adjustments to appropriately account for reimbursable delinquent accounts collection services provided by the Lockheed contract, offset by a reduction in salaries and employee benefits.				
5.	\$ (-1,615,000)	\$ 87,000	\$ (-1,702,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	5,803,000	\$ 2,907,000	\$ 2,896,000	88.3

MAIN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 104,216,496	\$ 104,226,000	\$ 104,684,000	\$ 114,639,000	\$ 109,364,000	\$ 4,680,000
SERVICES & SUPPLIES	27,621,954	33,786,000	33,633,000	39,239,000	33,064,000	-569,000
OTHER CHARGES	2,424,328	4,225,000	4,431,000	2,662,000	2,662,000	-1,769,000
FIXED ASSETS-EQUIP	39,314	160,000	160,000	160,000	160,000	
OTHER FINANCING USES	251,000					
GROSS TOTAL	\$ 134,553,092	\$ 142,397,000	\$ 142,908,000	\$ 156,700,000	\$ 145,250,000	\$ 2,342,000
LESS INTRAID TRANSFER	1,520,838	1,496,000	1,611,000	1,481,000	1,481,000	-130,000
NET TOTAL	\$ 133,032,254	\$ 140,901,000	\$ 141,297,000	\$ 155,219,000	\$ 143,769,000	\$ 2,472,000
REVENUE	29,881,858	31,670,000	32,707,000	26,920,000	26,250,000	-6,457,000
NET COUNTY COST	\$ 103,150,396	\$ 109,231,000	\$ 108,590,000	\$ 128,299,000	\$ 117,519,000	\$ 8,929,000
BUDGETED POSITIONS	1,925.8	1,905.7	1,905.7	2,076.0	1,975.0	69.3
REVENUE DETAIL						
OTHER COURT FINES	\$ 260,127	\$ 1,791,000	\$ 77,000	\$ 1,791,000	\$ 1,791,000	\$ 1,714,000
FORFEIT & PENALTIES	164,953	506,000	1,216,000	558,000	558,000	-658,000
STATE-OTHER	3,240,173	2,949,000	5,064,000	1,542,000	1,542,000	-3,522,000
STATE-REALIGNMENT REV	1,259,083	1,342,000	1,342,000	1,342,000	1,342,000	
FEDERAL-PUB ASST-ADM	4,833,504	4,144,000	5,190,000			-5,190,000
FEDERAL-OTHER	12,526,985	13,677,000	12,722,000	13,659,000	12,989,000	267,000
COURT FEES & COSTS		21,000		21,000	21,000	21,000
INSTIT CARE & SVS	4,285,565	3,475,000	3,575,000	4,235,000	4,235,000	660,000
CHRGs FOR SVCS-OTHER	2,032,245	2,389,000	1,810,000	2,667,000	2,667,000	857,000
MISCELLANEOUS	1,278,703	1,376,000	1,711,000	1,105,000	1,105,000	-606,000
SALE OF FIXED ASSETS	520					
TOTAL	\$ 29,881,858	\$ 31,670,000	\$ 32,707,000	\$ 26,920,000	\$ 26,250,000	\$ -6,457,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
DETENTION & CORRECTION

CARE OF JUVENILE COURT WARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 3,895,438	\$ 2,972,000	\$ 2,972,000	\$ 2,972,000	\$ 2,472,000	\$ -500,000
REVENUE	686,995	282,000	282,000	82,000	82,000	-200,000
NET COUNTY COST	\$ 3,208,443	\$ 2,690,000	\$ 2,690,000	\$ 2,890,000	\$ 2,390,000	\$ -300,000
REVENUE DETAIL						
BUSINESS LICENSES	\$ 400	\$	\$	\$	\$	
STATE-OTHER	-48					
STATE-REALIGNMENT REV	69,949	82,000	82,000	82,000	82,000	
FEDERAL-PUB ASST-ADM	616,695	200,000	200,000			-200,000
FEDERAL-OTHER	-1					
TOTAL	\$ 686,995	\$ 282,000	\$ 282,000	\$ 82,000	\$ 82,000	\$ -200,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
OTHER PROTECTION

DETENTION BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 58,953,847	\$ 59,455,000	\$ 60,811,000	\$ 68,071,000	\$ 63,082,000	\$ 2,271,000
SERVICES & SUPPLIES	17,646,947	18,415,000	18,571,000	29,221,000	18,427,000	-144,000
OTHER CHARGES	27,999	190,000	473,000	2,947,000	2,947,000	2,474,000
FIXED ASSETS-EQUIP	222,590	200,000	200,000	200,000	200,000	
GROSS TOTAL	\$ 76,851,383	\$ 78,260,000	\$ 80,055,000	\$ 100,439,000	\$ 84,656,000	\$ 4,601,000
REVENUE	30,682,444	28,324,000	28,065,000	34,120,000	34,120,000	6,055,000
NET COUNTY COST	\$ 46,168,939	\$ 49,936,000	\$ 51,990,000	\$ 66,319,000	\$ 50,536,000	\$ -1,454,000
BUDGETED POSITIONS	1,221.0	1,220.0	1,220.0	1,357.0	1,221.0	1.0
REVENUE DETAIL						
INVESTMENT INCOME	\$ 3,276	\$	\$	\$	\$	\$
RENTS AND CONCESSIONS	128,688	121,000	111,000	121,000	121,000	10,000
ROYALTIES	185,652	90,000	90,000	90,000	90,000	
STATE-OTHER	2,271,003	2,586,000	2,400,000	4,600,000	4,600,000	2,200,000
FEDERAL-PUB ASST-ADM	24,041,225	22,851,000	23,124,000	26,571,000	26,571,000	3,447,000
FEDERAL-OTHER	3,438,944	2,525,000	2,185,000	2,513,000	2,513,000	328,000
INSTIT CARE & SVS	134,897	126,000	130,000	200,000	200,000	70,000
MISCELLANEOUS	25,000	25,000	25,000	25,000	25,000	
SALE OF FIXED ASSETS	13,821					
OPERATING TRANSFER IN	439,938					
TOTAL	\$ 30,682,444	\$ 28,324,000	\$ 28,065,000	\$ 34,120,000	\$ 34,120,000	\$ 6,055,000
FUND GENERAL FUND	FUNCTION PUBLIC PROTECTION					
	ACTIVITY DETENTION & CORRECTION					

RESIDENTIAL TREATMENT BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 54,672,858	\$ 55,919,000	\$ 52,960,000	\$ 52,820,000	\$ 52,820,000	\$ -140,000
SERVICES & SUPPLIES	10,649,968	11,820,000	11,820,000	50,036,000	11,000,000	-820,000
OTHER CHARGES	3,785,916	3,455,000	3,275,000	3,595,000	3,595,000	320,000
FIXED ASSETS-EQUIP		163,000	163,000	163,000	163,000	
GROSS TOTAL	\$ 69,108,742	\$ 71,357,000	\$ 68,218,000	\$ 106,614,000	\$ 67,578,000	\$ -640,000
LESS INTRAFD TRANSFER	831,959	956,000	935,000	940,000	940,000	5,000
NET TOTAL	\$ 68,276,783	\$ 70,401,000	\$ 67,283,000	\$ 105,674,000	\$ 66,638,000	\$ -645,000
REVENUE	45,878,121	46,926,000	46,985,000	50,619,000	50,619,000	3,634,000
NET COUNTY COST	\$ 22,398,662	\$ 23,475,000	\$ 20,298,000	\$ 55,055,000	\$ 16,019,000	\$ -4,279,000
BUDGETED POSITIONS	1,028.0	1,028.0	1,028.0	1,046.0	1,046.0	18.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 9,160	\$ 10,000	\$	\$ 10,000	\$ 10,000	\$ 10,000
STATE-OTHER	18,743,264	19,354,000	19,400,000	19,200,000	19,200,000	-200,000
STATE-REALIGNMENT REV	2,465,704	2,611,000	2,611,000	2,611,000	2,611,000	
FEDERAL-PUB ASST-ADM	23,098,432	21,955,000	21,986,000	25,529,000	25,529,000	3,543,000
FEDERAL-OTHER	-1,605	100,000	100,000	150,000	150,000	50,000
INSTIT CARE & SVS	1,563,419	2,896,000	2,888,000	3,119,000	3,119,000	231,000
CHRGs FOR SVCS-OTHER	-620					
MISCELLANEOUS	367					
TOTAL	\$ 45,878,121	\$ 46,926,000	\$ 46,985,000	\$ 50,619,000	\$ 50,619,000	\$ 3,634,000
FUND GENERAL FUND	FUNCTION PUBLIC PROTECTION					
	ACTIVITY DETENTION & CORRECTION					

COMMUNITY - BASED CONTRACTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,835,626	\$ 2,241,000	\$ 2,241,000	\$ 2,876,000	\$ 2,876,000	\$ 635,000
REVENUE	768,910	812,000	812,000	812,000	812,000	
NET COUNTY COST	\$ 2,066,716	\$ 1,429,000	\$ 1,429,000	\$ 2,064,000	\$ 2,064,000	\$ 635,000
REVENUE DETAIL						
STATE-OTHER	\$ -529	\$	\$	\$	\$	\$
STATE-REALIGNMENT REV	769,439	812,000	812,000	812,000	812,000	
TOTAL	\$ 768,910	\$ 812,000	\$ 812,000	\$ 812,000	\$ 812,000	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY DETENTION & CORRECTION	

Mission Statement

To provide violence prevention and juvenile delinquency prevention services through private contracts administered by the Probation Department.

1997-98 Budget Message

The Proposed Budget reflects the ongoing funding level for delinquent youth program services as further discussed under Other Changes.

Multi-Year Budget Planning

Over the next few years, depending on funding availability, the Juvenile Justice Coordinating Council, in concert with the Sheriff's Department, Chief Administrative Office, and the Countywide Criminal Justice Coordination Committee, will pursue the development and implementation of a comprehensive geographic mapping system of gang territories in the County which will improve the criteria for the allocation of anti-gang resources.

Critical Needs

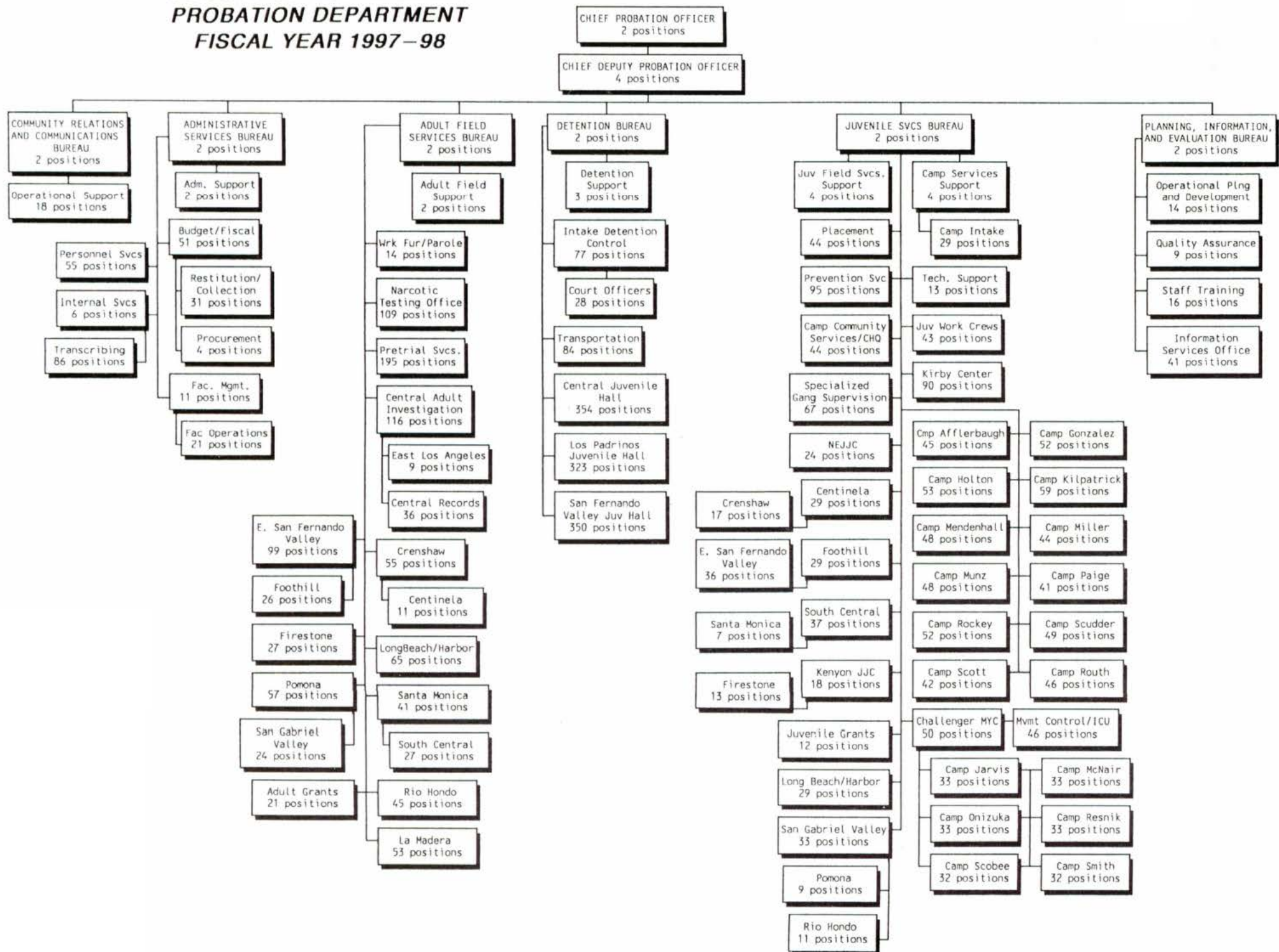
Additional funding would provide for the enhancement of juvenile prevention, intervention, and suppression services in the community.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Workload/Output</u>				
Juvenile Delinquency Prevention County discretionary contractors	52	57	57	59

		<u>Changes From 1996-97 Budget</u>			
<u>Gross</u>				<u>Budgeted</u>	
<u>Appropriation</u>		<u>Revenue/IFT</u>		<u>Net County Cost</u>	<u>Positions</u>
<u>Other Changes</u>					
1.	\$ 635,000	\$ —		\$ 635,000	—
<u>Community-Based Programs:</u> Reflects the February 4, 1997 Board action which transferred funds from Nondepartmental Special Accounts. Previously, these funds were in the Community-Based Contracts budget and allocated to the Community Youth Gang Services contract, which the Board terminated.					
Total \$	635,000	\$ 0		\$ 635,000	0.0

**COUNTY OF LOS ANGELES
PROBATION DEPARTMENT
FISCAL YEAR 1997-98**



PUBLIC DEFENDER
MICHAEL P. JUDGE, PUBLIC DEFENDER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 70,659,582	\$ 71,216,000	\$ 71,328,000	\$ 73,050,000	\$ 72,512,000	\$ 1,184,000
SERVICES & SUPPLIES	8,159,904	8,889,000	8,889,000	9,094,000	8,741,000	-148,000
OTHER CHARGES	1,556,721	1,824,000	1,824,000	1,824,000	1,824,000	
FIXED ASSETS-EQUIP	26,280	22,000	22,000	22,000	22,000	
GROSS TOTAL	\$ 80,402,487	\$ 81,951,000	\$ 82,063,000	\$ 83,990,000	\$ 83,099,000	\$ 1,036,000
LESS INTRAFUND TRANSFER	15,091	100,000	100,000	100,000	100,000	
NET TOTAL	\$ 80,387,396	\$ 81,851,000	\$ 81,963,000	\$ 83,890,000	\$ 82,999,000	\$ 1,036,000
REVENUE	1,376,509	1,547,000	1,547,000	3,736,000	3,736,000	2,189,000
NET COUNTY COST	\$ 79,010,887	\$ 80,304,000	\$ 80,416,000	\$ 80,154,000	\$ 79,263,000	\$ -1,153,000
BUDGETED POSITIONS	851.0	885.0	885.0	908.0	903.0	18.0
REVENUE DETAIL						
STATE-OTHER	\$ 925,005	\$ 853,000	\$ 853,000	\$ 1,081,000	\$ 1,081,000	\$ 228,000
STATE-REALIGNMENT REV	17,487	14,000	14,000	14,000	14,000	
CHRGs FOR SVCS-OTHER	295,000	295,000	295,000	2,295,000	2,295,000	2,000,000
MISCELLANEOUS	139,017	385,000	385,000	346,000	346,000	-39,000
TOTAL	\$ 1,376,509	\$ 1,547,000	\$ 1,547,000	\$ 3,736,000	\$ 3,736,000	\$ 2,189,000
FUND GENERAL FUND	FUNCTION PUBLIC PROTECTION		ACTIVITY JUDICIAL			

Mission Statement

To provide 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, and to represent indigent persons in mental health, conservatorships, and certain civil proceedings involving potential incarceration. The primary objective is to provide fully competent legal representation in a cost-effective manner.

1997-98 Budget Message

With the implementation of the recently approved \$25 registration fee, the Department is able to meet some of its most critical needs while reducing net County cost by \$1,153,000 from 1996-97. The 1997-98 Proposed Budget reflects staffing necessary to handle Sexual Predator cases, and appropriate staffing for the reopening of the San Fernando Courthouse and the Antelope Valley Court complex expansion. The Proposed Budget also includes staffing of a new courtroom at Citrus Municipal Court due to the additional judgeship authorized by legislation, staff for the Department's fiscal and data systems functions, and implementation of the Board-approved payroll classification study.

Multi-Year Budget Planning

The Department continues to develop new funding sources in three areas. The recently implemented registration fee will be monitored for effectiveness and opportunities to capture maximum revenue. Marketing efforts are expected to produce additional revenue in coming years as the Department's first commercial software product is marketed. The third area of focus is State claiming for Three Strikes, Sexual Predator, Mental Health, and State prison case reimbursement. Efforts in these areas are expected to result in steady revenue growth in the next five years.

Critical Needs

The Proposed Budget allows the Department to meet some of its most pressing unmet needs which have developed over the last several years due to increasing caseloads, and enhanced punishment programs such as Three Strikes and Sexual Predator laws. However, the Department requires investigative, paralegal, and clerical staff to support the increased caseload, as well as additional resources for data processing activities.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Total attorneys	582.8	562	594	602
Superior Court program cost	\$35,000,000	\$39,000,000	\$44,000,000	\$42,000,000
Municipal Court program cost	\$31,000,000	\$27,000,000	\$30,000,000	\$27,000,000
Juvenile Court program cost	\$6,700,000	\$6,300,000	\$6,200,000	\$6,100,000
<u>Workload/Output</u>				
Superior Court cases	76,897	78,985	78,650	78,315
Municipal Court cases	521,914	499,447 ⁽¹⁾	527,471 ⁽²⁾	542,584
Juvenile Court cases	46,993	52,050	54,966	57,883
<u>Efficiency</u>				
Superior Court cost per case	\$412	\$478	(3)	(3)
Municipal Court cost per case	\$72	\$69	(3)	(3)
Juvenile Court cost per case	\$132	\$131	(3)	(3)

Objectives for 1997-98

The overall cost per case increased by 6.2 percent in 1995-96 primarily due to the continued rise of historic increases in various "fixed costs" including employee benefits, as well as new laws that required focusing limited resources on felony "strikes" and sexually violent predator cases. The objectives for 1997-98 are as follows:

- Reduce the rate of increase in the felony cost per case.
- Maintain misdemeanor and juvenile cost per case at the low level.

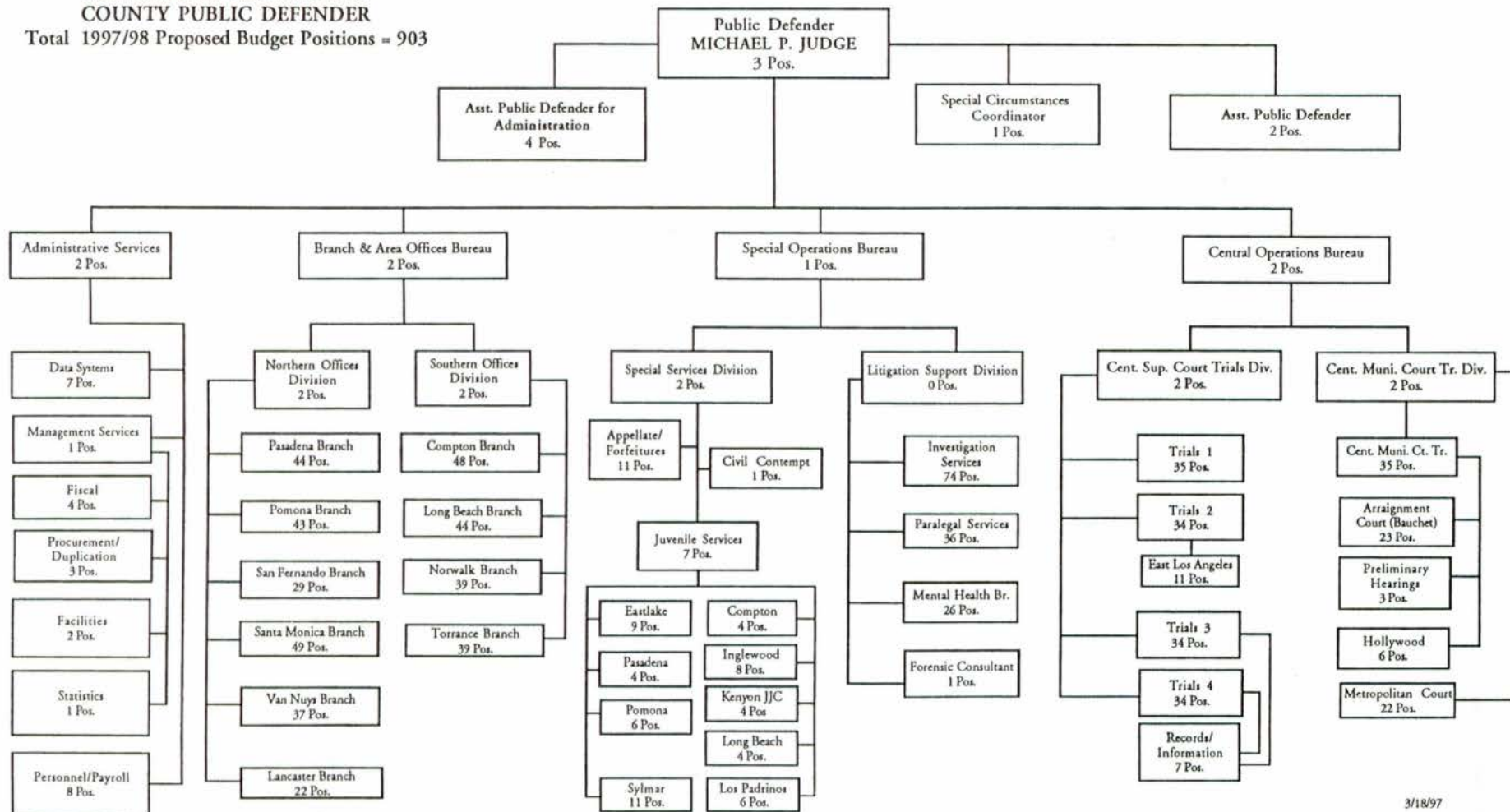
Explanatory Notes

- (1) Does not include 17,216 misdemeanor cases due to unavailability.
- (2) Does not include 11,504 misdemeanor cases due to unavailability.
- (3) 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.

		Changes From 1996-97 Budget			
Gross Appropriation		Revenue/IFT		Net County Cost	
				Budgeted Positions	
<u>Program Changes</u>					
1.	\$ 359,000	\$ 84,000	\$ 275,000	4.0	
<u>Sexually Violent Predator Cases:</u> Provides for 4.0 Deputy Public Defender III positions to address the growing caseload of Sexually Violent Predator cases. Legislation, implemented in 1996, allows for extended prison stays for certain offenders who have already completed their sentences but are assessed by the State Department of Corrections as being likely to re-offend. These cases are extremely complex and result in jury trials. Between 50 to 60 new cases are anticipated each year, with clients exercising their right to return each year after any two-year extension.					
2.	\$ 81,000	\$ —	\$ 81,000	1.0	
<u>Citrus Municipal Court:</u> Reflects an additional attorney position to staff the newly created criminal courtroom at Citrus Municipal Court due to the additional judgeship authorized by legislation and recently approved by the Board of Supervisors.					
3.	\$ 285,000	\$ —	\$ 285,000	4.0	
<u>San Fernando Court Reopening:</u> Reflects the addition of a Head Deputy, Investigator III, Supervising Legal Office Support Assistant, and a Legal Office Support Assistant II, to reconstitute a branch-level management and supervision team required for the upcoming reopening of the earthquake-damaged San Fernando Courthouse, which is expected to be completed in early 1997-98.					
4.	\$ 246,000	\$ —	\$ 246,000	3.0	
<u>Lancaster Expansion:</u> Reflects the addition of a Head Deputy, Investigator III, and Supervising Legal Office Support Assistant, to handle the increased caseload as a result of the expansion of the Antelope Valley Court complex.					
5.	\$ 135,000	\$ —	\$ 135,000	1.0	
<u>Restoration of Assistant Public Defender Position:</u> Reflects funding for the Assistant Public Defender position. Following the appointment of the Public Defender in 1994, an Assistant Public Defender position was loaned to the Department of Mental Health (DMH) in order to facilitate the transfer of the Interim Public Defender to that department. DMH has now created an item for that individual and, as per the original agreement, the item was returned to the Public Defender.					
<u>Other Changes</u>					
1.	\$ —	\$ 2,000,000	\$ (-2,000,000)	—	
<u>Revenue:</u> Reflects additional revenue from implementation of the \$25 registration fee.					
2.	\$ 83,000	\$ —	\$ 83,000	3.0	
<u>Fiscal/Revenue Accounting:</u> Reflects the addition of 3.0 Account Clerk II positions to handle fiscal, revenue, and accounting workload increases, primarily associated with implementation of the registration fee.					

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget</i>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Other Changes (cont'd)</u>				
3.	\$ 129,000	\$ —	\$ 129,000	2.0
<u>Data Systems Development:</u> Reflects the addition of 2.0 Data Systems Coordinator positions to handle increased workload demands resulting from the recent downsizing of a mainframe Defense Management System application to a mid-range computer. These positions will be financed by a decrease in data processing charges as a result of not utilizing the mainframe computer. This change also reflects the replacement of dumb terminals with personal computers in 40 office locations, and the establishment of new networks required for the Department's database, communications, and shared legal research applications.				
4.	\$ (-2,000)	\$ —	\$ (-2,000)	—
<u>Payroll Classification Study:</u> Reflects the deletion of 1.0 Assistant Payroll Clerk II, 1.0 Legal Office Support Assistant I, and 1.0 Payroll Clerk II position, and the addition of 2.0 Payroll Clerk I, and 1.0 Supervising Payroll Clerk II position in order to implement the Board-approved countywide study of payroll functions.				
5.	\$ (-176,000)	\$ 136,000	\$ (-312,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
6.	\$ (-104,000)	\$ (-31,000)	\$ (-73,000)	—
<u>Miscellaneous Changes:</u> Reflects a net decrease primarily in employee benefits, various services and supplies, and miscellaneous revenue.				
Total \$	1,036,000	\$ 2,189,000	\$ (-1,153,000)	18.0

LAW OFFICES LOS ANGELES
COUNTY PUBLIC DEFENDER
Total 1997/98 Proposed Budget Positions = 903



PUBLIC LIBRARY
SANDRA REUBEN, COUNTY LIBRARIAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 33,809,015	\$ 34,263,000	\$ 36,132,000	\$ 38,672,000	\$ 34,636,000	\$ -1,496,000
SERVICES & SUPPLIES	17,666,784	22,025,000	18,284,000	35,207,000	20,300,000	2,016,000
OTHER CHARGES	1,298,495	1,454,000	1,292,000	1,194,000	1,194,000	-98,000
FIXED ASSETS-B & I	150,551	799,000	2,404,000	7,391,000	1,606,000	-798,000
FIXED ASSETS-EQUIP	53,872	127,000	127,000	1,485,000	350,000	223,000
TOT FIX ASSET	204,423	926,000	2,531,000	8,876,000	1,956,000	-575,000
OTHER FINANCING USES	31,000	45,000	31,000	13,000	13,000	-18,000
APPR FOR CONTINGENCY			1,536,000			-1,536,000
GROSS TOTAL	\$ 53,009,717	\$ 58,713,000	\$ 59,806,000	\$ 83,962,000	\$ 58,099,000	\$ -1,707,000
DESIGNATIONS		1,550,000	1,550,000	313,000	313,000	-1,237,000
TOT FIN REQMTS	\$ 53,009,717	\$ 60,263,000	\$ 61,356,000	\$ 84,275,000	\$ 58,412,000	\$ -2,944,000
AVAIL FINANCE						
FUND BALANCE	\$ -261,000	\$ 5,745,000	\$ 5,745,000	\$ 2,833,000	\$ 2,833,000	\$ -2,912,000
CANCEL RES/DES	1,828,003	1,550,000				
PROPERTY TAXES	27,069,839	27,095,000	27,095,000	27,095,000	27,095,000	
SPECIAL ASSESSMENT	8,702,601	8,900,000	8,900,000			-8,900,000
REVENUE	21,413,679	19,806,000	19,616,000	54,347,000	28,484,000	8,868,000
TOT AVAIL FIN	\$ 58,753,122	\$ 63,096,000	\$ 61,356,000	\$ 84,275,000	\$ 58,412,000	\$ -2,944,000
BUDGETED POSITIONS	844.0	835.0	835.0	847.0	839.0	4.0
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 26,174,887	\$ 27,095,000	\$ 27,095,000	\$ 27,095,000	\$ 27,095,000	
PROP TAXES-CURR-UNSEC	1,740,132					
PROP TAXES-PRIOR-SEC	-889,879					
PROP TAXES-PRIOR-UNS	-50,927					
SUPP PROP TAXES-CURR	52,003					
SUPP PROP TAXES-PRIOR	43,623					
OTHER TAXES					7,800,000	7,800,000
OTHER LIC & PERMITS	400					
PEN/INT/COSTS-DEL TAX	408,884					
INTEREST	504,285	280,000	330,000	50,000	300,000	-30,000
RENTS AND CONCESSIONS	5,262	10,000	20,000		10,000	-10,000
ROYALTIES	1,253					
OTHER STATE IN-LIEU	1,723			2,589,000		
STATE AID-DISASTER	138,848					
HOMEOWNER PRO TAX REL	589,232	589,000	525,000		589,000	64,000
STATE-OTHER	1,185,949	2,000,000	1,200,000		2,000,000	800,000
FEDERAL-OTHER	327,749	319,000	50,000		50,000	
ELECTION SERVICES	1,027					
CALIF CHILDREN'S SVCS	445					
LIBRARY SERVICES	1,941,058	2,100,000	2,186,000		2,100,000	-86,000
CHRGs FOR SVCS-OTHER	94,642	90,000	90,000	2,215,000	115,000	25,000
SPECIAL ASSESSMENTS	8,702,601	8,900,000	8,900,000			-8,900,000
OTHER SALES	2,181					
MISCELLANEOUS	285,789	550,000	250,000	1,060,000	750,000	500,000
MISCELLANEOUS/CP			1,097,000	1,097,000	1,097,000	
SALE OF FIXED ASSETS	1,559,760	796,000	507,000			-507,000
OPERATING TRANSFER IN	14,365,192	12,273,000	12,273,000	41,551,000	13,673,000	1,400,000
SALE-FIXED ASSETS/CP		799,000	1,088,000			-1,088,000
OPERATING TRANS IN/CP				5,785,000		
TOTAL	\$ 57,186,119	\$ 55,801,000	\$ 55,611,000	\$ 81,442,000	\$ 55,579,000	\$ -32,000

Mission Statement

To promote 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.

1997-98 Budget Message

The 1997-98 Proposed Budget essentially maintains Library services at the current level. Due to the passage of Proposition 218 on November 5, 1996, the 1997-98 Proposed Budget reflects the elimination of \$8.9 million in Community Facilities District (CFD) assessment revenue. However, the Proposed Budget assumes the approval of Proposition L by two thirds of the voters on June 3, 1997, which will generate approximately \$7.8 million to mitigate the loss of CFD revenue. Only with the revenue from this \$22 per parcel tax would the Public Library maintain eligibility for \$1.7 million in State assistance. The Proposed Budget also reflects a \$13.7 million General Fund contribution and a \$500,000 private fund raising effort by the Public Library Foundation to provide assistance in programs and locations as selected by the contributors. This budget also reflects the addition of four full-time positions to support 700 computer units to better serve the reference information needs of the public.

If the voters do not approve the special tax, the Library would need to implement up to a 35 percent reduction in service hours at the 44 CFD libraries. This reduction would result in a shift from the present 5-to 7-day schedule to a 3-to 5-day schedule in most libraries. Additionally, this loss will result in the release of approximately 60-70 full-time and 300 part-time positions throughout all levels of the Department. The books and materials budget will be impacted allowing only for the purchase of newspapers, periodicals and reference materials and virtually eliminating the ability to purchase any new books for circulation to the public.

Multi-Year Budget Planning

The Public Library proposes to further diversify sources of library revenue; modify operations to place resources where most needed; expand legal authority for library fees to users; and obtain full State budget support for the Public Library Fund program.

Critical Needs

Books and Materials: The 1997-98 Proposed Budget provides \$4.7 million for books and materials including the use of additional State funds. This program requires \$10.5 million to provide adequate purchases of educational and informational materials to respond to customer requests. Therefore, the Library needs at least \$5.8 million in additional funds to provide an adequate purchasing program next year.

Technology Infrastructure: The Library requires \$8.1 million to: 1) complete the replacement, upgrade and expansion of computer systems to provide enhanced public and staff access to various reference bases and the Internet; and 2) provide upgraded catalog and automated circulation services equal to needs at all sites.

Service Hours: The Public Library requires approximately \$3.0 million to restore service hours and days to historical levels at outlets to meet the patterns of usage in various communities.

Capital Needs: The Public Library needs to construct at least one new outlet each year to keep pace with the service needs in the higher growth areas of the County Library service area. In addition, the County Library needs to refurbish existing buildings with replacement of air-conditioning systems, roofs, carpeting, and other items which need replacement at a cost of \$2.6 million.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Population/service area	3,280,020	3,324,500	3,400,000	3,500,000
Total budgeted positions	658.5	844.0	835.0	839.0
Number of volumes	5,823,438	6,292,537	6,400,000	6,700,000
Number of titles	571,268	583,849	640,000	670,000
<u>Workload/Output</u>				
Information Units:				
Circulation	11,875,807	14,152,507	15,301,000	15,600,000
Reference Questions	2,396,185	2,678,000	2,961,000	3,200,000
Total	14,271,992	16,830,507	18,262,000	18,800,000
<u>Efficiency</u>				
Information units per staff year	21,673	19,941	21,870	22,407
<u>Effectiveness/Outcome</u>				
Circulation per capita	3.62	4.25	4.50	4.46
Volumes per capita	1.78	1.89	1.88	1.91
<u>Objectives for 1997-98</u>				
— Increase by 3 percent the number of information units per staff with available budgeted positions.				
— Meet customer requests for information through use of various new technologies such as on-line public access catalogs through various databases available by computer.				

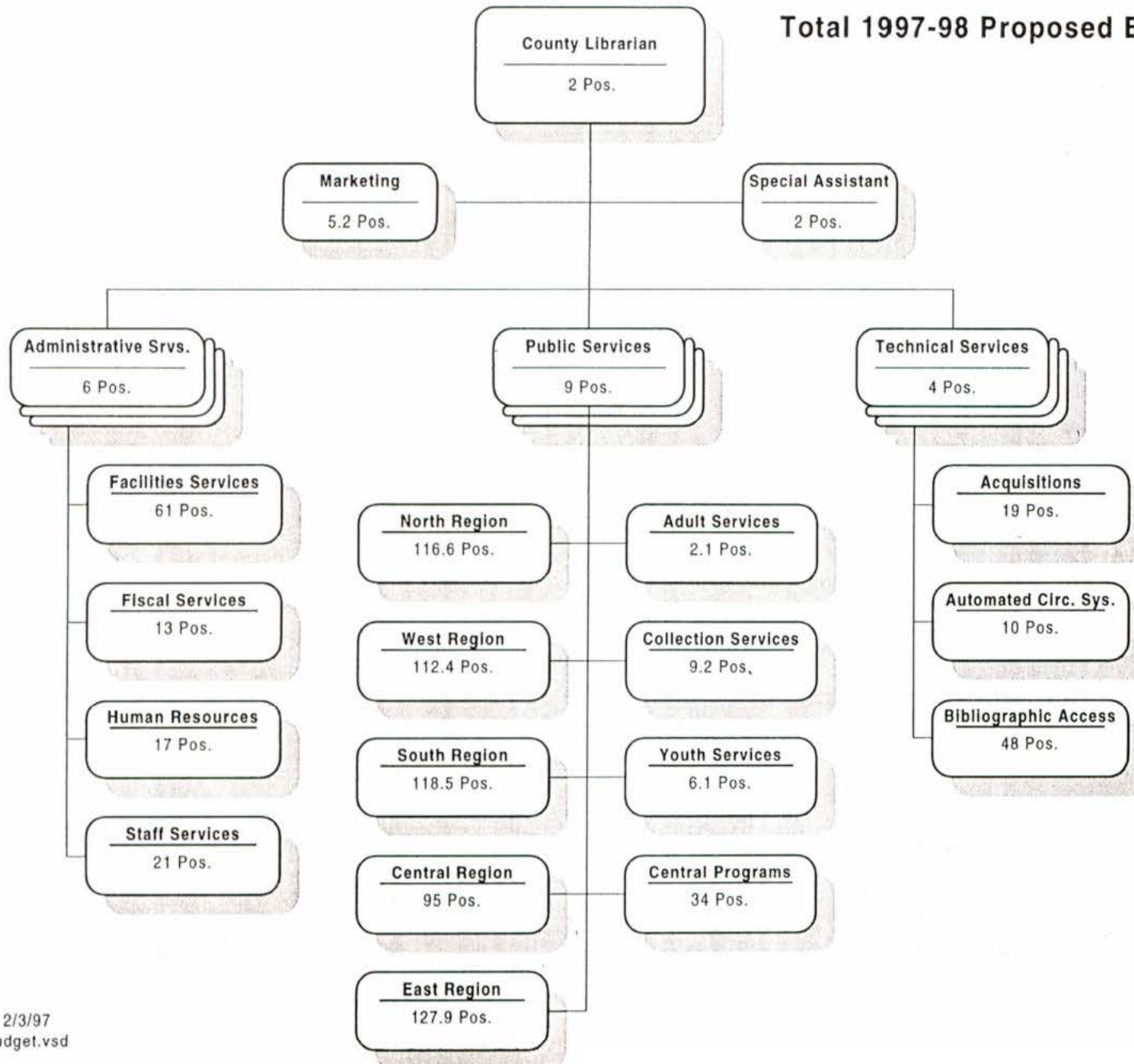
<u>Changes From 1996-97 Budget</u>			<u>Budgeted</u>
<u>Financing Uses</u>		<u>Financing Available</u>	<u>Positions</u>
<u>Program Changes</u>			
1.	\$ (-408,000)	\$ (-408,000)	—
<u>Building Plan and Construction</u> : Reflects completion of Lancaster Library and reduced financing of replacement equipment and refurbishment from Accumulated Outlay Funds.			
2.	\$ (-205,000)	\$ (-205,000)	—
<u>Support Services</u> : Reflects a reduction in all support services, primarily facilities repairs and maintenance.			
3.	\$ (-200,000)	\$ (-200,000)	—
<u>Temporary/Hourly Employees</u> : Reflects a reduction in hourly employee staffing of Library outlets based on actual need and experience.			

<u>Changes From 1996-97 Budget</u>			
	<i>Financing Uses</i>	<i>Financing Available</i>	<i>Budgeted Positions</i>
<u>Program Changes (cont'd)</u>			
4.	\$ 78,000	\$ 78,000	—
<u>Building Refurbishment and Equipment Replacement:</u> Reflects an increase for building refurbishment including recarpeting, painting, air-conditioning, and telephone systems.			
5.	\$ 226,000	\$ 226,000	—
<u>Computer Software and Services:</u> Reflects funding necessary to purchase software and to maintain automated circulation system and online database services, including public access Internet sites.			
6.	\$ 270,000	\$ 270,000	4.0
<u>Micro-Computer Support and Services:</u> Reflects the staffing necessary to support approximately 700 micro-computers installed at outlets for use in reference and circulation.			
7.	\$ 434,000	\$ 434,000	—
<u>Computer System Replacements:</u> Reflects replacement of terminals and microcomputers used in both catalog and reference services.			
8.	\$ 500,000	\$ 500,000	—
<u>Sponsored Supplemental Services and Program - Foundation Sponsored:</u> Reflects various expenditures and programs to improve public service using funds obtained by County Library Foundation efforts.			
9.	\$ 700,000	\$ 700,000	—
<u>Library Books and Materials:</u> Reflects renewal requirements for periodicals and other reference material using additional State revenues.			
<u>Other Changes</u>			
1.	\$ (-1,550,000)	\$ (-1,550,000)	—
<u>Designation for Capital Outlay:</u> Reflects elimination of a reserve for capital outlay which was used to augment service in 1996-97. This reserve resulted from the sale of a surplus library site.			
2.	\$ (-1,536,000)	\$ (-1,536,000)	—
<u>Appropriation for Contingency:</u> Reflects elimination of a contingency which was used to augment service in selected areas in 1996-97. This contingency resulted from unspent 1995-96 assessment revenue.			
3.	\$ (-1,566,000)	\$ (-1,566,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a reduction in employee benefits and an adjustment to salary savings due to hiring controls.			

		<u>Changes From 1996-97 Budget</u>		<i>Budgeted</i>	
<i>Financing Uses</i>		<i>Financing Available</i>		<i>Positions</i>	
<u>Other Changes</u> (cont'd)					
4.	\$	313,000	\$	313,000	—
<u>Designation:</u> Reflects restricted Community Facilities District assessment revenues from 1995-96 not spent in the City of West Hollywood and reserved for future use in that library.					
<i>Total \$</i>		<i>(-2,944,000)</i>	\$	<i>(-2,944,000)</i>	<i>4.0</i>

PUBLIC LIBRARY

Sandra F. Reuben, County Librarian
Total 1997-98 Proposed Budget Positions = 839



PUBLIC SOCIAL SERVICES
LYNN W. BAYER, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 389,374,417	\$ 389,369,000	\$ 393,226,000	\$ 476,147,000	\$ 405,298,000	\$ 12,072,000
SERVICES & SUPPLIES	165,252,603	196,975,000	202,202,000	230,376,000	226,153,000	23,951,000
OTHER CHARGES	2,339,324,781	2,188,136,000	2,361,444,000	2,110,594,000	2,110,410,000	-251,034,000
FIXED ASSETS-EQUIP	95,732	52,000	52,000	241,000	241,000	189,000
OTHER FINANCING USES	401,784	513,000	523,000	234,000	234,000	-289,000
GROSS TOTAL	\$ 2,894,449,317	\$ 2,775,045,000	\$ 2,957,447,000	\$ 2,817,592,000	\$ 2,742,336,000	\$ -215,111,000
LESS INTRAFD TRANSFER	1,625,309	2,577,000	3,671,000	1,365,000	2,947,000	-724,000
NET TOTAL	\$ 2,892,824,008	\$ 2,772,468,000	\$ 2,953,776,000	\$ 2,816,227,000	\$ 2,739,389,000	\$ -214,387,000
REVENUE	2,476,946,753	2,393,587,000	2,572,873,000	2,398,504,000	2,364,612,000	-208,261,000
NET COUNTY COST	\$ 415,877,255	\$ 378,881,000	\$ 380,903,000	\$ 417,723,000	\$ 374,777,000	\$ -6,126,000
BUDGETED POSITIONS	9,781.0	9,817.0	9,817.0	12,441.0	10,145.0	328.0
REVENUE DETAIL						
ROYALTIES	\$ 38,624	\$	\$	\$	\$	\$
ST-PUB ASSIST-ADMIN	309,272,659	411,651,000	414,959,000	440,727,000	427,399,000	12,440,000
ST AID-PUB ASST PROG	939,160,533	875,401,000	994,582,000	839,256,000	839,256,000	-155,326,000
STATE-OTHER	1,457,243					
STATE-REALIGNMENT REV	11,454,155	17,314,000	17,314,000	17,314,000	19,134,000	1,820,000
FEDERAL-PUB ASST-ADM	196,332,666	144,684,000	143,318,000	195,989,000	173,605,000	30,287,000
FED AID-PUB ASST PROG	982,556,899	916,061,000	971,704,000	877,905,000	877,905,000	-93,799,000
FEDERAL-OTHER	20,660,133	16,851,000	17,584,000	15,927,000	15,927,000	-1,657,000
OTHER GOVT AGENCIES	932,391	3,000,000	3,000,000	3,000,000	3,000,000	
WELFARE REPAYMENTS	2,774,602	2,191,000	2,801,000	2,124,000	2,124,000	-677,000
MISCELLANEOUS	11,991,222	6,434,000	7,611,000	6,262,000	6,262,000	-1,349,000
OPERATING TRANSFER IN	315,626					
TOTAL	\$ 2,476,946,753	\$ 2,393,587,000	\$ 2,572,873,000	\$ 2,398,504,000	\$ 2,364,612,000	\$ -208,261,000

PUBLIC SOCIAL SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 389,374,417	\$ 389,369,000	\$ 393,226,000	\$ 476,147,000	\$ 405,298,000	\$ 12,072,000
SERVICES & SUPPLIES	165,252,603	196,975,000	202,202,000	230,376,000	226,153,000	23,951,000
OTHER CHARGES	23,781,890	42,587,000	42,587,000	31,866,000	31,366,000	-11,221,000
FIXED ASSETS-EQUIP	95,732	52,000	52,000	241,000	241,000	189,000
OTHER FINANCING USES	401,784	513,000	523,000	234,000	234,000	-289,000
GROSS TOTAL	\$ 578,906,426	\$ 629,496,000	\$ 638,590,000	\$ 738,864,000	\$ 663,292,000	\$ 24,702,000
LESS INTRAFD TRANSFER	1,349,959	2,577,000	3,671,000	1,365,000	2,947,000	-724,000
NET TOTAL	\$ 577,556,467	\$ 626,919,000	\$ 634,919,000	\$ 737,499,000	\$ 660,345,000	\$ 25,426,000
REVENUE	508,045,616	552,333,000	560,333,000	632,629,000	596,917,000	36,584,000
NET COUNTY COST	\$ 69,510,851	\$ 74,586,000	\$ 74,586,000	\$ 104,870,000	\$ 63,428,000	\$ -11,158,000
BUDGETED POSITIONS	9,781.0	9,817.0	9,817.0	12,441.0	10,145.0	328.0
REVENUE DETAIL						
ROYALTIES	\$ 38,624	\$	\$	\$	\$	\$
ST-PUB ASSIST-ADMIN	307,085,612	409,021,000	414,959,000	438,059,000	424,731,000	9,772,000
STATE-OTHER	1,463,988					
FEDERAL-PUB ASST-ADM	193,401,841	141,256,000	143,318,000	192,514,000	170,130,000	26,812,000
FED AID-PUB ASST PROG	42,457					
FEDERAL-OTHER	2,072,196					
WELFARE REPAYMENTS	37,801					
MISCELLANEOUS	3,587,471	2,056,000	2,056,000	2,056,000	2,056,000	
OPERATING TRANSFER IN	315,626					
TOTAL	\$ 508,045,616	\$ 552,333,000	\$ 560,333,000	\$ 632,629,000	\$ 596,917,000	\$ 36,584,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
ADMINISTRATION

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), 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects the addition of 328 positions, of which 304 are related to the GAIN program expansion which the Board of Supervisors approved on January 17, 1997. The budget essentially maintains service levels despite an overall \$11.2 million net County cost (NCC) reduction, which is largely attributable to an accounting correction related to past federal and State reimbursement claiming practices consistent with the Countywide Cost Allocation Plan (A-87). The problem resulted from claiming unallowable costs in prior years, which the Department had to repay. Billing and claiming procedures have been modified to correct the problem and DPSS anticipates sufficient State and federal funding in 1997-98 to maintain current service levels. The remaining \$0.4 million NCC reduction reflects reduced billings from the Internal Services Department (ISD) and County Counsel to fully eliminate billings for A-87 unallowable costs.

The Proposed Budget also assumes the Department will be successful in obtaining legislation to continue the County match waiver. Similar legislation enacted during 1995-96 and 1996-97 allowed the Department to access available State allocations for the AFDC, IHSS and Food Stamp programs without having to meet the full statutory match requirement. If efforts to extend the waiver are unsuccessful, and equivalent funding of approximately \$9.3 million is not identified, the Department would be forced to eliminate approximately 1,450 budgeted positions from the 1996-97 level, resulting in layoffs and demotions. This would cripple the Department's primary function of providing timely benefits and services to almost 1.8 million of the County's neediest residents. It would also impede efforts to meet the challenges of welfare reform implementation.

Pending final design and passage of the State's welfare reform program, the Proposed Budget does not reflect a major welfare reform impact. However, it does assume that legal immigrants in the United States as of August 22, 1996 will remain eligible for AFDC and full-scope Medi-Cal as proposed in the Governor's Budget, but will be terminated from the Food Stamp program.

The 1997-98 Proposed Budget does not reflect:

- The potential impacts of a shift of legal immigrants from Supplemental Security Income (SSI) to GR.
- The potential termination of up to 22,000 legal immigrant IHSS recipients due to their loss of linkage to SSI.
- The Governor's Temporary Assistance to Needy Families (TANF)-related proposals, such as more restrictive time limits, 32/35 hour per week work requirements, a 15 percent grant reduction after six months on aid for families with an able-bodied adult, and new income disregards and maximum income levels for recipients with earned income.

Multi-Year Budget Planning

Over the next few years and as part of its Vision 2000 strategic plan, the Department will re-engineer 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 information flow will expedite client processing through the welfare offices. DPSS is meeting the planned benchmarks for LEADER development and expects to start a complete system pilot in the Pasadena district office in February 1998, and have the full system implemented by April 1999.

The Department will also re-engineer operations and improve client service through implementation of an AFDC on-line issuance system by the beginning of 1997-98. This system will prevent the theft of AFDC warrants.

Critical Needs

The Proposed Budget does not fund the Department's full caseload-justified staffing level. An additional \$30.3 million in NCC and 2,296 budgeted positions are needed to staff DPSS at this level.

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u> <u>1994-95</u>	<u>Actual</u> <u>1995-96</u>	<u>Estimated</u> <u>Actual</u>	<u>Projected</u>
<u>Input⁽¹⁾</u>				
Total number of intake Eligibility Workers (EW's) {AFDC, Medical Assistance Only (MAO), GR}	877	767	914	834
Total number of approved EW's (AFDC, MAO, GR)	3,273	3,114	3,022	3,298
Total number of IHSS workers	379	387	373	388
Total number of GAIN workers	252	260	284	457
<u>Workload/Output</u>				
<u>Intake (monthly average)</u>				
AFDC applications	14,696	14,750	12,627	11,783
MAO applications	26,482	27,872	25,609	24,797
GR applications	15,226	15,133	13,968	13,892
IHSS applications	2,891	2,931	3,005	3,121
GAIN registrants appearing for appraisal	3,966	4,597	6,261	8,241
<u>Approved/aided (monthly average)</u>				
AFDC cases aided	315,463	310,573	295,868	281,794
MAO cases approved	315,125	318,904	329,837	336,742
GR cases aided	88,981	91,006	87,949	86,705
IHSS cases approved	72,519	76,100	80,007	84,019
GAIN participants	36,539	34,363	37,523	50,000
<u>Efficiency</u>				
Combined AFDC/MAO/GR applications per EW	64	75	57	61
Combined AFDC/MAO/GR cases aided per EW	220	231	236	214
IHSS cases aided per worker	247	276	263	281
Job placements per GAIN worker	7.5	8.8	10.2	10.2
<u>Effectiveness/Outcome</u>				
<u>Intake (monthly average)</u>				
Percent of AFDC applications processed in 45 days	98.9	98.4	99.9	98.8
Percent of MAO applications processed in 45 days	98.3	98.3	99.5	98.2
Percent of GR applications processed in 30 days	93.2	96.0	96.8	94.0
Percent of IHSS applications processed in 30 days	97.1	99.0	98.3	97.9

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	
	<u>1994-95</u>	<u>1995-96</u>	<u>Actual</u>	<u>Projected</u>
<u>Effectiveness/Outcome (cont'd)</u>				
<u>Approved (monthly average)</u>				
Percent of AFDC reassessments completed on time	98.2	99.7	99.9	98.5
Percent of MAO reassessments completed on time	97.3	97.7	97.9	97.2
Percent of GR reassessments completed on time	99.0	99.2	99.5	98.9
Percent of IHSS reassessments completed on time	99.1	100.0	100.0	99.2
AFDC-approved caseload error rate	5.4	4.5	4.5	4.5
Medi-Cal-approved caseload error rate	2.6	1.5	2.5	2.5
GAIN: percent of participants placed in employment each month	5.2	6.6	8.4	8.6

Explanatory Notes

(1) Reflects average full-time equivalents (FTEs)

— All performance objectives assume maintenance of current staffing levels. Any significant reduction of staff will require modification of these targets.

Changes From 1996-97 Budget

	<u>Gross</u>			<u>Budgeted</u>
	<u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Positions</u>
<u>Program Changes</u>				
1.	\$ 40,825,000	\$ 41,180,000	\$ (-355,000)	304.0
<u>GAIN Program Expansion:</u> Reflects GAIN program expansion approved by the Board on January 7, 1997 and implemented in 1996-97.				
2.	\$ 4,478,000	\$ 3,651,000	\$ 827,000	—
<u>LEADER Automation and Site Preparation:</u> Reflects largely subvented LEADER contract costs, and costs related to electrical upgrades to automate welfare programs administration.				
3.	\$ 421,000	\$ 332,000	\$ 89,000	8.0
<u>LEADER:</u> Reflects expansion of LEADER project staff and related subvention, to meet contractual requirements.				
4.	\$ 770,000	\$ 675,000	\$ 95,000	16.0

Workload Staffing Changes: Reflects additional positions and related subvention to meet increasing workload resulting from: a) welfare reform, b) local area network implementation, c) employee relations issues (particularly related to welfare reform and LEADER), and d) the renewed emphasis on classification/compensation issues.

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget</i>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Program Changes (cont'd)</u>				
5.	\$ (-18,538,000)	\$ (-18,190,000)	\$ (-348,000)	—
<u>Miscellaneous Program Changes:</u> Reflects decreased services and supplies costs for the Cal-Learn Program due to declining caseloads and lower child care/transportation/ancillary costs. Also includes adjustments in various services and supplies accounts to reflect current spending trends.				
6.	\$ 1,102,000	\$ 1,343,000	\$ (-241,000)	—
<u>Revenue Maximization:</u> Reflects reconfiguration of line operations staffing to maximize available revenue and to ensure State allocations are not exceeded.				
<u>Other Changes</u>				
1.	\$ —	\$ 10,779,000	\$ (-10,779,000)	—
<u>Countywide Cost Allocation Plan:</u> Reflects increased State and federal funding due to resolution of the prior and current year claiming problems in the Countywide Cost Allocation Plan (A-87).				
2.	\$ (-2,455,000)	\$ (-2,084,000)	\$ (-371,000)	—
<u>Services and Supplies Changes:</u> Reflects reduced billings by ISD and County Counsel due to adjustments necessary to comply with the federal Office of Management and Budget's A-87 claiming guidelines.				
3.	\$ 189,000	\$ 183,000	\$ 6,000	—
<u>Vehicle Replacement:</u> Reflects replacement costs for warehouse delivery trucks which are over 11 years old and have over 90,000 miles. The new vehicles cost will be almost fully offset by a combination of State and federal revenue and the proceeds from the sale of the auctioned vehicles.				
4.	\$ (-2,090,000)	\$ (-2,009,000)	\$ (-81,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a decrease in employee benefits, such as workers compensation and retiree Insurance, partially offset by increases in other benefits including retirement debt service and unemployment insurance benefits. Also reflects funding for anticipated increases in paid overtime due to welfare reform implementation.				
Total \$	24,702,000	\$ 35,860,000	\$ (-11,158,000)	328.0

PUBLIC SOCIAL SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 2,315,542,891	\$ 2,145,549,000	\$ 2,318,857,000	\$ 2,078,728,000	\$ 2,079,044,000	\$ -239,813,000
LESS INTRAFD TRANSFER	275,350					
NET TOTAL	\$ 2,315,267,541	\$ 2,145,549,000	\$ 2,318,857,000	\$ 2,078,728,000	\$ 2,079,044,000	\$ -239,813,000
REVENUE	1,968,901,137	1,841,254,000	2,012,540,000	1,765,875,000	1,767,695,000	-244,845,000
NET COUNTY COST	\$ 346,366,404	\$ 304,295,000	\$ 306,317,000	\$ 312,853,000	\$ 311,349,000	\$ 5,032,000
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 2,187,047	\$ 2,630,000	\$	\$ 2,668,000	\$ 2,668,000	\$ 2,668,000
ST AID-PUB ASST PROG	939,160,533	875,401,000	994,582,000	839,256,000	839,256,000	-155,326,000
STATE-OTHER	-6,745					
STATE-REALIGNMENT REV	11,454,155	17,314,000	17,314,000	17,314,000	19,134,000	1,820,000
FEDERAL-PUB ASST-ADM	2,930,825	3,428,000		3,475,000	3,475,000	3,475,000
FED AID-PUB ASST PROG	982,514,442	916,061,000	971,704,000	877,905,000	877,905,000	-93,799,000
FEDERAL-OTHER	18,587,937	16,851,000	17,584,000	15,927,000	15,927,000	-1,657,000
OTHER GOVT AGENCIES	932,391	3,000,000	3,000,000	3,000,000	3,000,000	
WELFARE REPAYMENTS	2,736,801	2,191,000	2,801,000	2,124,000	2,124,000	-677,000
MISCELLANEOUS	8,403,751	4,378,000	5,555,000	4,206,000	4,206,000	-1,349,000
TOTAL	\$ 1,968,901,137	\$ 1,841,254,000	\$ 2,012,540,000	\$ 1,765,875,000	\$ 1,767,695,000	\$ -244,845,000

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).

1997-98 Budget Message

The Department's trend analysis projections indicate a decline in assistance payment caseloads, with the exception of IHSS, which projects a 5.2 percent caseload increase from the 1996-97 budgeted caseload. While gross welfare payment expenditures will be reduced by \$239.8 million, overall, net County costs will increase by \$5.0 million: Increased IHSS costs of \$14.3 million, due to a continuing increase in caseload, combined with two minimum wage increases in 1996-97, and an additional two minimum wage increases scheduled for 1997-98, are partially offset by \$9.3 million in projected net County cost savings in the AFDC and GR programs.

Based on a continuing caseload decline, the AFDC program reflects net County cost savings of \$7.5 million. The GR program reflects overall net County cost savings of \$1.8 million, resulting from implementation of the shared housing grant reduction for two-person households, reduced bed usage in homeless shelters, and reduced transportation costs for workfare participants. These savings are partially offset by a payment rate increase for the substance abuse recovery program, and a projected shift of Supplemental Security Income (SSI) recipients, who no longer qualify for SSI because of alcohol/drug addiction, to the GR Program.

The 1997-98 Proposed Budget recommendations do not include:

- Implementation of prospective federal and State welfare reform proposals, with the exception of a reduction of 2,900 legal immigrant cases from the Non-Assistance Food Stamp caseload.
- Assumption of AFDC grant increases. The Proposed Budget assumes legislation will be enacted to eliminate the scheduled Minimum Basic Standard of Adequate Care (MBSAC) and Maximum Aid Payment (MAP) cost-of-living increases, and that the 4.9 percent grant cuts that went into effect January 1, 1997 will continue.

1997-98 Budget Message (cont'd)

- Linkage of IHSS to SSI eligibility for legal immigrants who become ineligible to SSI due to welfare reform. The Proposed Budget assumes that State legislation will delink IHSS from SSI eligibility.
- The potential shift from SSI to GR by legal immigrants who lose their SSI eligibility due to welfare reform.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ (-1,706,000)	\$ —	\$ (-1,706,000)	—
<u>General Relief:</u> Reflects annualized savings associated with restoration of reduced grants for shared housing for two-person households effective January 1, 1997.				
2.	\$ 78,000	\$ —	\$ 78,000	—
<u>General Relief:</u> Reflects renegotiated agreement to fund the substance abuse recovery program at the higher Board and Care rate in lieu of the current rate of \$100 per bed for 100 clients per month.				
<u>Other Changes</u>				
1.	\$ (-188,702,000)	\$ (-183,811,000)	\$ (-4,891,000)	—
<u>Aid to Families with Dependent Children:</u> Reflects savings associated with a projected 9.5 percent caseload decrease from the 1996-97 budgeted caseload.				
2.	\$ (-62,624,000)	\$ (-60,063,000)	\$ (-2,561,000)	—
<u>Aid to Families with Dependent Children:</u> Reflects a projected reduction in case costs. Savings assume that the 4.9 percent grant reduction effective January 1, 1997 will continue, and that legislation will be enacted to eliminate automatic MBSAC and MAP cost-of-living increases.				
3.	\$ (-3,261,000)	\$ —	\$ (-3,261,000)	—
<u>General Relief:</u> Reflects reduced expenditures due to a projected 1.4 percent caseload reduction, based on the downward trend reflected in the first six months of 1996-97.				
4.	\$ 2,240,000	\$ —	\$ 2,240,000	—
<u>General Relief:</u> Reflects the costs associated with an anticipated shift to GR of former SSI recipients who no longer qualify for SSI based on drug and/or alcohol addiction.				
5.	\$ (-505,000)	\$ —	\$ (-505,000)	—
<u>General Relief:</u> Reflects a projected reduction in transportation costs for workfare participants.				
6.	\$ (-291,000)	\$ —	\$ (-291,000)	—
<u>General Relief:</u> Reflects decreased homeless shelter costs due to projected reduced bed usage.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes (cont'd)</u>				
7.	\$ —	\$ (-1,645,000)	\$ 1,645,000	—
<u>General Relief:</u> Reflects a reduction in Interim Assistance reimbursement based on the grant reduction implemented March 1, 1996 as a result of approval of the County's application to the Commission on State Mandates for relief under Welfare and institutions Code Section 17000.6.				
8.	\$ 3,632,000	\$ —	\$ 3,632,000	—
<u>In-Home Supportive Services:</u> Reflects a projected 5.2 percent increase in the approved caseload from the 1996-97 budgeted caseload based on current trends.				
9.	\$ 11,580,000	\$ —	\$ 11,580,000	—
<u>In-Home Supportive Services:</u> Reflects an estimated 33 percent increase in expenditures due to two minimum wage increases in the current fiscal year and an additional two increases in 1997-98.				
10.	\$ 863,000	\$ —	\$ 863,000	—
<u>In-Home Supportive Services:</u> Reflects an increase in workers compensation costs and Case Management Information and Payrolling System (CMIPS) charges, due to increases in the minimum wage and caseload growth, as well as an increase in paid cases.				
11.	\$ 639,000	\$ —	\$ 639,000	—
<u>In-Home Supportive Services:</u> Reflects increased provider hours per paid case based on current trends.				
12.	\$ (-610,000)	\$ —	\$ (-610,000)	—
<u>In-Home Supportive Services:</u> Reflects savings associated with a projected increase in the more highly-subservened Personal Care Services Program (PCSP) caseload.				
13.	\$ (-1,146,000)	\$ (-1,146,000)	\$ —	—
<u>Refugee Resettlement Program:</u> Reflects savings due to a projected 41.2 percent reduction in caseload from the 1996-97 budgeted caseload.				
14.	\$ —	\$ 1,820,000	\$ (1,820,000)	—
<u>Realignment Sales Tax:</u> Reflects a projected increase in Realignment Sales Tax revenue.				
Total \$	(-239,813,000)	\$ (-244,845,000)	\$ 5,032,000	0.0

AFDC-FAMILY GROUP

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 1,599,224,611	\$ 1,493,531,000	\$ 1,638,813,000	\$ 1,433,555,000	\$ 1,433,555,000	\$ -205,258,000
LESS INTRAFD TRANSFER	275,350					
NET TOTAL	\$ 1,598,949,261	\$ 1,493,531,000	\$ 1,638,813,000	\$ 1,433,555,000	\$ 1,433,555,000	\$ -205,258,000
REVENUE	1,560,253,693	1,456,631,000	1,596,368,000	1,398,107,000	1,398,107,000	-198,261,000
NET COUNTY COST	\$ 38,695,568	\$ 36,900,000	\$ 42,445,000	\$ 35,448,000	\$ 35,448,000	\$ -6,997,000
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 2,187,047	\$ 2,630,000	\$	\$ 2,668,000	\$ 2,668,000	\$ 2,668,000
ST AID-PUB ASST PROG	758,392,199	707,211,000	811,868,000	678,636,000	678,636,000	-133,232,000
FEDERAL-PUB ASST-ADM	2,930,825	3,428,000		3,475,000	3,475,000	3,475,000
FED AID-PUB ASST PROG	790,750,521	737,836,000	777,453,000	708,024,000	708,024,000	-69,429,000
WELFARE REPAYMENTS	1,958,455	1,792,000	2,294,000	1,720,000	1,720,000	-574,000
MISCELLANEOUS	4,034,646	3,734,000	4,753,000	3,584,000	3,584,000	-1,169,000
TOTAL	\$ 1,560,253,693	\$ 1,456,631,000	\$ 1,596,368,000	\$ 1,398,107,000	\$ 1,398,107,000	\$ -198,261,000

AFDC-UNEMPLOYED PARENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 382,250,060	\$ 355,656,000	\$ 385,717,000	\$ 339,649,000	\$ 339,649,000	\$ -46,068,000
REVENUE	371,418,115	345,592,000	375,650,000	330,037,000	330,037,000	-45,613,000
NET COUNTY COST	\$ 10,831,945	\$ 10,064,000	\$ 10,067,000	\$ 9,612,000	\$ 9,612,000	\$ -455,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 180,768,334	\$ 168,190,000	\$ 182,714,000	\$ 160,620,000	\$ 160,620,000	\$ -22,094,000
FED AID-PUB ASST PROG	189,840,546	176,619,000	191,894,000	168,670,000	168,670,000	-23,224,000
WELFARE REPAYMENTS	366,746	356,000	463,000	340,000	340,000	-123,000
MISCELLANEOUS	442,489	427,000	579,000	407,000	407,000	-172,000
TOTAL	\$ 371,418,115	\$ 345,592,000	\$ 375,650,000	\$ 330,037,000	\$ 330,037,000	\$ -45,613,000

INDIGENT AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 269,164,752	\$ 219,636,000	\$ 218,626,000	\$ 214,865,000	\$ 215,181,000	\$ -3,445,000
REVENUE	23,844,467	20,111,000	20,851,000	19,206,000	19,206,000	-1,645,000
NET COUNTY COST	\$ 245,320,285	\$ 199,525,000	\$ 197,775,000	\$ 195,659,000	\$ 195,975,000	\$ -1,800,000
REVENUE DETAIL						
FEDERAL-OTHER	\$ 18,587,937	\$ 16,851,000	\$ 17,584,000	\$ 15,927,000	\$ 15,927,000	\$ -1,657,000
OTHER GOVT AGENCIES	932,391	3,000,000	3,000,000	3,000,000	3,000,000	
WELFARE REPAYMENTS	397,523	43,000	44,000	64,000	64,000	20,000
MISCELLANEOUS	3,926,616	217,000	223,000	215,000	215,000	-8,000
TOTAL	\$ 23,844,467	\$ 20,111,000	\$ 20,851,000	\$ 19,206,000	\$ 19,206,000	\$ -1,645,000

FUND
GENERAL FUNDFUNCTION
PUBLIC ASSISTANCEACTIVITY
GENERAL RELIEF

IN HOME SUPPORTIVE SERVICES

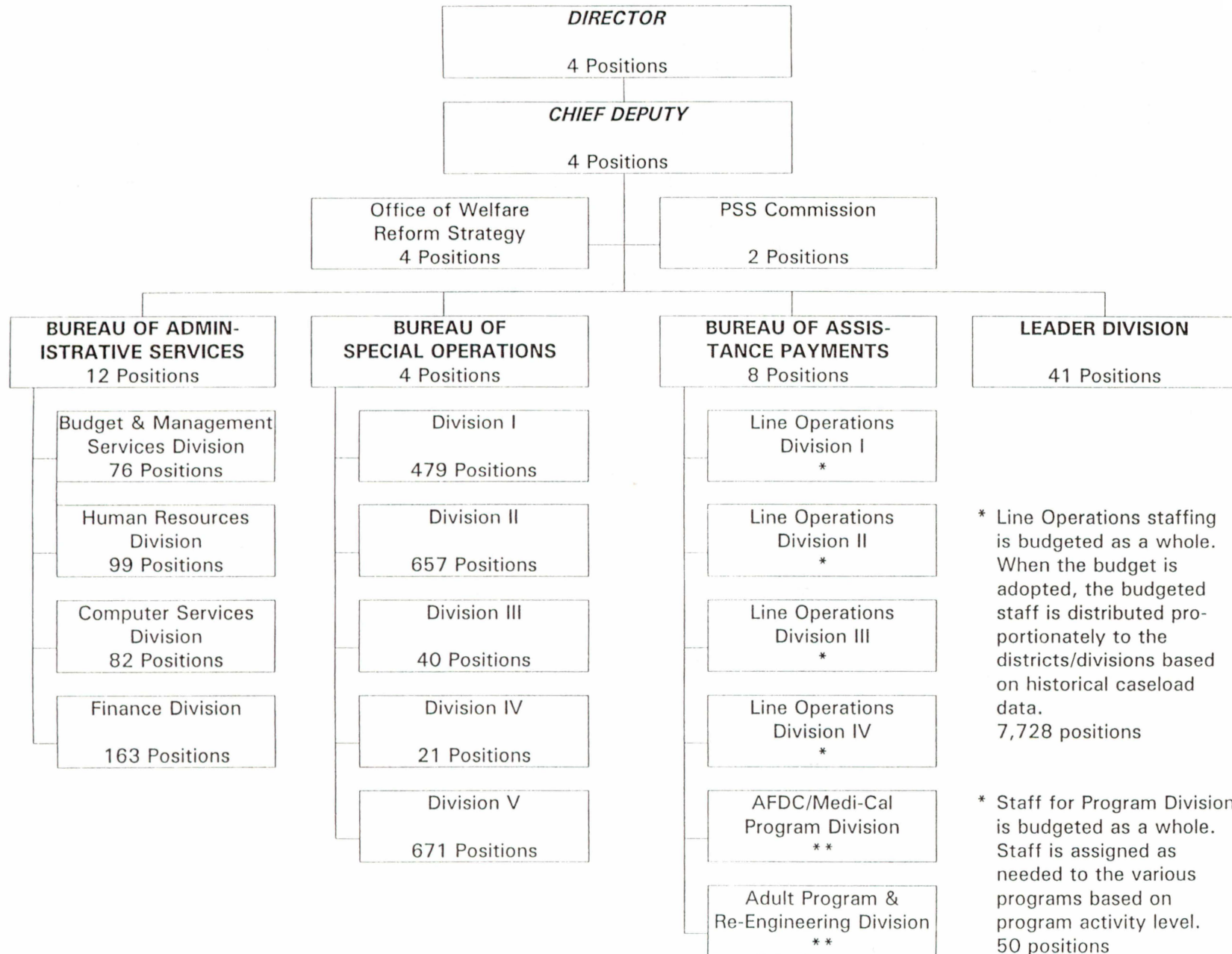
FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 62,787,382	\$ 75,120,000	\$ 73,344,000	\$ 89,448,000	\$ 89,448,000	\$ 16,104,000
REVENUE	11,460,148	17,314,000	17,314,000	17,314,000	19,134,000	1,820,000
NET COUNTY COST	\$ 51,327,234	\$ 57,806,000	\$ 56,030,000	\$ 72,134,000	\$ 70,314,000	\$ 14,284,000
REVENUE DETAIL						
STATE-OTHER	\$ -6,745	\$	\$	\$	\$	\$
STATE-REALIGNMENT REV	11,454,155	17,314,000	17,314,000	17,314,000	19,134,000	1,820,000
WELFARE REPAYMENTS	12,738					
TOTAL	\$ 11,460,148	\$ 17,314,000	\$ 17,314,000	\$ 17,314,000	\$ 19,134,000	\$ 1,820,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC ASSISTANCE		AID PROGRAMS			

REFUGEE RESETTLEMENT PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 2,116,086	\$ 1,606,000	\$ 2,357,000	\$ 1,211,000	\$ 1,211,000	\$ -1,146,000
REVENUE	1,924,714	1,606,000	2,357,000	1,211,000	1,211,000	-1,146,000
NET COUNTY COST	\$ 191,372	\$	\$	\$	\$	\$
REVENUE DETAIL						
FED AID-PUB ASST PROG	\$ 1,923,375	\$ 1,606,000	\$ 2,357,000	\$ 1,211,000	\$ 1,211,000	\$ -1,146,000
WELFARE REPAYMENTS	1,339					
TOTAL	\$ 1,924,714	\$ 1,606,000	\$ 2,357,000	\$ 1,211,000	\$ 1,211,000	\$ -1,146,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC ASSISTANCE		AID PROGRAMS			

**DEPARTMENT OF PUBLIC SOCIAL SERVICES
LYNN W. BAYER, DIRECTOR**

FY 1997-98 Proposed Budget Total Positions - 10,145



PUBLIC WORKS HARRY W. STONE

Mission Statement

To provide public works services in a responsive, efficient, and cost-effective manner. Public works services include planning, engineering, design, construction, project management, operation, and/or maintenance of roads, highways, bridges, flood control facilities, water conservation programs, sanitary sewers, water distribution systems, airports, facility capital projects, and regulatory programs, such as hazardous and solid waste, land development, and other activities for the County of Los Angeles and contract cities.

COUNTY ENGINEER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 23,702,840	\$ 25,565,000	\$ 28,924,000	\$ 32,893,000	\$ 30,083,000	\$ 1,159,000
OTHER CHARGES	1,923	101,000	101,000	200,000	200,000	99,000
RESIDUAL EQUITY TRANS	82,636	65,000	65,000	118,000	118,000	53,000
GROSS TOTAL	\$ 23,787,399	\$ 25,731,000	\$ 29,090,000	\$ 33,211,000	\$ 30,401,000	\$ 1,311,000
REVENUE	21,878,807	23,973,000	27,335,000	28,646,000	28,646,000	1,311,000
NET COUNTY COST	\$ 1,908,592	\$ 1,758,000	\$ 1,755,000	\$ 4,565,000	\$ 1,755,000	
REVENUE DETAIL						
CONSTRUCTION PERMITS	\$ 6,655,070	\$ 6,725,000	\$ 10,158,000	\$ 10,206,000	\$ 10,206,000	48,000
PEN/INT/COSTS-DEL TAX	50,483					
INTEREST	866,522	664,000	450,000	670,000	670,000	220,000
STATE AID-DISASTER	-213,559		102,000			-102,000
STATE-OTHER	328,983			500,000	500,000	500,000
FEDERAL AID-DISASTER	-258,155	1,000	407,000	4,000	4,000	-403,000
FEDERAL-OTHER	235,144	981,000	340,000	772,000	772,000	432,000
PLANNING & ENG SVCS	10,994,827	11,905,000	12,038,000	12,400,000	12,400,000	362,000
AGRICULTURAL SERVICES	13,942					
SANITATION SERVICES	1,362,000	1,480,000	1,543,000	1,653,000	1,653,000	110,000
CHRGs FOR SVCS-OTHER	2,103,489	1,989,000	2,069,000	2,366,000	2,366,000	297,000
OTHER SALES	64,818					
MISCELLANEOUS	-325,057	228,000	228,000	75,000	75,000	-153,000
SALE OF FIXED ASSETS	300					
TOTAL	\$ 21,878,807	\$ 23,973,000	\$ 27,335,000	\$ 28,646,000	\$ 28,646,000	\$ 1,311,000
FUND GENERAL FUND						
FUNCTION GENERAL						
ACTIVITY OTHER GENERAL						

1997-98 Budget Message

The 1997-98 Proposed Budget provides for an increase in appropriation and corresponding revenue attributable primarily to an anticipated upturn in the building industry and increases in reimbursable services in the areas of monument preservation, the new technology transfer program on the use of Flex Seal for road resurfacing, and other various reimbursable services to contract cities. Also reflected is the completion of disaster services-related work and an anticipated increase in cost-offset workload associated with land development.

Multi-Year Budget Planning

The County Engineer budget is primarily based upon fees for services. The Department's fee schedule is reviewed annually; when fee increases are required, a proposed fee schedule is submitted to the Board of Supervisors for approval. A strategic plan is prepared detailing anticipated financing sources and uses, as well as projected staffing requirements, which mitigates the necessity for layoffs. Additionally, the Department annually reviews the economic and legislative environments to determine whether their influences will affect the level of activity/workload projected for the upcoming year.

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.

Further, the Department has a critical need to expand and increase the effectiveness of the Nuisance Abatement program – a nuisance task force pilot involving staff from the Departments of Fire, Health Services, 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.

Finally, the Department's ability to adequately fund unanticipated large judgments and damages, as well provide timely school district boundary review services without increasing net County cost is a critical need. Section 58850 of the Government Code requires the Department to review and approve proposed changes in school district boundaries for technical accuracy; approximately 20 school district boundaries have been identified by the Los Angeles Superintendent of Schools for potential review in 1997-98.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
COUNTYWIDE BUILDING INSPECTIONS				
<u>Input</u>				
Annual number of hours worked performing building inspections - countywide	90,846	91,000	93,500	93,500
<u>Workload/Output</u>				
Annual number of permits issued	48,163	49,732	51,600	51,600
<u>Efficiency</u>				
Number of inspector hours per permit	1.89	1.83	1.81	1.81
<u>Effectiveness/Outcome</u>				
Relative efficiency (number of hours per inspection performed compared to base year 1994-95)	—	3.2%	4.2%	4.2%

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
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COUNTYWIDE BUILDING INSPECTIONS (cont'd)Objectives for 1997-98

Maintain/improve current productivity.

Explanatory Notes

The number of inspectors and permits issued reflect all offices countywide, including contract cities. The number of inspection hours includes travel time between jobs and district offices.

SUBDIVISION IMPROVEMENT PLANS REVIEWInput

Annual number of hours spent reviewing improvement plans	21,183	17,832	18,000	18,000
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Workload/Output

Annual number of improvement plans reviewed	3,881	4,183	4,200	4,200
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Efficiency

Number of hours per improvement plan review	5.46	4.26	4.29	4.29
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Effectiveness/Outcome

Relative efficiency (number of hours per improvement plan review compared to base year 1994-95)	—	21%	21%	21%
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Objectives for 1997-98

Maintain current productivity

Explanatory Notes

Plan checking functions include the review and approval of storm drain, sewer, street, water and grading plans prepared by private engineers for proposed subdivisions. The above hours include only Building and Safety/Land Development Division staff time (excludes other divisions, such as the Design and Materials Engineering Divisions).

PLAN CHECK/PERMIT ACTIVITIES**INDUSTRIAL WASTE AND UNDERGROUND TANK PROGRAM**Input

Annual number of hours spent on plan check/permit activities	24,675	24,588	22,660	21,260
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Workload/Output

Annual number of plans checked or permits reviewed	7,535	7,162	7,500	7,425
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<u>Performance Indicator</u>	<u>Performance Measures</u> (cont'd)		<u>1996-97</u>	<u>1997-98</u>
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Projected</u>
PLAN CHECK/PERMIT ACTIVITIES				
INDUSTRIAL WASTE AND UNDERGROUND TANK PROGRAM (cont'd)				
<u>Efficiency</u>				
Number of hours per plan checked or permit reviewed	3.27	3.43 (1)	3.02	2.86
<u>Effectiveness/Outcome</u>				
Relative efficiency (number of hours per plan checked or permit reviewed compared to base year 1994-95)	—	-5%	8%	13%
<u>Objectives for 1997-98</u>				
Achieve 114 percent effectiveness for plans checked and permits reviewed.				
<u>Explanatory Notes</u>				
(1) Time spent on plan check and permit review functions is highly dependent on the complexity, number, and quality of submittals received from the public. During 1995-96, fewer submittals were received from the public, resulting in a higher per-unit cost for that year.				
FIELD INSPECTION ACTIVITIES INDUSTRIAL WASTE AND UNDERGROUND TANK PROGRAM				
<u>Input</u>				
Annual number of hours spent on inspection/field activities	25,900	25,988	25,110	25,110
<u>Workload/Output</u>				
Annual number of field inspections	13,400	12,892	13,100	13,400
<u>Efficiency</u>				
Number of hours per field inspection	1.93	2.02 (1)	1.92	1.87
<u>Effectiveness/Outcome</u>				
Relative efficiency (number of hours per field inspection compared to base year 1994-95)	—	-5%	1%	3%
<u>Objectives for 1997-98</u>				
Achieve 103 percent effectiveness for field inspections.				
<u>Explanatory Notes</u>				
(1) Routine inspections, while generally predictable, can vary considerably depending on the cooperation of the inspected party, violation found, experience of the inspector and need to cover regulatory changes. During 1995-96, inspectors attempted to collect fees delinquent over 60 days in conjunction with scheduled, routine inspections. This increased the amount of time per field inspection during that one year.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ (-603,000)	\$ (-603,000)	\$ —	—
<u>Aid to Others:</u> Reflects a decrease primarily due to the completion of prior year disaster service work.				
2.	\$ 239,000	\$ 239,000	\$ —	—
<u>Building and Safety:</u> Reflects an anticipated increase in revenue primarily due to an upturn in the building industry, as well as an increase in Property Rehabilitation, Geotechnical and Building and Safety workload.				
3.	\$ 143,000	\$ 143,000	\$ —	—
<u>Land Development:</u> Reflects an overall increase in land development activities.				
4.	\$ (-7,000)	\$ (-7,000)	\$ —	—
<u>Construction of Sewer Systems:</u> Reflects an anticipated decrease in work associated with the review of design standards for new sewer systems.				
5.	\$ (-3,000)	\$ (-3,000)	\$ —	—
<u>Information Services:</u> Reflects a decrease to more accurately reflect anticipated public/counter service requirements.				
6.	\$ (-59,000)	\$ (-59,000)	\$ —	—
<u>Industrial Waste:</u> Reflects an anticipated decrease in services associated with industrial waste enforcement activities in the County unincorporated areas and for contract cities.				
7.	\$ (-59,000)	\$ (-59,000)	\$ —	—
<u>Land Development Management Agency:</u> Reflects a decrease in aid requested by developers and subdividers in processing permit applications, and guidance on completing those projects in the most expeditious manner.				
8.	\$ 1,501,000	\$ 1,501,000	\$ —	—
<u>Reimbursable Services:</u> Reflects an anticipated increase in reimbursable services to contract cities primarily in the areas of monument preservation, implementation of the new technology transfer program on the use of Flex Seal for road resurfacing, and miscellaneous services provided to contract cities.				
9.	\$ 153,000	\$ 153,000	\$ —	—
<u>Mapping:</u> Reflects an increase for the County Infrastructure Mapping program offered to contract cities.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross</i>				<i>Budgeted</i>
<i>Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Positions</i>
<u>Other Changes</u>				
1.	\$ (-146,000)	\$ (-146,000)	\$ —	—
<u>Various Services:</u> Reflects a net decrease in services and supplies to more accurately reflect anticipated requirements.				
2.	\$ 99,000	\$ 99,000	\$ —	—
<u>Other Charges:</u> Reflects an increase in judgments and damages based on anticipated requirements.				
3.	\$ 53,000	\$ 53,000	\$ —	—
<u>Other Financing Uses:</u> Reflects an increase in residual equity transfers required to purchase Internal Service Fund equipment.				
Total \$	1,311,000	\$ 1,311,000	\$ 0	0.0

FACILITY PROJECT MANAGEMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 9,899,245	\$ 12,902,000	\$ 15,799,000	\$ 16,807,000	\$ 16,807,000	\$ 1,008,000
OTHER CHARGES			586,000			-586,000
GROSS TOTAL	\$ 9,899,245	\$ 12,902,000	\$ 16,385,000	\$ 16,807,000	\$ 16,807,000	\$ 422,000
LESS INTRAFD TRANSFER	3,476,800	5,626,000	9,503,000	8,176,000	8,176,000	-1,327,000
NET TOTAL	\$ 6,422,445	\$ 7,276,000	\$ 6,882,000	\$ 8,631,000	\$ 8,631,000	\$ 1,749,000
REVENUE	6,750,007	7,276,000	6,882,000	8,631,000	8,631,000	1,749,000
NET COUNTY COST	\$ -327,562	\$	\$	\$	\$	\$
REVENUE DETAIL						
OTHER GOVT AGENCIES	\$ 21,384	\$	\$	\$	\$	\$
PLANNING & ENG SVCS	4,875					
CHRGs FOR SVCS-OTHER	6,720,278	7,276,000	6,882,000	8,631,000	8,631,000	1,749,000
MISCELLANEOUS	3,470					
TOTAL	\$ 6,750,007	\$ 7,276,000	\$ 6,882,000	\$ 8,631,000	\$ 8,631,000	\$ 1,749,000
FUND FUNCTION ACTIVITY						
GENERAL FUND		GENERAL		OTHER GENERAL		

1997-98 Budget Message

The 1997-98 Proposed Budget funds all construction management activities for capital projects, functions associated with the valuation and processing of real estate parcels, and workload increases related to earthquake recovery projects.

Multi-Year Budget Planning

The Facility Project Management Budget presents the Department with a challenge in projecting future budgetary requirements for construction management of capital projects and valuation/acquisition activities. These activities rely heavily on funding approval for County capital projects by the Board of Supervisors. A work plan is prepared for the coming budget year to detail anticipated capital project work. However, capital project funding is volatile and the planned work will not always materialize. In spite of this volatility, an analysis is done each year to determine whether sufficient revenues are available to perform the projected service requests. This analysis allows the Department to determine whether fees need adjusting or whether work force adjustments need to be made to ensure that net County cost is unaffected.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u>				
1.	\$ 1,008,000	\$ 1,008,000	\$ —	—
<u>Capital Projects - Services and Supplies:</u> Reflects an increase associated with anticipated earthquake recovery work in 1997-98, as well as a shift of building-related costs from Other Charges to Services and Supplies.				
2.	\$ (-586,000)	\$ (-586,000)	\$ —	—
<u>Facility Project Management - Other Charges:</u> Reflects primarily a shift of funding to Services and Supplies to cover building-related costs associated with the Department's headquarters facility, partially offset by reduced lease costs as a result of vacating the Vermont complex initiated in 1996-97.				
<i>Total \$</i>	<i>422,000</i>	<i>\$ 422,000</i>	<i>\$ 0</i>	<i>0.0</i>

PRE-COUNTY IMPROVEMENT DISTRICT STUDIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 39,328	\$ 42,000	\$ 198,000	\$ 270,000	\$ 198,000	\$
REVENUE	85		156,000	166,000	156,000	
NET COUNTY COST	\$ 39,243	\$ 42,000	\$ 42,000	\$ 104,000	\$ 42,000	\$
REVENUE DETAIL						
MISCELLANEOUS	\$	\$	\$ 156,000	\$ 166,000	\$ 156,000	\$
OPERATING TRANSFER IN	85					
TOTAL	\$ 85	\$	\$ 156,000	\$ 166,000	\$ 156,000	\$
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

PUBLIC WAYS/PUBLIC FACILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 1,497,633	\$ 1,600,000	\$ 1,600,000	\$ 1,730,000	\$ 1,600,000	\$
NET COUNTY COST	\$ 1,497,633	\$ 1,600,000	\$ 1,600,000	\$ 1,730,000	\$ 1,600,000	\$
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

PUBLIC WORKS-REIMBURSEMENT FOR SEWER CONSTRUCTION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,026	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
REVENUE			210,000	210,000	210,000	
NET COUNTY COST	\$ 2,026	\$	\$	\$	\$	\$
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
TOTAL	\$	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

1997-98 Budget Message

The 1997-98 Proposed Budget includes funding at the 1996-97 level for Pre-County Improvement District Studies (Pre-CI), Public Ways/Public Facilities (PW/PF), and Reimbursement for Sewer Construction. The Proposed Budget reflects financing for: feasibility studies associated with requests for the formation of new Pre-CI's; crossing guard services in 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

The Pre-CI and PW/PF budgets require net County cost (NCC) to fund the various activities in each budget unit. The Department projects the available NCC from the previous year to determine the funding level for the activities in the coming year and will adjust each activity accordingly so that NCC is not exceeded from the adjusted allowance approved by the Board of Supervisors. The Reimbursement for Sewer Construction budget unit is reviewed each year to determine the likelihood of development in a particular area which would require the installation of oversized sewers to facilitate future growth; costs are fully offset by charges to developers. The Department will continue to look for other funding opportunities and focus on minimizing costs and improving the quality of service within these three budget units.

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 critical 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 the Multi-Agency Graffiti Intervention Committee.

<i>Gross Appropriation</i>	<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
	<i>Revenue/IFT</i>	<i>Net County Cost</i>	

No change.

FLOOD CONTROL DISTRICT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	\$ 159,788,657	\$ 153,193,000	\$ 195,555,000	\$ 214,083,000	\$ 214,083,000	\$ 18,528,000
OTHER CHARGES	20,321,081	20,734,000	21,955,000	21,744,000	21,744,000	-211,000
FIXED ASSETS-B & I	1,220,200	4,820,000	7,000,000	91,000	91,000	-6,909,000
FIXED ASSETS-EQUIP	63,746	137,000	67,000	80,000	80,000	13,000
TOT FIX ASSET	1,283,946	4,957,000	7,067,000	171,000	171,000	-6,896,000
RESIDUAL EQUITY TRANS	1,246,159	1,822,000	1,912,000	1,601,000	1,601,000	-311,000
GROSS TOTAL	\$ 182,639,843	\$ 180,706,000	\$ 226,489,000	\$ 237,599,000	\$ 237,599,000	\$ 11,110,000
DESIGNATIONS	11,670,000	10,717,000	10,717,000			-10,717,000
TOT FIN REQMTS	\$ 194,309,843	\$ 191,423,000	\$ 237,206,000	\$ 237,599,000	\$ 237,599,000	\$ 393,000
AVAIL FINANCE						
FUND BALANCE	\$ 2,671,000	\$ 7,090,000	\$ 7,090,000	\$ 9,255,000	\$ 9,255,000	\$ 2,165,000
CANCEL RES/DES	7,156,049					
PROPERTY TAXES	42,980,512	44,304,000	43,429,000	44,304,000	44,304,000	875,000
SPECIAL ASSESSMENT	101,557,886	105,700,000	105,933,000	105,700,000	105,700,000	-233,000
REVENUE	47,033,810	43,584,000	80,754,000	78,340,000	78,340,000	-2,414,000
TOT AVAIL FIN	\$ 201,399,257	\$ 200,678,000	\$ 237,206,000	\$ 237,599,000	\$ 237,599,000	\$ 393,000
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 41,144,829	\$ 40,414,000	\$ 39,759,000	\$ 40,414,000	\$ 40,414,000	\$ 655,000
PROP TAXES-CURR-UNSEC	2,503,643	2,807,000	2,403,000	2,807,000	2,807,000	404,000
PROP TAXES-PRIOR-SEC	-841,276	848,000	758,000	848,000	848,000	90,000
PROP TAXES-PRIOR-UNSEC	2,045					
SUPP PROP TAXES-CURR	89,990	151,000	200,000	151,000	151,000	-49,000
SUPP PROP TAXES-PRIOR	81,281	84,000	309,000	84,000	84,000	-225,000
BUSINESS LICENSES	1,600					
OTHER LIC & PERMITS	453,043	500,000	250,000	500,000	500,000	250,000
PEN/INT/COSTS-DEL TAX	1,991,332	1,927,000	2,100,000	2,000,000	2,000,000	-100,000
INTEREST	4,238,066	2,600,000	2,600,000	2,600,000	2,600,000	
RENTS AND CONCESSIONS	3,052,062	3,878,000	3,126,000	3,209,000	3,209,000	83,000
ROYALTIES	697,540	800,000	800,000	800,000	800,000	
OTHER STATE IN-LIEU	7,546					
STATE AID-DISASTER	2,121,260	1,094,000	2,500,000	1,000,000	1,000,000	-1,500,000
HOMEOWNER PRO TAX REL	941,976	1,000,000	819,000	1,000,000	1,000,000	181,000
STATE-OTHER	5,091,709	4,584,000	1,000,000	4,000,000	4,000,000	3,000,000
FED AID-CONSTRUCT/CP		4,000,000	7,000,000			-7,000,000
FEDERAL AID-DISASTER	6,274,413	5,303,000	52,379,000	44,758,000	44,758,000	-7,621,000
FEDERAL-OTHER	17,228					
OTHER GOVT AGENCIES	548,030	600,000	300,000	600,000	600,000	300,000
PLANNING & ENG SVCS	132,607	190,000	130,000	190,000	190,000	60,000
ROAD & STREET SVCS	600,127	1,042,000	5,650,000	4,310,000	4,310,000	-1,340,000
CHRGs FOR SVCS-OTHER	19,042,041	13,777,000	1,600,000	12,363,000	12,363,000	10,763,000
SPECIAL ASSESSMENTS	101,557,886	105,700,000	105,933,000	105,700,000	105,700,000	-233,000
OTHER SALES	58,968	60,000	30,000	60,000	60,000	30,000
MISCELLANEOUS	948,988	1,429,000	70,000	150,000	150,000	80,000
SALE OF FIXED ASSETS	815,274	800,000	400,000	800,000	800,000	400,000
TOTAL	\$ 191,572,208	\$ 193,588,000	\$ 230,116,000	\$ 228,344,000	\$ 228,344,000	\$ -1,772,000

1997-98 Budget Message

The 1997-98 Proposed Budget reflects an increase in repair and rehabilitation projects at various dams, including the Pacoima Dam permanent repairs project, and reimbursable emergency disaster response, partially offset by decreases in Operation, Maintenance, and Repair (OM&R) of Channelization, OM&R of Debris Control Facilities, and fixed assets requirements. As the Department has fully met its share of project funding, the budget also reflects a decrease in matching funds requirement for the Los Angeles County Drainage Area (LACDA) project, a joint effort with the U.S. Army Corps of Engineers to improve the storm runoff capacity of the Los Angeles River, the Rio Hondo, and Compton Creek.

Multi-Year Budget Planning

A multi-year strategic plan is prepared every year for the Flood Control District to determine the financing requirements/sources for future years. The main sources of revenue for the District are benefit assessments and property taxes. Benefit assessments are projected based on the assessment rate approved by the Board of Supervisors. Property taxes are projected based on historical information. Financing requirements are established based upon need for construction of infrastructure improvements, maintenance of infrastructure, and auxiliary functions. The Department utilizes the strategic plan to determine if construction or maintenance can be delayed, or if a benefit assessment increase is appropriate for a given year. The strategic plan helps the Department identify alternative funding sources for future needs that will partially offset or eliminate the amount of the benefit assessment increases. The strategic plan also helps the Department identify the appropriate staffing level for the District for future years, which mitigates the necessity for unexpected layoffs.

<u>Performance Indicator</u>	<u>Performance Measures</u>		<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>		
FLOOD CONTROL CONSTRUCTION PROGRAM CONTROL OF SUPPORT COSTS				
<u>Input</u>				
Dollar value of flood construction contracts completed (1)	\$36,052,887	\$34,482,196	\$82,265,000	\$56,172,000
<u>Workload/Output</u>				
Engineering support cost for the projects (2)	\$13,591,556	\$14,592,517	\$24,680,000	15,166,000
<u>Efficiency</u>				
Ratio of support cost to contract value as a percentage	37.70%	42.32% (3)	30.00%	27.00%
<u>Effectiveness/Outcome</u>				
Relative efficiency (percentage of engineering support cost compared to base year 1994-95)	—	-12%	20%	28%

Objectives for 1997-98

Continue to reduce support costs as a percentage of total contract costs.

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
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FLOOD CONTROL CONSTRUCTION PROGRAM CONTROL OF SUPPORT COSTS (cont'd)Explanatory Notes

- (1) Dollar value of Flood Control Construction program contracts shown reflects all contracts for new storm drain construction (Program No. F022) approved by the Board of Supervisors in that fiscal year. Also included are projects constructed by other agencies with Flood funds.
- (2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, materials engineering and testing, and detour signing and striping.
- (3) Actual contract support costs vary based on the size and type of projects approved by the Board during the year. During 1995-96, support costs were higher than expected because several large contracts (with lower relative support costs) were not approved by the Board until 1996-97.

DEBRIS BASIN CAPACITY AND MAINTENANCE COSTSInput

Average rainfall in mountainous debris basin areas (inches)	35	16	35	28
Cost to maintain Debris Basins (adjusted for inflation to 1994-95 base year)	\$5,237,053	\$4,578,178	\$5,386,000	\$5,157,000

Workload/Output

Number of debris basins	114	115	115	115
Number of debris retaining inlets	137	137	137	137
Level of protection provided: (debris storage capacity in cubic yards)				
Debris basin design capacity	8,150,000	8,150,000	8,150,000	8,150,000
Debris basin available capacity (1)	7,815,000	7,820,000	7,820,000	7,820,000

Efficiency

Cost per cubic yard of available debris storage	\$0.67	\$0.59	\$0.69	\$0.66
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Effectiveness/Outcome

Relative efficiency (cost per cubic yard of available debris storage compared to base year 1994-95)	—	12%	-3%	1%
Available capacity for basins maintained	96%	96%	96%	96%

Objectives for 1997-98

In order to provide adequate protection to the public, debris basins are maintained at 75 percent capacity for basins below unburned watersheds, and at 95 percent capacity for basins below burned watersheds. The Department's goal is to maintain basins to this standard, with continuous improvement over the base year cost per cubic yard.

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
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DEBRIS BASIN CAPACITY AND MAINTENANCE COSTS (cont'd)Explanatory Notes

- (1) Available capacity is a function of the design capacity, which is the maximum intended storage capacity available, and the amount of debris currently in the basin. Certain factors affect the available capacity, such as the frequency of debris removal, or basin modifications.

PUMP PLANTS MAINTENANCE COSTSInput

Number of pump plants (1)	33	33	35	38
Cost to maintain pump plants (adjusted for inflation to 1994-95 base year)	\$2,263,542	\$1,995,886	\$2,225,000	\$2,419,000

Workload/Output

Capacity, cubic feet per second (CFS)	5,326	5,326	6,436	7,013
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Efficiency

Cost of maintenance per CFS	\$425.00	\$374.74	\$345.71	\$344.93
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Effectiveness/Outcome

Relative efficiency (cost of maintenance per CFS compared to base year 1994-95)	—	12%	19%	19%
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Objectives for 1997-98

Continue to decrease maintenance costs per CFS from base year (1994-95).

Explanatory Notes

- (1) These pump plants protect low lying areas of Los Angeles County where water cannot drain by gravity (primarily along the lower San Gabriel and Los Angeles Rivers).

WATER CONSERVEDInput

Rainfall received in inches (1)	27.43	13.23	20.00	15.50
Cost to conserve water (adjusted for inflation to 1994-95 base year)	\$4,244,000	\$4,135,875	\$3,980,000	\$3,923,000

Workload/Output

Water conserved in acre feet (2)	401,218	192,360	280,000	220,000
Value of water conserved at \$344 per acre foot (1995-96 wholesale cost)	\$138,019,000	\$66,171,840	\$96,320,000	\$75,680,000

Efficiency

Cost per acre foot of water saved (adjusted for inflation)	\$10.58	\$21.50	\$14.21	\$17.83
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Performance Measures (cont'd)

Performance Indicator	Actual 1994-95	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
Effectiveness/Outcome				
Water acre feet conserved per inch of rainfall received	14,627	14,540	14,000	14,194
Value of water conserved per inch of rainfall received	\$5,031,681	\$5,001,651	\$4,816,000	\$4,883,000

Objectives for 1997-98

Assuming the least average rainfall of 15.5 inches, maintain the water conserved to at least 14,000 acre feet per inch of rainfall received, and maintain the inflation adjusted cost per acre foot to less than \$18.

Explanatory Notes

- (1) Too much rainfall in a given period of time requires storm waters to be sent directly to the ocean, in the interest of flood control. Therefore, total acre feet of water saved could be less than total inches of rain received. Further, too little rainfall will not allow the rain to reach spreading grounds (artificial absorption points) due to natural absorption.
- (2) 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, improved in any way, or is functioning under State operating restrictions, its ability to retain storm runoff for release to a spreading facility during a non-storm period may be diminished. Also, spreading basin maintenance could negatively impact the operation and effectiveness of the facility and require some storm runoff at that location to be lost. Every effort is made to avoid rendering such a facility totally inoperable at any given time.

Changes From 1996-97 Budget

Financing Uses	Financing Available	Budgeted Positions
Program Changes		
1. \$ 4,564,000	\$ 4,564,000	—
<u>Various Flood Control Facilities:</u> Reflects a net increase for construction of various channelization improvements, as well as storm drain, groundwater recharge, and debris control projects.		
2. \$ (-4,564,000)	\$ (-4,564,000)	—
<u>Maintenance of Various Flood Control Facilities:</u> Reflects primarily a shift of funds from maintenance to construction of channelization improvements, as well as storm drain, groundwater recharge, and debris control facility projects.		
3. \$ 9,208,000	\$ 9,208,000	—
<u>Maintenance of Runoff Regulation Facilities:</u> Reflects a net increase for repair, clean out, and rehabilitation projects at various dam and pumping plant facilities, offset by a reduction in the designation for the Los Angeles County Drainage Area (LACDA) project.		

<u>Changes From 1996-97 Budget</u>				<u>Budgeted</u>
<u>Financing Uses</u>		<u>Financing Available</u>		<u>Positions</u>
<u>Program Changes (cont'd)</u>				
4.	\$ 12,980,000	\$ 12,980,000		—
<u>Aid to Others:</u> Reflects an increase in disaster services for the Pacoima Dam permanent repairs project and reimbursable projects for unincorporated cities.				
<u>Other Changes</u>				
1.	\$ (-1,339,000)	\$ (-1,339,000)		—
<u>Miscellaneous Adjustment:</u> Reflects a net decrease in various programs to more accurately reflect anticipated requirements.				
2.	\$ (-2,321,000)	\$ (-2,321,000)		—
<u>Water Quality-Water Management:</u> Reflects a decrease to more accurately reflect anticipated requirements, offset by funding for the National Pollution Discharge Elimination System program.				
3.	\$ (-211,000)	\$ (-211,000)		—
<u>Other Charges:</u> Reflects an anticipated reduction in judgments and damages, as well as debt service expenditures.				
4.	\$ (-6,909,000)	\$ (-6,909,000)		—
<u>Headquarters Facility:</u> Reflects the elimination of federal funding for structural repairs of damage to the Department's headquarters facility as a result of the 1994 Northridge earthquake, which were completed in 1996-97.				
5.	\$ 13,000	\$ 13,000		—
<u>Equipment:</u> Reflects an increase in equipment requirements.				
6.	\$ (-311,000)	\$ (-311,000)		—
<u>Other Financing Uses:</u> Reflects a decrease in residual equity transfers for Internal Services Fund equipment.				
7.	\$ (-10,717,000)	\$ (-10,717,000)		—
<u>Los Angeles County Drainage Area (LACDA) Project:</u> Reflects the elimination of prior year funding in the designation for the LACDA project, because the County share of funding has been fully met.				
Total \$	393,000	\$ 393,000		0.0

INTERNAL SERVICES FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
OPERATING EXP						
SALARIES & EMP BEN	\$ 193,378,532	\$ 186,248,000	\$ 229,089,000	\$ 218,223,000	\$ 215,808,000	\$ -13,281,000
SERVICES & SUPPLIES	78,174,156	104,721,000	110,802,000	109,357,000	109,357,000	-1,445,000
OTHER CHARGES	1,129,273	1,857,000	1,816,000	1,954,000	1,954,000	138,000
FIXED ASSETS-EQUIP	3,781,512	9,224,000	9,224,000	8,302,000	8,302,000	-922,000
TOT OP EXP	276,463,473	302,050,000	350,931,000	337,836,000	335,421,000	-15,510,000
OTHER FINANCING USES				6,000	6,000	6,000
GROSS TOTAL	\$ 276,463,473	\$ 302,050,000	\$ 350,931,000	\$ 337,842,000	\$ 335,427,000	\$ -15,504,000
DESIGNATIONS	9,185,000	12,385,000	12,385,000	13,385,000	13,385,000	1,000,000
TOT FIN REQMTS	\$ 285,648,473	\$ 314,435,000	\$ 363,316,000	\$ 351,227,000	\$ 348,812,000	\$ -14,504,000
AVAIL FINANCE						
FUND BALANCE	\$ 487,000	\$ -4,147,000	\$ -4,147,000	\$	\$	\$ 4,147,000
CANCEL RES/DES	4,832,443	13,385,000	13,385,000	12,385,000	12,385,000	-1,000,000
OP REVENUE	273,152,131	295,973,000	344,854,000	332,125,000	332,125,000	-12,729,000
OTH FIN SOURCE	548,535			2,415,000		
RES EQ TRANS	2,480,985	9,224,000	9,224,000	4,302,000	4,302,000	-4,922,000
TOT AVAIL FIN	\$ 281,501,094	\$ 314,435,000	\$ 363,316,000	\$ 351,227,000	\$ 348,812,000	\$ -14,504,000
BUDGETED POSITIONS	4,019.0	4,013.0	4,013.0	4,036.1	4,013.0	
REVENUE DETAIL						
OTHER LIC & PERMITS	\$ -150	\$	\$	\$	\$	\$
ROYALTIES	26,384					
STATE AID-DISASTER	7,203					
STATE-OTHER	-332,610					
FEDERAL AID-DISASTER	15,380					
FEDERAL-OTHER	1,066					
ASSESS/TAX COLL FEES	-325					
PLANNING & ENG SVCS	-8,478					
CHRGs FOR SVCS-OTHER	275,149,039					
OTHER SALES	22,363					
MISCELLANEOUS	-1,727,741	295,973,000	344,854,000	332,125,000	332,125,000	-12,729,000
SALE OF FIXED ASSETS	503,535					
OPERATING TRANSFER IN	45,000			2,415,000		
RES EQUITY TRANS IN	2,480,985	9,224,000	9,224,000	4,302,000	4,302,000	-4,922,000
TOTAL	\$ 276,181,651	\$ 305,197,000	\$ 354,078,000	\$ 338,842,000	\$ 336,427,000	\$ -17,651,000

1997-98 Budget Message

The Internal Service Fund is designed to simplify billings for services provided between the multiple funds which finance Public Works' operations. Department expenses for salaries and employee benefits, materials and supplies, and equipment are paid centrally through the fund, and the appropriate amounts recovered from each special fund.

The 1997-98 Proposed Budget reflects a net decrease in salaries and employee benefits primarily due to a decrease in the Department's retirement contribution and retiree insurance requirements. Also reflected is a reduction in services and supplies to more accurately reflect anticipated services provided by County Counsel, the Fire Department, and the Internal Services Department.

<u>Changes From 1996-97 Budget</u>		
<i>Financing Uses</i>	<i>Financing Available</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>		
1. \$ (-13,281,000)	\$ (-13,281,000)	—
<u>Salaries and Employee Benefits:</u> Reflects a net decrease primarily in retirement contributions and retiree health insurance requirements.		
2. \$ (-1,445,000)	\$ (-1,445,000)	—
<u>Services and Supplies:</u> Reflects a decrease to more accurately reflect anticipated services provided by County Counsel, the Fire Department, and Internal Services Department.		
3. \$ 138,000	\$ 138,000	—
<u>Other Charges:</u> Reflects an increase in capital lease payments, offset by a decrease in anticipated LAC-CAL equipment purchases.		
4. \$ (-922,000)	\$ (-922,000)	—
<u>Fixed Assets:</u> Reflects a decrease in equipment requirements.		
5. \$ 6,000	\$ 6,000	—
<u>Other Financing Uses:</u> Reflects repayment of a Productivity Investment Fund loan for the Ultrasonic Analyzer Research and Development program.		
6. \$ 1,000,000	\$ 1,000,000	—
<u>Designations:</u> Reflects an increase in reserves for planned replacement of equipment.		
Total \$ (-14,504,000)	\$ (-14,504,000)	0.0

ROAD FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	\$ 146,675,465	\$ 170,395,000	\$ 219,934,000	\$ 228,930,000	\$ 228,930,000	\$ 8,996,000
OTHER CHARGES	2,796,009	15,116,000	15,116,000	9,691,000	9,691,000	-5,425,000
FIXED ASSETS-B & I	71,191					
FIXED ASSETS-EQUIP	447	10,000	10,000	10,000	10,000	
TOT FIX ASSET	71,638	10,000	10,000	10,000	10,000	
RESIDUAL EQUITY TRANS	344,299	6,263,000	6,263,000	3,081,000	3,081,000	-3,182,000
GROSS TOTAL	\$ 149,887,411	\$ 191,784,000	\$ 241,323,000	\$ 241,712,000	\$ 241,712,000	\$ 389,000
TOT FIN REQMTS	\$ 149,887,411	\$ 191,784,000	\$ 241,323,000	\$ 241,712,000	\$ 241,712,000	\$ 389,000
AVAIL FINANCE						
FUND BALANCE	\$ 6,136,000	\$ 10,196,000	\$ 10,196,000	\$ 10,000,000	\$ 10,000,000	\$ -196,000
CANCEL RES/DES	1,804,505	1,016,000	1,016,000	1,016,000	1,016,000	
SPECIAL ASSESSMENT			5,000			-5,000
REVENUE	152,144,122	190,572,000	230,106,000	230,696,000	230,696,000	590,000
TOT AVAIL FIN	\$ 160,084,627	\$ 201,784,000	\$ 241,323,000	\$ 241,712,000	\$ 241,712,000	\$ 389,000
REVENUE DETAIL						
SALES & USE TAXES	\$ 2,635,245	\$ 2,635,000	\$ 2,372,000	\$ 2,700,000	\$ 2,700,000	\$ 328,000
CONSTRUCTION PERMITS	1,742,289	1,519,000	2,036,000	1,519,000	1,519,000	-517,000
ROAD PRIVIL & PERMITS	16,985	23,000	23,000	23,000	23,000	
FRANCHISES	2,500	4,000	14,000	4,000	4,000	-10,000
OTHER LIC & PERMITS	75					
FORFEIT & PENALTIES	12,514					
PEN/INT/COSTS-DEL TAX	504					
INTEREST	2,299,599	2,700,000	600,000	2,700,000	2,700,000	2,100,000
RENTS AND CONCESSIONS	2,375	2,000	5,000	2,000	2,000	-3,000
ST-HIGHWAY USERS TAX	110,615,920	111,400,000	105,000,000	112,400,000	112,400,000	7,400,000
STATE AID-DISASTER	1,315,378	1,300,000	13,000	73,000	73,000	60,000
STATE-OTHER	4,341,627	21,820,000	24,841,000	45,506,000	45,506,000	20,665,000
FEDERAL AID-DISASTER	4,084,734	12,108,000	22,739,000	10,004,000	10,004,000	-12,735,000
FED-FOREST RESERVE REV	132,198	160,000	210,000	160,000	160,000	-50,000
FEDERAL-OTHER	12,593,930	21,393,000	59,903,000	39,422,000	39,422,000	-20,481,000
OTHER GOVT AGENCIES	163,249	1,455,000	68,000	100,000	100,000	32,000
PLANNING & ENG SVCS	992,407	988,000	959,000	988,000	988,000	29,000
AGRICULTURAL SERVICES	232					
RECORDING FEES	488					
ROAD & STREET SVCS	1,741,917	3,115,000	2,939,000	5,649,000	5,649,000	2,710,000
CHRGs FOR SVCS-OTHER	8,038,338	9,487,000	8,165,000	8,983,000	8,983,000	818,000
SPECIAL ASSESSMENTS			5,000			-5,000
OTHER SALES	34,201	21,000	5,000	21,000	21,000	16,000
MISCELLANEOUS	1,188,526	232,000	30,000	232,000	232,000	202,000
SALE OF FIXED ASSETS	188,891	210,000	184,000	210,000	210,000	26,000
TOTAL	\$ 152,144,122	\$ 190,572,000	\$ 230,111,000	\$ 230,696,000	\$ 230,696,000	\$ 585,000

FUND
PW-ROAD FUNDFUNCTION
PUBLIC WAYS & FACILITIESACTIVITY
PUBLIC WAYS

1997-98 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 1997-98 Proposed Budget reflects an increase in road construction related to Proposition 116 projects, partially offset by decreases in road maintenance, right-of-way acquisition, and equipment purchases. Subsequent adjustments to the budget are anticipated to reflect carryover projects once specific projects are identified.

Multi-Year Budget Planning

A multi-year strategic plan is prepared every year for the Road Fund to determine the financing requirements/sources for future years. The main sources of revenue for the Road Fund are State Highway Users Tax and reimbursable services provided to other governmental agencies. The users tax is projected based on historical information and is relatively stable. However, economic influences, such as the price of gasoline, can impact the projected revenue. Reimbursable services revenue is projected based upon reimbursable projects scheduled for a particular year. Financing requirements are established based upon need for construction of infrastructure improvements, maintenance of infrastructure, and auxiliary functions. The Department employs its strategic plan to determine the specific mix of reimbursable construction, non-reimbursable construction, and infrastructure maintenance that will maximize its financing and meet the needs of County residents, while aggressively pursuing various funding sources to ensure that the Highway Users Tax is utilized where most beneficial. The strategic plan is also utilized to identify the appropriate staffing level for the Road Fund for future years, which mitigates the necessity for unexpected layoffs.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
ROAD CONSTRUCTION PROGRAM - CONTROL OF SUPPORT COSTS				
<u>Input</u>				
Dollar value of road construction contracts completed (1)	\$13,650,658	\$16,291,729	\$18,600,000	\$16,200,000
<u>Workload/Output</u>				
Engineering support cost for the projects (2)	\$6,084,132	\$6,853,211	\$7,950,000	\$6,480,000
<u>Efficiency</u>				
Ratio of support cost to contract value as a percentage	44.57%	42.07%	42.74% (3)	40.00%
<u>Effectiveness/Outcome</u>				
Relative efficiency (percentage of support costs compared to base year 1994-95)	—	6%	4%	10%
<u>Objectives for 1997-98</u>				
Lower percentage of support cost to 40%				

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
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ROAD CONSTRUCTION PROGRAM - CONTROL OF SUPPORT COSTS (cont'd)Explanatory Notes

- (1) Dollar value of Road Construction Program contracts shown reflects all contracts approved by the Board of Supervisors in that fiscal year.
- (2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, materials engineering and testing, detour signing and striping, etc.
- (3) One large project (San Fernando Road; contract amount: \$3.129 million) incurred disproportionately high support costs (\$2.037 million) due to numerous plan revisions requested by the State. This effectively raised the ratio of all support costs for fiscal year 1996-97.

SHOULDER MAINTENANCE EFFICIENCYInput

Annual expenditure for entire shoulder maintenance program (1) (Adjusted for inflation to 1994-95 base year)	\$3,341,200	\$3,169,265	\$3,071,000	\$2,647,000
Annual amount spent on force account (Department) employees for shoulder maintenance (Adjusted for inflation to 1994-95)	\$3,341,200	\$3,169,265	\$2,927,000	\$2,409,000
Annual hours spent on shoulder grading, force account employees	14,604	11,266	9,000	7,500

Workload/Output

Total number of shoulder miles graded (in house and contract services)	34,982	30,081	30,000	30,000
Total number of shoulder miles graded by force account employees	34,982	30,081	25,500	22,400

Efficiency

Portion of one hour force account employee time required to grade one shoulder mile	0.42	0.37	0.35	0.33
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Effectiveness/Outcome

Relative efficiency for shoulder grading by force account employees (time required to grade one shoulder mile, compared to 1994-95 base year)	—	12%	17%	21%
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Objective for 1997-98

To increase efficiency and thereby reduce costs.

Explanatory Notes

- (1) In addition to shoulder grading, the program also includes costs to remove debris from roadway, remove slide material, haul water, haul road material, flag traffic, etc.

<u>Performance Indicator</u>	<u>Performance Measures (cont'd)</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
SLURRY SEAL COSTS				
<u>Input</u>				
Annual expenditure for slurry seal (Adjusted for inflation to 1994-95 base year)	\$2,758,507	\$3,121,732	\$4,499,000	\$3,251,000
<u>Workload/Output</u>				
Total number of square feet sealed (Includes both regular slurry and higher level protection)	35,372,538	41,927,131	62,364,534	41,610,426
Total number of square feet sealed at higher level protection (cape seal, rubberized asphalt slurry seal, etc.)	23,776,512	7,053,219	13,012,020	13,038,843
Adjustment factor for additional useful life provided by higher level seals (1)	1.1	1.1	1.3	1.5
Adjusted total number of square feet	37,750,189	42,632,453	66,268,140	48,129,848
<u>Efficiency</u>				
Cost per square foot, adjusted total number of square feet	\$0.0731	\$0.0732	\$0.0679	\$0.0675
<u>Effectiveness/Outcome</u>				
Cost-effectiveness per square foot compared to 1994-95 base year	—	0%	7%	8%
Percent of higher level slurry applied	67%	17%	21%	31%
<u>Objective for 1997-98</u>				
To increase efficiency and lower total adjusted cost per square feet.				
<u>Explanatory Notes</u>				
(1) Rubberized asphalt slurry seal and cape seal provide an increasingly longer useful life as these technologies continue to improve. This longer life is stated as an adjustment factor that compares the expected life of higher level seals to the expected life of traditional slurry seals. The adjusted total number of square feet sealed includes this factor multiplied by the total slurry square feet of rubberized and cape seal.				
STREET SWEEPING EFFICIENCY				
<u>Input</u>				
Annual expenditure for scheduled sweeping routes (force account employees and contract; adjusted for inflation to 1994-95 base year)	\$3,436,901	\$3,615,203	\$3,107,000	\$2,894,000
<u>Workload/Output</u>				
Total number of scheduled curb miles swept	184,283	208,763	213,000	213,000
<u>Efficiency</u>				
Cost per scheduled mile of curb swept	\$18.65	\$17.32	\$14.59	\$13.59

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
STREET SWEEPING EFFICIENCY (cont'd)				
<u>Effectiveness/Outcome</u>				
Relative efficiency (actual cost per mile versus base year 1994-95)	—	7%	22%	27%

Objective for 1997-98

To increase efficiency and thereby reduce costs.

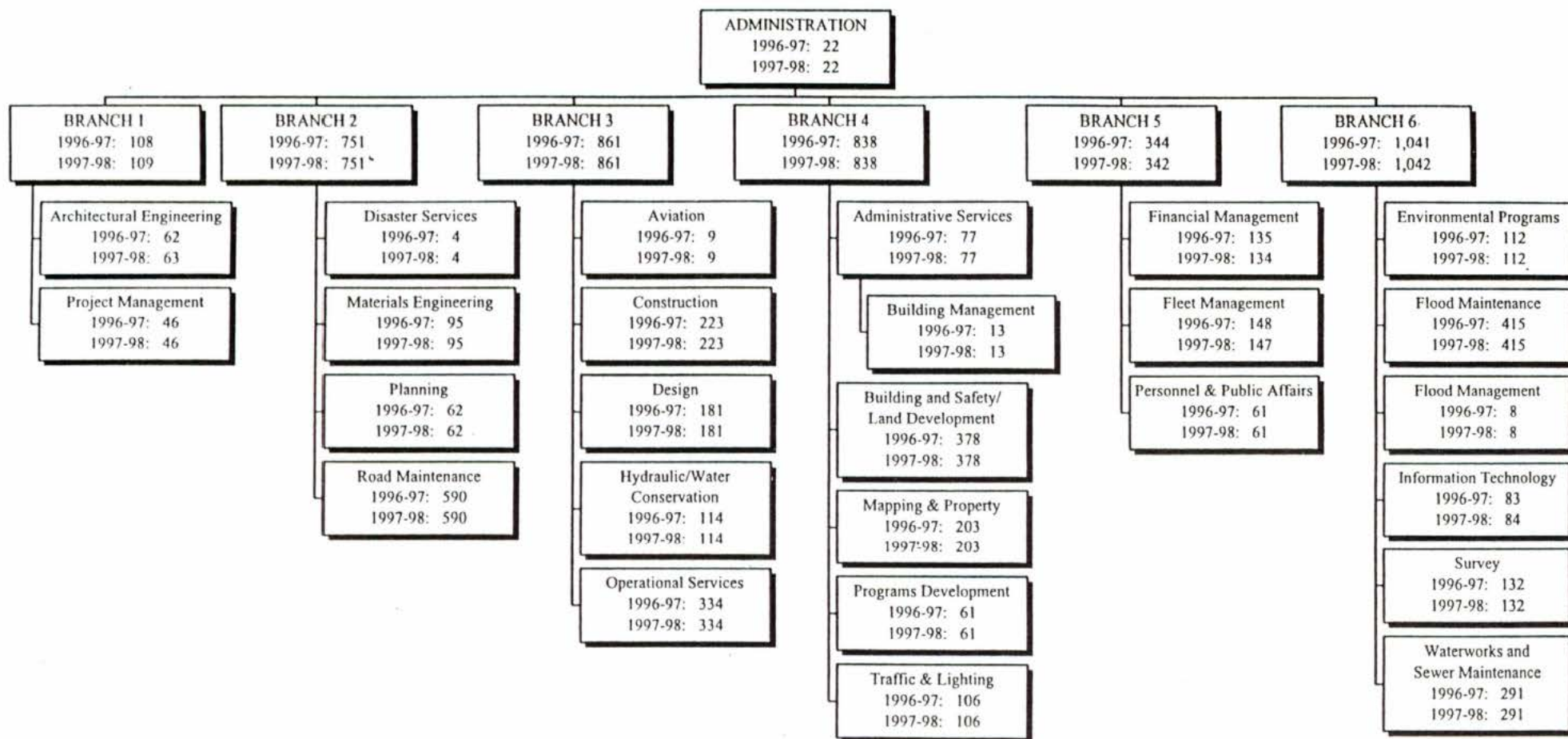
Changes From 1996-97 Budget

<u>Financing Uses</u>	<u>Financing Available</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>		
1. \$ 2,455,000	\$ 2,455,000	—
<u>Aid to Others</u> : Reflects an increase in Disaster Services permanent restoration work to address damage caused by the 1992, 1993, and 1995 storms, the 1993 fires, and the 1994 Northridge earthquake.		
2. \$ 14,145,000	\$ 14,145,000	—
<u>Road Construction</u> : Reflects an increase in funding for road construction work related to Proposition 116 projects. Subsequent adjustments to the budget are anticipated to reflect carryover projects once specific projects are identified.		
3. \$ 66,000	\$ 66,000	—
<u>Mapping - Roads and Highways</u> : Reflects an anticipated increase for the County Infrastructure Mapping Program.		
4. \$ (-3,532,000)	\$ (-3,532,000)	—
<u>Road Maintenance</u> : Reflects a net decrease in Storm Damage; Street Inspections and Public Contacts; Street Sweeping; Operation, Maintenance and Repair of Maintenance Yards; Litter and Debris Removal; and Mountain Operations programs, partially offset by anticipated increases in Slurry and Seal Pavement, Pavement Patching, and Shoulder Maintenance programs. Also reflects a shift of funding from Road Maintenance to Operation, Maintenance and Repair of Traffic Signals primarily for Traffic Signal Design and Modify Traffic Signal Operations programs.		
5. \$ 1,204,000	\$ 1,204,000	—
<u>Operation, Maintenance, and Repair of Traffic Signals</u> : Reflects primarily a shift of funding from Operation, Maintenance and Repair of Roads and Highways to two new programs: Traffic Signal Design and Modify Traffic Signal Operations. These programs were established to better describe work performed by the Department.		

<u>Changes From 1996-97 Budget</u>				<i>Budgeted Positions</i>
<i>Financing Uses</i>		<i>Financing Available</i>		
<u>Other Changes</u>				
1.	\$ (-3,212,000)	\$	(-3,212,000)	--
<u>Miscellaneous Adjustments</u> : Reflects a net decrease in various programs to more accurately reflect anticipated requirements.				
2.	\$ (-347,000)	\$	(-347,000)	--
<u>Support Service - Roads and Highways</u> : Reflects a decrease in Computer-Aided Drafting Design (CADD) support services, other charges - litigation, and the Right-of-Way Mitigation program, partially offset by an increase in support services.				
3.	\$ (-1,783,000)	\$	(-1,783,000)	--
<u>Traffic Control and Public Safety</u> : Reflects a decrease in Traffic Signal Maintenance-Routine, Traffic Signal Maintenance by Others, and Fencing and Safety Provisions programs to more accurately reflect anticipated requirements.				
4.	\$ (-5,425,000)	\$	(-5,425,000)	--
<u>Other Charges</u> : Reflects a \$4,925,000 decrease in the Right-of-Way Acquisition Program associated with various projects and a \$500,000 decrease in Aid to Cities to more accurately reflect anticipated requirements.				
5.	\$ (-3,182,000)	\$	(-3,182,000)	--
<u>Other Financing Uses</u> : Reflects a decrease in residual equity transfer for Internal Service Fund equipment.				
Total \$	389,000	\$	389,000	0.0

**DEPARTMENT OF PUBLIC WORKS
TOTAL 1996-97 ALLOWANCE AND 1997-98 RECOMMENDED BUDGET**

Total 1996-97 Allowance: 3,965 positions *
Total 1997-98 Recommend: 3,965 positions *



Footnotes:

* Does not include 48 temporary positions.

REGIONAL PLANNING

JAMES E. HARTL, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 5,694,951	\$ 5,643,000	\$ 6,042,000	\$ 9,482,000	\$ 6,659,000	\$ 617,000
SERVICES & SUPPLIES	1,183,412	1,271,000	1,328,000	2,176,000	1,548,000	220,000
OTHER CHARGES	79,459	100,000	100,000	100,000	100,000	
FIXED ASSETS-EQUIP		35,000	35,000	52,000	52,000	17,000
OTHER FINANCING USES	26,200					
GROSS TOTAL	\$ 6,984,022	\$ 7,049,000	\$ 7,505,000	\$ 11,810,000	\$ 8,359,000	\$ 854,000
LESS INTRAFD TRANSFER	12,966	2,000		12,000	12,000	12,000
NET TOTAL	\$ 6,971,056	\$ 7,047,000	\$ 7,505,000	\$ 11,798,000	\$ 8,347,000	\$ 842,000
REVENUE	4,845,303	4,059,000	4,517,000	5,105,000	4,990,000	473,000
NET COUNTY COST	\$ 2,125,753	\$ 2,988,000	\$ 2,988,000	\$ 6,693,000	\$ 3,357,000	\$ 369,000
BUDGETED POSITIONS	84.0	84.0	84.0	141.0	96.0	12.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 60,139	\$	\$	\$	\$	
ZONING PERMITS	1,283,534	1,224,000	1,249,000	1,189,000	1,189,000	-60,000
STATE-OTHER	3,537					
FEDERAL-OTHER	-549					
OTHER GOVT AGENCIES	1,449,675	1,303,000	1,495,000	2,168,000	2,168,000	673,000
LEGAL SERVICES	615,965					
PLANNING & ENG SVCS	1,013,467	1,517,000	1,753,000	1,728,000	1,528,000	-225,000
COURT FEES & COSTS	484					
ROAD & STREET SVCS	59,634					
CHRGs FOR SVCS-OTHER	345,384					
MISCELLANEOUS	14,033	15,000	20,000	20,000	105,000	85,000
TOTAL	\$ 4,845,303	\$ 4,059,000	\$ 4,517,000	\$ 5,105,000	\$ 4,990,000	\$ 473,000
FUND GENERAL FUND						
FUNCTION PUBLIC PROTECTION						
ACTIVITY OTHER PROTECTION						

Mission Statement

To establish and maintain a continuing comprehensive long-range process for the physical, social, and economic development of the County of Los Angeles. To prepare and maintain the Countywide General Plan, including area and community plans, and administer the County's subdivision and zoning ordinances. To encourage business retention and promote a positive business atmosphere for the unincorporated County area. To develop and maintain an information base on demographic and development conditions in the County, to be used in formulating programs that encourage effectuation of the County's General Plan.

1997-98 Budget Message

The 1997-98 Proposed Budget provides increased funding to commence formulation of a comprehensive and streamlined Countywide General Plan, which has not been updated since 1980, and initiate a long-range program to update area/community plans. The budget also reflects reimbursable increases for Community Development Block Grant code enforcement services to low-income communities, and long-range planning services for the Southern California Association of Governments, the Metropolitan Transportation Authority, and CalTrans. The Proposed Budget also provides for the maintenance of core mission activities. The Department plans to redirect staffing resources, streamline planning processes, and aggressively pursue all forms of revenue to maximize public service and business retention efforts.

1997-98 Budget Message (cont'd)

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 Advisory Committee will be maintained, as well as specifically-funded programs, such as Air Quality Management Planning, Congestion Management Planning, and Airport Land Use Plan update efforts.

Multi-Year Budget Planning

The Department's Vision 2000 strategic plan is predicated upon its ability to update the General Plan, as well as area/community plans, and to pursue 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 the expansion of countywide enforcement activities which 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. Finally, funding to update the Malibu/Santa Monica Mountains Local Coastal Program (LCP) is needed, given potential changes to the role of the Coastal Commission.

		<u>Performance Measures</u>		
		<u>Actual</u>	<u>Actual</u>	<u>1996-97</u>
		<u>1994-95</u>	<u>1995-96</u>	<u>Estimated</u>
<u>Input</u>	<u>Performance Indicator</u>			<u>Actual</u>
	Total number of zoning investigators (1)	n/a	12	12.5
	Total number of plot plan processing planners	n/a	2.0	1.5
	Total number of permit processing planners	n/a	4.0	4.0
<u>Workload/Output</u>				
	Number of first enforcement inspections completed	n/a	6,560	7,030
	Number of District Attorney (DA) enforcement referrals	n/a	348	375
	Number of plot plan actions completed	n/a	1,428	960
	Number of permits set for public hearing	n/a	265	269
<u>Efficiency</u>				
	First enforcement inspections completed per investigator	n/a	547	562
	DA enforcement referrals completed per investigator	n/a	29	30
	Plot plan actions completed per planner	n/a	714	640
	Permits set for public hearing per planner	n/a	66	67

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Effectiveness/Outcome</u>				
Percentage of first inspections completed within 30 days of receipt of complaint	n/a	91%	90%	90%
Percentage of violations referred to the DA (2)	n/a	78%	75%	75%
Percentage of plot plan actions completed within 16 weeks	n/a	97%	90%	90%
Percentage of permits set for public hearing within 180 days of environmental/subdivision clearance	n/a	86%	85%	85%

Objectives for 1997-98

- Complete 90 percent of all zoning enforcement first inspections within 30 days of receipt of complaint.
- Complete 75 percent of all DA zoning enforcement referrals still non-complying after issuance of order to comply (within 9 months), excluding garage conversion cases.
- 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.
- (1) Total number of zoning investigators includes section supervisor.
- (2) Within nine months after issuance of order to comply.

Changes From 1996-97 Budget

<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
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Program Changes

1.	\$ (-78,000)	\$ (-104,000)	\$ 26,000	—
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Case Processing: Reflects a modest reduction in budgeted caseload and revenue, partially offset by a projected increase in work on major development contracts.

2.	\$ 158,000	\$ 173,000	\$ (-15,000)	2.0
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Countywide Code Enforcement: Reflects an increase of 2.0 planning positions and increased revenue from the Community Development Commission to provide Community Development Block Grant code enforcement services to various low-income communities in the First and Second Supervisorial Districts.

3.	\$ 192,000	\$ 194,000	\$ (-2,000)	2.0
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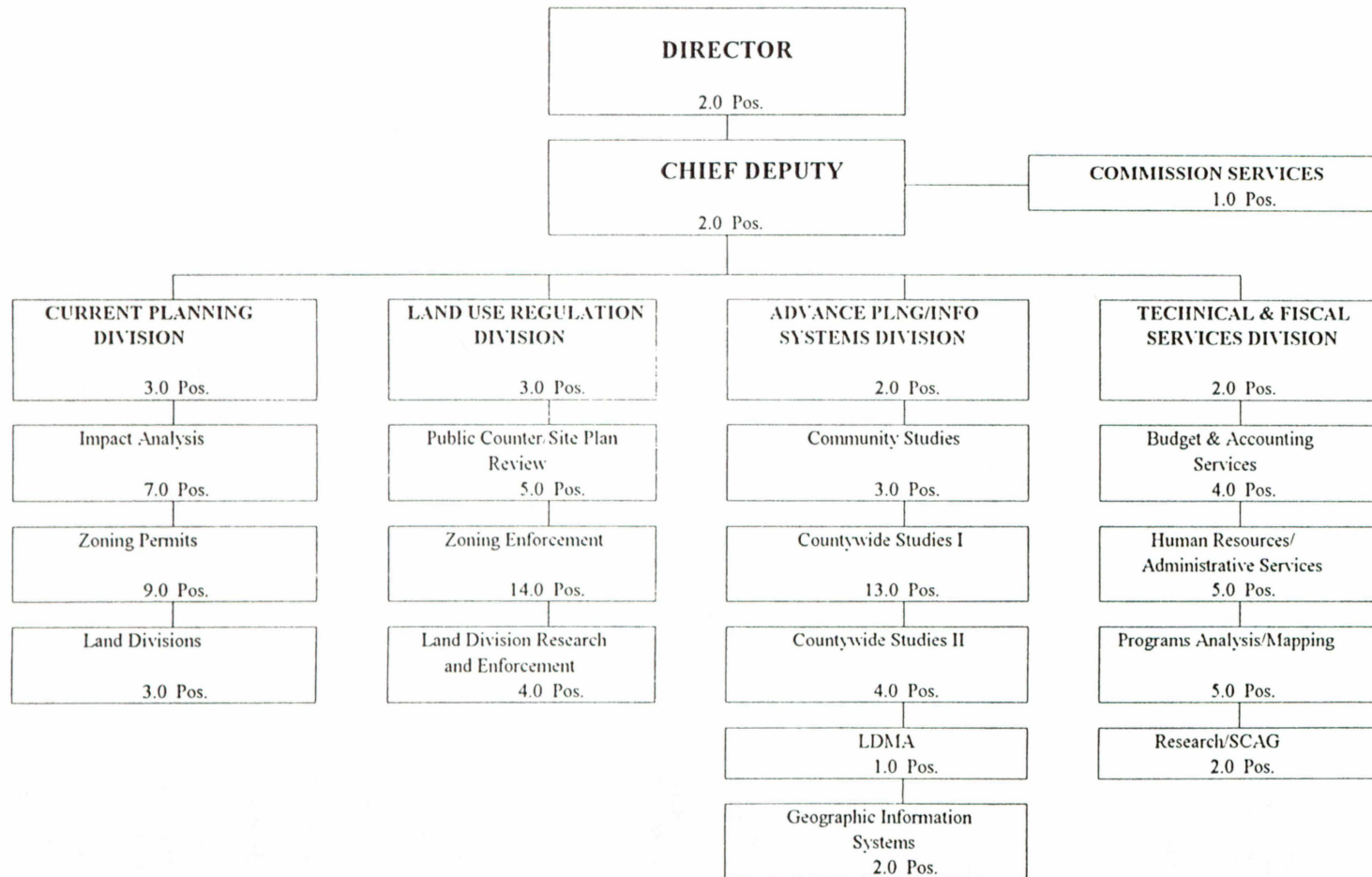
Advance Planning: Reflects an increase of 2.0 planning positions and increased revenue from the Southern California Association of Governments, the Metropolitan Transportation Authority, and CalTrans/Division of Aeronautics for long-range planning projects.

		<u>Changes From 1996-97 Budget</u>		
	<u>Gross</u> <u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes (cont'd)</u>				
4.	\$ (-42,000)	\$ (-13,000)	\$ (-29,000)	—
<u>Support Services:</u> Reflects a reduction in Land Development Management Agency operation and maintenance costs for the departmental case tracking system (CTRK), partially offset by a decrease in associated surcharge revenue.				
5.	\$ 600,000	\$ 150,000	\$ 450,000	8.0
<u>Countywide General Plan Update:</u> Reflects an increase of 8.0 positions, as well as services and supplies funding essential for the Department's Countywide General Plan Update effort, partially offset with Community Development Block Grant funds associated with the Housing Element portion of the General Plan.				
<u>Other Changes</u>				
1.	\$ (-21,000)	\$ —	\$ (-21,000)	—
<u>Employee Benefits:</u> Reflects an anticipated net decrease in employee benefits primarily due to lower workers compensation and Choices Plan requirements.				
2.	\$ 41,000	\$ —	\$ 41,000	—
<u>Decentralized Facility-Related Costs:</u> Reflects increased costs for facility-related services from the Internal Services Department (ISD). Also reflects an increase for ISD communication services to reflect actual experience.				
3.	\$ 4,000	\$ 85,000	\$ (-81,000)	—
<u>Countywide Billing and Cost Recovery:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
Total \$	854,000	\$ 485,000	\$ 369,000	12.0

DEPARTMENT OF REGIONAL PLANNING

James E. Hartl, AICP, Director

Total 1997-98 Budgeted Positions = 96.0



REGISTRAR-RECORDER/COUNTY CLERK
CONNY B. McCORMACK, REGISTRAR-RECORDER/COUNTY CLERK

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 24,674,084	\$ 24,902,000	\$ 25,207,000	\$ 25,541,000	\$ 25,541,000	\$ 334,000
SERVICES & SUPPLIES	23,601,781	20,396,000	22,397,000	24,048,000	23,830,000	1,433,000
OTHER CHARGES	4,525,079	4,005,000	4,093,000	3,554,000	3,554,000	-539,000
FIXED ASSETS-EQUIP	322,954	100,000	200,000	300,000	300,000	100,000
OTHER FINANCING USES	149,601	84,000	84,000	141,000	141,000	57,000
GROSS TOTAL	\$ 53,273,499	\$ 49,487,000	\$ 51,981,000	\$ 53,584,000	\$ 53,366,000	\$ 1,385,000
LESS INTRAFD TRANSFER	253,008	414,000	777,000	414,000	414,000	-363,000
NET TOTAL	\$ 53,020,491	\$ 49,073,000	\$ 51,204,000	\$ 53,170,000	\$ 52,952,000	\$ 1,748,000
REVENUE	42,489,034	37,686,000	39,817,000	39,519,000	39,979,000	162,000
NET COUNTY COST	\$ 10,531,457	\$ 11,387,000	\$ 11,387,000	\$ 13,651,000	\$ 12,973,000	\$ 1,586,000
BUDGETED POSITIONS	723.0	723.0	723.0	723.0	723.0	
REVENUE DETAIL						
OTHER LIC & PERMITS	\$ 1,015,359	\$ 1,059,000	\$ 945,000	\$ 1,070,000	\$ 1,070,000	\$ 125,000
STATE-OTHER	3,265,097	1,858,000	1,858,000	1,930,000	1,930,000	72,000
ELECTION SERVICES	6,717,762	4,086,000	3,622,000	5,513,000	5,513,000	1,891,000
RECORDING FEES	31,009,267	29,598,000	32,634,000	30,150,000	30,610,000	-2,024,000
EDUCATIONAL SERVICES	-16,779					
CHRGs FOR SVCS-OTHER	-298,474	430,000	437,000	447,000	447,000	10,000
OTHER SALES	30,817	30,000	36,000	36,000	36,000	
MISCELLANEOUS	446,449	625,000	285,000	373,000	373,000	88,000
SALE OF FIXED ASSETS	10,536					
OPERATING TRANSFER IN	309,000					
TOTAL	\$ 42,489,034	\$ 37,686,000	\$ 39,817,000	\$ 39,519,000	\$ 39,979,000	\$ 162,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects resources necessary to conduct the November 1997 Uniform District Elections (UDEL) and the June 1998 Gubernatorial Primary Election, as well as mandated Recorder and County Clerk activities. As in the past, there is no funding for unscheduled special elections.

The increase in net County cost of \$1.6 million reflects funding for workload increases associated with the implementation of the following new State mandates: 1) Proposition 198 (Open Primary) which allows all registered voters in a statewide primary election to vote for any candidate regardless of political affiliation; and 2) Proposition 208 which provides free candidate statements and photographs in sample ballots for specified office candidates who agree to comply with campaign expenditure limits. The Proposed Budget also includes funding for required computer programming modifications to accommodate system conversion to the year 2000, clerical support in the Recorder's Office, and the next phase of the Department's imaging project which will provide capability for imaging and transmission of property deed information to the Assessor.

Multi-Year Budget Planning

The Department's Vision 2000 strategic plan focuses on automation and other efficiencies to improve election, registration, and recorder services. Key objectives for 1997-98 include:

- Evaluating options to expand current system capabilities to accommodate ballot format changes to meet the requirements of Proposition 198 (Open Primary);
- Evaluating the financial and functional feasibility of a new compatible voter information system which will integrate current voter records, signature retrieval, and polls systems;
- Continuing the Recorder's Imaging Project to include imaging recordable documents and transmittal of imaged vital records from the Department of Health Services; and
- Continuing precinct consolidations to accommodate a larger number of registered voters per precinct to achieve cost savings.

Critical Needs

The Department's critical needs include automation of its financial management, election, recorder and support functions, and additional resources to enable the Department to mitigate service delays in Recorder operations.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
REGISTRATION				
<u>Input</u>				
Assigned staff:				
Data entry clerk (affidavits)	14	14	14	14
Petition signatures checkers	13	63	13	75
Absent voting processing clerks	15	15	15	15
Data entry clerk (registration)	11	16	16	16
<u>Workload/Output</u>				
Volumes:				
Affidavit intake	427,272	623,224	450,000	650,000
Petition signatures	322,869	4,491,103	375,000	4,500,000
Absent voters	467,651	424,768	510,000	500,000
Registration updates	779,139	1,124,010	1,200,000	1,300,000
<u>Efficiency</u>				
Quantity per worker:				
Affidavits updated	30,519	44,516	32,143	46,429
Signatures processed	24,836	71,287	28,846	60,000
Absent voters processed	31,177	28,318	34,000	33,333
Registrations updated	70,831	70,251	75,000	81,250
<u>Effectiveness/Outcome</u>				
Affidavits updated	101.7%	148.4%	107.1%	154.8%
Signatures processed	99.3%	285.1%	115.4%	240.0%
Absent voters processed	100.6%	88.5%	106.3%	104.2%
Registrations updated	101.2%	98.9%	105.6%	114.4%

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Objectives for 1997-98</u>				
- 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 days, verify candidate nomination papers, update affidavits of registration, and process absentee ballot requests. Certify initiative and referendum petitions within 30 days.				

ELECTIONSInput

Assigned staff:				
Address snags	4	3	4	4
Telephone inquiries	2	2	2	2
Precinct map processing	4	4	4	4
Precinct realignment	1	5	5	2

Workload/Output

Volumes:				
Address snags received	15,407	13,149	31,000	10,000
Telephone calls received	12,817	17,187	16,000	15,000
Maps received	1,584	1,122	1,300	1,000
Precincts realigned	254	4,577	6,000	400

Efficiency

Quantity per worker:				
Address snags worked	3,852	4,383	7,750	2,500
Telephone calls answered	6,409	8,594	8,000	7,500
Maps processed	396	281	325	250
Precincts worked	254	915	1,200	200

Effectiveness/Outcome

Addresses resolved	128.4%	146.1%	258.3%	83.3%
Telephone calls resolved	80.1%	107.4%	100.0%	93.8%
Precinct maps processed	101.5%	72.1%	83.3%	64.1%
Precincts realigned	84.7%	305.0%	400.0%	66.7%

Objectives for 1997-98

- To complete precinct reduction project.
- To bring precinct map productions in-house.
- Maintain per worker production average of 3,000 addresses worked.
- Maintain per worker production average of 8,000 telephone calls answered.
- Maintain per worker production average of 390 maps processed.
- Maintain per worker production average of 300 precinct realigned.

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
RECORDER/COUNTY CLERK				
<u>Input</u>				
Assigned staff:				
Document examiners	14	13	15	15
Document microfilm operator	8	8	8	8
Counter/mail	71	51	57	57
<u>Workload/Output</u>				
Volumes:				
Documents recorded	1,803,967	1,900,000	2,000,000	2,100,000
Documents microfilmed	4,149,124	4,370,000	4,600,000	4,830,000
Marriage licenses/certified copies issued	590,331	636,082	597,000	595,000
<u>Efficiency</u>				
Quantity per worker:				
Documents recorded	128,855	146,154	133,333	140,000
Documents microfilmed	518,641	546,250	575,000	603,750
Marriage licenses/certified copies issued	8,315	12,472	10,474	10,439
<u>Effectiveness/Outcome</u>				
Documents recorded	99.1%	112.4%	102.6%	107.7%
Documents microfilmed	99.9%	105.3%	110.8%	116.3%
Marriage licenses/certified copies issued	103.9%	155.9%	130.9%	130.5%

Objectives for 1997-98

- Exceed production average of 130,000 documents per examiner, and 519,000 microfilmed images per operator.
- Exceed production average of 8,000 marriage licenses/certified copies per worker.

Changes From 1996-97 Budget

<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
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Program Changes

1.	\$ 600,000	\$ —	\$ 600,000	—
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New Election Requirements: Reflects additional resources to comply with requirements of two new unfunded State mandates: 1) Proposition 198 (Open Primary) which allows all registered voters in statewide primary elections to vote for any candidate regardless of political affiliation; and 2) Proposition 208 which provides for free candidate statements and photographs in sample ballots for specified office candidates if they agree to comply with campaign expenditure limits.

2.	\$ 334,000	\$ —	\$ 334,000	—
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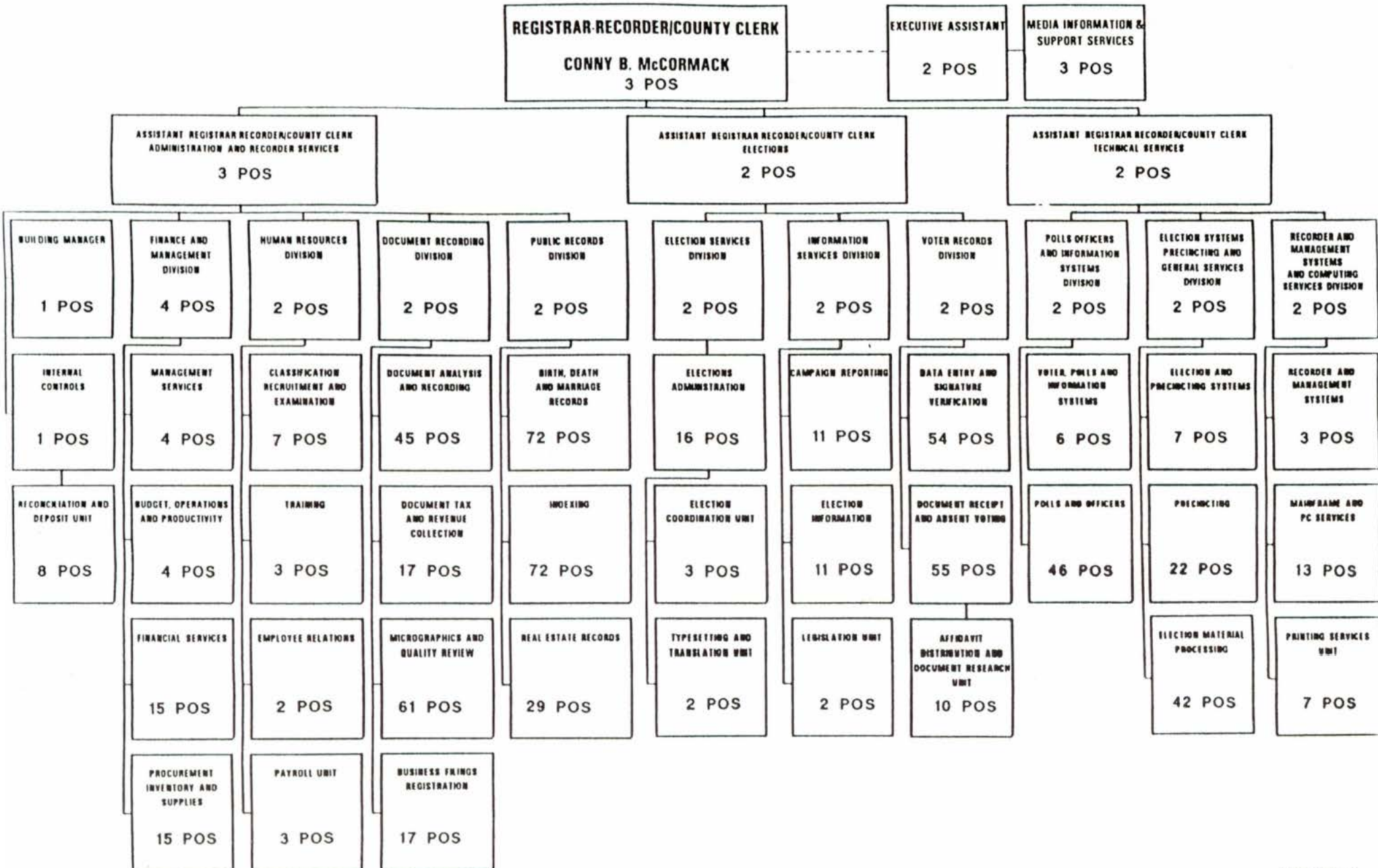
Precinct Board Salaries and Polling Place Rent: Reflects cyclical requirements between odd-numbered UDEL years and General Elections held in even-numbered years.

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes (cont'd)</u>				
3.	\$ 1,174,000	\$ —	\$ 1,174,000	—
<u>Sample Ballot Printing and Official Ballot:</u> Reflects cyclical requirements between odd-numbered UDEL election years and General Elections held in even-numbered years.				
4.	\$ —	\$ 1,963,000	\$ (-1,963,000)	—
<u>Election Revenue:</u> Reflects the increase in UDEL and miscellaneous election revenue resulting from cyclical changes. Also includes an increase in State reimbursement for mandated election and registration services.				
5.	\$ —	\$ (-1,801,000)	\$ 1,801,000	—
<u>Recorder Fees:</u> Reflects decreases in recording fees primarily due to a decline in real property transfers.				
6.	\$ 300,000	\$ —	\$ 300,000	—
<u>Recorder Vacancies:</u> Reflects funding to fill 12.0 clerical budgeted vacancies in the Recorder's Office to mitigate service delays.				
7.	\$ 800,000	\$ —	\$ 800,000	—
<u>Recorder Imaging Project:</u> Reflects funding for the next phase of the Recorder Imaging Project, which will allow the Department to capture and transmit imaged deed information to the Assessor.				
8.	\$ 95,000	\$ (-363,000)	\$ 458,000	—
<u>Recorder Services:</u> Reflects decrease in intrafund transfer due to a reduced level of service requested by the District Attorney for child support lien processing services; also reflects funding for the Department of Consumer Affairs' Real Estate Fraud Notification program.				
<u>Other Changes</u>				
1.	\$ (-791,000)	\$ —	\$ (-791,000)	—
<u>Miscellaneous Services and Supplies:</u> Reflects reductions in telephone utilities, communications, building support cost, utilities, and various services rendered by other County departments.				
2.	\$ 484,000	\$ —	\$ 484,000	—
<u>Year 2000 Programming Changes:</u> Reflects funding for required computer programming modifications to accommodate the year 2000.				
3.	\$ (-403,000)	\$ —	\$ (-403,000)	—
<u>Information Technology Services:</u> Reflects primarily reductions in Election, Registration, and Recorder computer programming and computer support services due to Internal Services Department rate changes.				

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u> <u>Appropriation</u>		<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Other Changes (cont'd)</u>				
4.	\$ (-300,000)	\$ —	\$ (-300,000)	—
<u>Office Expense Savings:</u> Reflects postage savings due to use of non-profit rates to mail sample ballots.				
5.	\$ (-539,000)	\$ —	\$ (-539,000)	—
<u>Other Charges:</u> Reflects completion of debt service payments for the Signature Retrieval System, and decreases in judgments and damages, capital lease, LAC-CAL, and insurance costs.				
6.	\$ (-460,000)	\$ —	\$ (-460,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
7.	\$ 57,000	\$ —	\$ 57,000	—
<u>Other Financing Uses:</u> Reflects repayment of a Productivity Investment Fund loan for the Election Micro Tally System and Computer Mapping projects.				
8.	\$ 34,000	\$ —	\$ 34,000	—
<u>Employee Benefits:</u> Reflects increase in employee benefits, partially offset by a reduction in salaries resulting from the Department of Human Resources payroll allocation review.				
Total \$	1,385,000	\$ (-201,000)	\$ 1,586,000	0.0

DEPARTMENT OF REGISTRAR-RECORDER/COUNTY CLERK

ORGANIZATION CHART 1997 – 1998



RENT EXPENSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 56,845,509	\$ 57,158,000	\$ 59,467,000	\$ 61,273,000	\$ 61,273,000	\$ 1,806,000
LESS EXPENDITURE DIST	57,156,383	53,175,000	55,539,000	57,143,000	57,143,000	1,604,000
TOT S & S	-310,874	3,983,000	3,928,000	4,130,000	4,130,000	202,000
OTHER CHARGES	168,796,869	180,907,000	190,153,000	192,952,000	192,952,000	2,799,000
LESS EXPENDITURE DIST	146,108,335	162,221,000	169,347,000	168,215,000	168,215,000	-1,132,000
TOT OTH CHRG	22,688,534	18,686,000	20,806,000	24,737,000	24,737,000	3,931,000
GROSS TOTAL	\$ 22,377,660	\$ 22,669,000	\$ 24,734,000	\$ 28,867,000	\$ 28,867,000	\$ 4,133,000
REVENUE	954,821	1,638,000	3,580,000	3,268,000	3,268,000	-312,000
NET COUNTY COST	\$ 21,422,839	\$ 21,031,000	\$ 21,154,000	\$ 25,599,000	\$ 25,599,000	\$ 4,445,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 954,821	\$ 1,223,000	\$ 3,165,000	\$ 3,268,000	\$ 3,268,000	\$ 103,000
MISCELLANEOUS		415,000	415,000			-415,000
TOTAL	\$ 954,821	\$ 1,638,000	\$ 3,580,000	\$ 3,268,000	\$ 3,268,000	\$ -312,000
FUND GENERAL FUND			FUNCTION GENERAL	ACTIVITY 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, the Emergency Operations Center (EOC) and the Disney Parking Structure, all leased space costs and debt service are financed in the departmental operating budgets. Net County cost reflected in this budget only includes financing for specific court-related space, the EOC and the Disney Parking Structure.

1997-98 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. With the exception of the impact of the first full year payment of the debt service for the Disney Parking Structure, 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, the EOC and the Disney Parking Structure.

<i>Gross Appropriation</i>		<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Program Changes</u>				
1.	\$ 4,086,000	\$ (-359,000)	\$ 4,445,000	—
Full year cost impact of the debt service for the Disney Parking Structure and reduction in parking revenue reflecting actual experience.				
2.	\$ 7,000	\$ 128,000	\$ (-121,000)	—
Full year cost impact for other bond financed facilities including capital construction at Martin Luther King/Charles Drew Medical Center, initial bond payments for San Fernando Juvenile Hall, and an adjustment to the debt service for the Museum of Art's bond payments. These increases were offset by the savings generated by the 1996 Master refunding project and the the termination of debt service payments for three bond-financed facilities.				
3.	\$ 40,000	\$ (-81,000)	\$ 121,000	—
Reflects funding for leases at the LAC/USC Medical Center and for the Department of Public Social Services offset by savings in a renegotiated lease for a Department of Children and Family Services facility and 16 other lease cancellations. Accounting adjustments were required in appropriate Services and Supplies and Other Charges accounts.				
Total \$	4,133,000	\$ (-312,000)	\$ 4,445,000	0.0

SPECIAL ASSESSMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER CHARGES	\$ 194,578	\$ 205,000	\$ 205,000	\$ 214,000	\$ 214,000	\$ 9,000
LESS EXPENDITURE DIST	61,842	67,000	67,000	71,000	71,000	4,000
TOT OTH CHRG	132,736	138,000	138,000	143,000	143,000	5,000
GROSS TOTAL	\$ 132,736	\$ 138,000	\$ 138,000	\$ 143,000	\$ 143,000	\$ 5,000
REVENUE	2,919	3,000	3,000	3,000	3,000	
NET COUNTY COST	\$ 129,817	\$ 135,000	\$ 135,000	\$ 140,000	\$ 140,000	\$ 5,000
REVENUE DETAIL						
MISCELLANEOUS	\$ 2,919	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
TOTAL	\$ 2,919	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

1997-98 Budget Message

The appropriation is used to pay assessments and taxes levied against the County by various agencies for the operation, maintenance, or improvement of streets and property for the performance of work related to grading, paving, or oiling streets; construction of sidewalks, steps, curbs, and gutters; sanitary sewers; drains; and lighting.

		<u>Changes From 1996-97 Budget</u>			<i>Budgeted Positions</i>
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>		
<u>Other Charges</u>					
1.	\$ 9,000	\$ 4,000	\$ 5,000		--
The appropriation and expenditure distribution have been increased due to an anticipated increase in billings.					
<i>Total \$</i>	<i>9,000</i>	<i>\$ 4,000</i>	<i>\$ 5,000</i>		<i>0.0</i>

SHERIFF SHERMAN BLOCK, SHERIFF

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 862,169,654	\$ 839,754,000	\$ 839,093,000	\$ 965,571,000	\$ 877,111,000	\$ 38,018,000
SERVICES & SUPPLIES	145,839,253	149,632,000	153,545,000	263,707,000	165,832,000	12,287,000
OTHER CHARGES	74,719,730	77,756,000	90,563,000	90,563,000	90,563,000	
FIXED ASSETS-EQUIP	1,506,610	4,281,000	2,676,000	12,854,000	3,376,000	700,000
OTHER FINANCING USES	340,107	367,000	224,000	610,000	224,000	
GROSS TOTAL	\$ 1,084,575,354	\$ 1,071,790,000	\$ 1,086,101,000	\$ 1,333,305,000	\$ 1,137,106,000	\$ 51,005,000
LESS INTRAFD TRANSFER	2,599,042	26,959,000	3,668,000	77,155,000	77,155,000	73,487,000
NET TOTAL	\$ 1,081,976,312	\$ 1,044,831,000	\$ 1,082,433,000	\$ 1,256,150,000	\$ 1,059,951,000	\$ -22,482,000
REVENUE	544,366,835	570,506,000	582,100,000	649,562,000	646,702,000	64,602,000
NET COUNTY COST	\$ 537,609,477	\$ 474,325,000	\$ 500,333,000	\$ 606,588,000	\$ 413,249,000	\$ -87,084,000
BUDGETED POSITIONS	12,812.0	13,102.0	13,102.0	14,798.0	13,851.0	749.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 13,050	\$ 25,000	\$ 7,000	\$ 20,000	\$ 20,000	\$ 13,000
VEHICLE CODE FINES	4,304,076	4,896,000	6,900,000	4,900,000	4,900,000	-2,000,000
FORFEIT & PENALTIES	2,051,035	2,285,000	2,282,000	2,209,000	2,209,000	-73,000
RENTS AND CONCESSIONS	111,360	87,000	5,000	75,000	75,000	70,000
STATE-OTHER	6,754,634	3,651,000	16,469,000	16,263,000	14,382,000	-2,087,000
STATE-PROP 172 PS&F	333,682,002	359,836,000	353,740,000	376,442,000	376,442,000	22,702,000
FEDERAL-OTHER	4,657,618	15,515,000	7,096,000	21,398,000	16,525,000	9,429,000
COMMUNICATION SVCS	310					
LEGAL SERVICES	132,038,213	131,465,000	131,465,000	127,692,000	127,692,000	-3,773,000
CIVIL PROCESS SERVICE	7,004,001	7,100,000	7,100,000	7,100,000	7,100,000	
COURT FEES & COSTS	873,026	769,000	930,000	632,000	632,000	-298,000
LAW ENFORCEMENT SVCS	11,911,832	10,454,000	10,485,000	12,966,000	12,966,000	2,481,000
RECORDING FEES		400,000	400,000	400,000	400,000	
INSTIT CARE & SVS	16,939,000	11,406,000	21,320,000	44,210,000	44,210,000	22,890,000
EDUCATIONAL SERVICES	2,250,526	1,696,000	1,834,000	1,967,000	1,967,000	133,000
CHRGs FOR SVCS-OTHER	14,070,427	9,868,000	11,310,000	11,109,000	11,109,000	-201,000
OTHER SALES	171,261	110,000	40,000	90,000	90,000	50,000
MISCELLANEOUS	1,216,263	4,424,000	4,517,000	12,340,000	12,306,000	7,789,000
SALE OF FIXED ASSETS	1,555,983	519,000	200,000	200,000	200,000	
OPERATING TRANSFER IN	4,762,218	6,000,000	6,000,000	9,549,000	13,477,000	7,477,000
TOTAL	\$ 544,366,835	\$ 570,506,000	\$ 582,100,000	\$ 649,562,000	\$ 646,702,000	\$ 64,602,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
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, though contract, to 39 cities and the Southern California Regional Rail Authority (Metrolink).

1997-98 Budget Message

The 1997-98 Proposed Budget adds \$55.1 million in revenue-offset appropriation and 718.0 budgeted positions to provide full-year operation of the Custody Study Group Plan to open and operate the Twin Towers Detention Facility as approved by the Board of Supervisors on October 10, 1996. The Proposed Budget also includes \$2.3 million in revenue-offset appropriation and 31.0 budgeted positions to provide additional contract law enforcement service. Notwithstanding these increases, the Proposed Budget requires the Sheriff to absorb over \$9.0 million of employee benefit increases, and the Sheriff is currently determining the full impact of this absorption.

1997-98 Budget Message (cont'd)

The Proposed Budget reflects reduced revenue for State prisoner maintenance and contract law enforcement due to adjustments in billing rates to comply with federal claiming guidelines. Additionally, the Department anticipates reductions in State revenue for inmate medical service due to revised billing rates, and in parking enforcement fines revenue, based on 1996-97 experience. However, the Proposed Budget includes increased revenue from other sources, including anticipated growth in Public Safety Sales Tax receipts and second-year funding consistent with the federal State Criminal Alien Assistance program (SCAAP).

Multi-Year Budget Planning

The Department has been actively involved in the Vision 2000 strategic planning effort, and has identified enhanced use of technology, greater use of automation, and continued civilianization efforts as high priority goals. In 1996-97, the Department was successful in developing a plan to contract with the State and federal governments to house inmates at the Mira Loma and Pitchess South Custody Facilities, to provide revenue to open and operate the Twin Towers Detention Facility.

In 1997-98, the Department will strive to identify additional revenue sources to fund critical infrastructure maintenance and repair needs such as those required at the Sybil Brand Custody Facility.

Critical Needs

The Department's critical needs are in the following areas:

- Increased custody and court security demands due to "Three Strikes" inmates remaining in custody pending jury trial.
- Prior year reductions in detective and emergency operations personnel have severely impaired the Department's ability to perform countywide and specialized investigations.
- Infrastructure maintenance and repair is required, particularly at the Sybil Brand Custody Facility.

	<u>Performance Measures</u>			
<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Workload/Output</u>				
Advanced training participants	50,045	60,000	60,000	65,000
Average daily inmate population	19,896	18,167	21,753	23,447
Calls for patrol service	1,181,877	1,132,992	1,133,267	1,135,269
Part I crimes ⁽¹⁾	122,836	115,047	114,431	115,846
Arrests	96,507	98,304	98,536	99,018
Fingerprint classifications	198,174	191,570	186,312	189,450
Prisoners transported	1,838,266	1,652,169	1,977,019	2,130,980

Explanatory Notes

- (1) Part I crimes consist of violent and property crimes.

<i>Gross Appropriation</i>		<u>Changes From 1996-97 Budget</u>		<i>Budgeted Positions</i>
		<i>Revenue/IFT</i>	<i>Net County Cost</i>	
<u>Program Changes</u>				
1.	\$ 55,104,000	\$ 131,821,000	\$ (-76,717,000)	718.0
<u>Custody Study Group Plan to Open and Operate the Twin Towers Detention Facility:</u> Reflects funding for staffing, supplies, and equipment to open and operate the Twin Towers Detention Facility, offset by \$74.0 million in intrafund transfer from the Twin Towers budget, \$26.4 million in contract revenue generated by housing 1,400 State inmates at the Pitchess South Custody Facility, \$12.7 million generated by housing 500 federal inmates at the Mira Loma Custody Facility, \$3.6 million in anticipated second-year State supplemental law enforcement funds, and a projected increase of \$15.0 million in Public Safety Sales Tax receipts.				
2.	\$ 2,351,000	\$ 2,351,000	\$ —	31.0
<u>Contract Law Enforcement:</u> Reflects an overall increase in contract law enforcement services, fully offset by revenue from the requesting agencies.				
<u>Other Changes</u>				
1.	\$ (-3,999,000)	\$ —	\$ (-3,999,000)	—
<u>Current Service Level Adjustment:</u> Reflects funding for salaries and employee benefits and services and supplies at the 1996-97 estimated actual spending level. These savings are partially offset by a projected increase in centrally allocated employee benefits costs.				
2.	\$ —	\$ (-6,300,000)	\$ 6,300,000	—
<u>Billing Rate Adjustment:</u> Reflects a reduction in revenues due to adjustment of retirement and retiree health benefits costs as reflected in the billing rate for law enforcement services.				
3.	\$ —	\$ 7,927,000	\$ (-7,927,000)	—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines, partially offset by savings in other programs.				
4.	\$ (-1,500,000)	\$ (-1,500,000)	\$ —	—
<u>Mandated Training Fund:</u> Reflects deletion of the one-time, revenue-offset mandated training fund program.				
5.	\$ (-951,000)	\$ 49,000	\$ (-1,000,000)	—
<u>1996-97 Program Savings:</u> Reflects annualization of mid-year program savings implemented by the Board of Supervisors during 1996-97. These savings include a decrease in overtime associated with court appearances, reduced vehicle mileage, a reduction in personnel available to serve warrants, and revenue from charging non-custody personnel for meals at custody facilities.				

		<u>Changes From 1996-97 Budget</u>		
<u>Gross</u>	<u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes (contd')</u>				
6.	\$ —	\$ 3,741,000	\$ (-3,741,000)	—
<u>Revenue Adjustments:</u> Reflects anticipated second-year SCAAP funds of \$9.8 million and \$7.7 million from anticipated growth in Public Safety Sales Tax, offset by revenue decreases due to revision of the billing rate for State inmate medical services and under realization of budgeted parking enforcement fines.				
Total \$	51,005,000	\$ 138,089,000	\$ (-87,084,000)	749.0

TWIN TOWERS DETENTION FACILITY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$	\$ 23,742,000	\$	\$ 74,057,000	\$ 74,057,000	\$ 74,057,000
REVENUE		3,634,000				
NET COUNTY COST	\$	\$ 20,108,000	\$	\$ 74,057,000	\$ 74,057,000	\$ 74,057,000
REVENUE DETAIL						
STATE-OTHER	\$	\$ 3,634,000	\$	\$	\$	\$
TOTAL	\$	\$ 3,634,000	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY DETENTION & CORRECTION	

Mission Statement

To provide placement, security, and care of sentenced and non-sentenced County jail inmates at the Twin Towers Detention Facility.

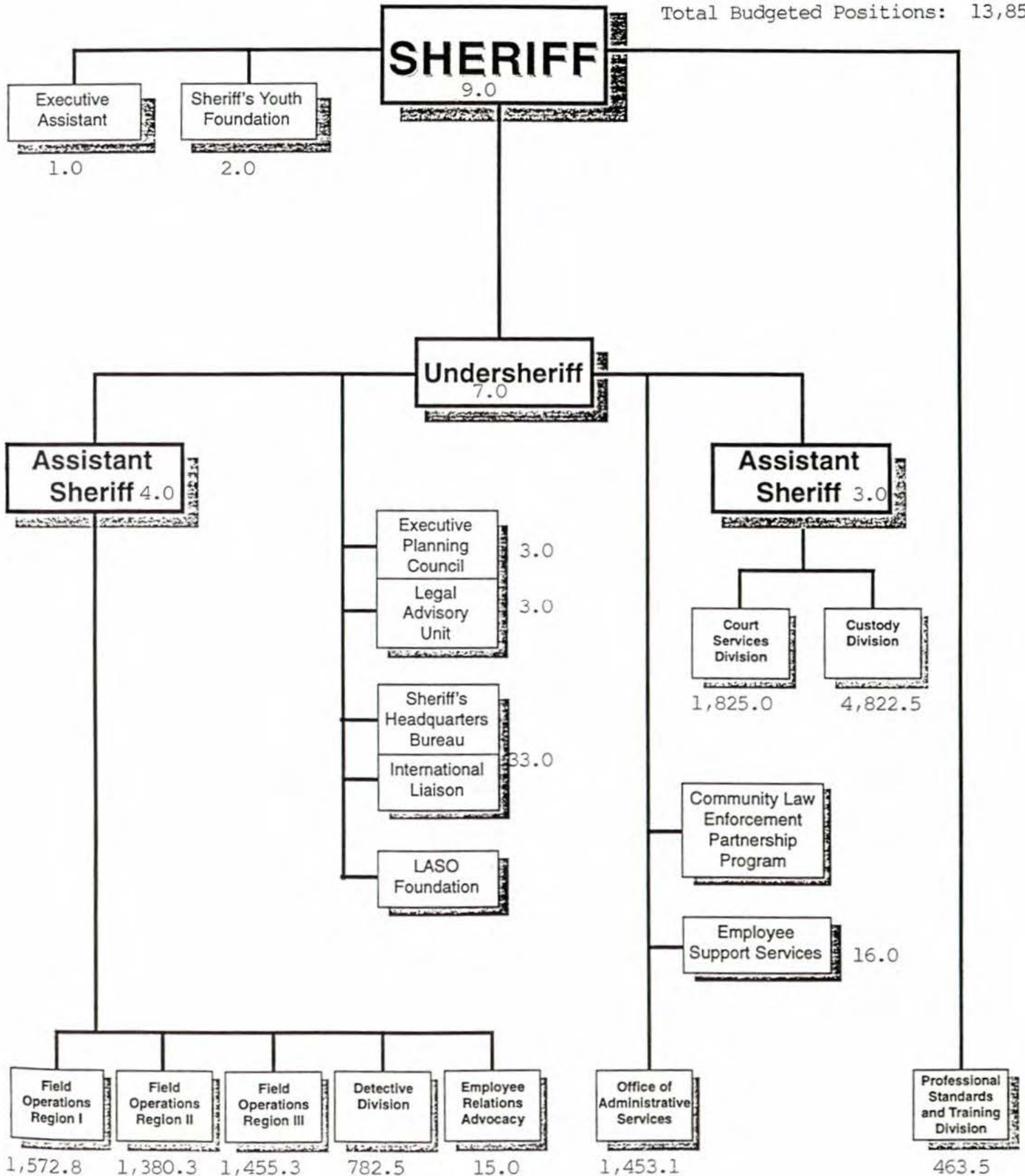
1997-98 Budget Message

The 1997-98 Proposed Budget funds full-year operation of the Twin Towers Detention Facility in accordance with the Custody Study Group Plan adopted by the Board of Supervisors on October 10, 1996. The Twin Towers Detention Facility opened in January 1997, and has the capacity to house 4,051 inmates.

		<u>Changes From 1996-97 Budget</u>		<u>Budgeted Positions</u>
		<u>Revenue/IFT</u>	<u>Net County Cost</u>	
<u>Gross Appropriation</u>				
<u>Program Changes</u>				
1.	\$ 74,057,000	\$ —	\$ 74,057,000	—
<u>Program Implementation:</u> Reflects funding to offset the following costs, which will be incurred in the Sheriff's Department budget to operate the Twin Towers Detention Facility, in accordance with the Custody Study Group Plan approved by the Board of Supervisors on October 10, 1996: \$57.6 million for 718.0 budgeted positions, \$15.7 million for services and supplies, and \$0.7 million for equipment.				
Total \$	74,057,000	\$ 0	\$ 74,057,000	0.0

DEPARTMENT ORGANIZATION

Total Budgeted Positions: 13,851.0



TELEPHONE UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 51,465,417	\$ 52,737,000	\$ 52,740,000	\$ 53,197,000	\$ 53,197,000	\$ 457,000
LESS EXPENDITURE DIST	56,893,300	59,529,000	60,128,000	58,725,000	58,725,000	-1,403,000
TOT S & S	-5,427,883	-6,792,000	-7,388,000	-5,528,000	-5,528,000	1,860,000
OTHER CHARGES	6,549,210	7,500,000	7,994,000	6,236,000	6,236,000	-1,758,000
FIXED ASSETS-EQUIP	274,486	300,000	300,000	300,000	300,000	
GROSS TOTAL	\$ 1,395,813	\$ 1,008,000	\$ 906,000	\$ 1,008,000	\$ 1,008,000	\$ 102,000
REVENUE	1,155,375	1,008,000	906,000	1,008,000	1,008,000	102,000
NET COUNTY COST	\$ 240,438	\$	\$	\$	\$	\$
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 583,000	\$ 583,000	\$ 583,000	\$ 583,000	\$ 583,000	
COMMUNICATION SVCS	393,140	425,000	323,000	425,000	425,000	102,000
CHRGs FOR SVCS-OTHER	2,507					
OTHER SALES	1,747					
MISCELLANEOUS	174,981					
TOTAL	\$ 1,155,375	\$ 1,008,000	\$ 906,000	\$ 1,008,000	\$ 1,008,000	\$ 102,000
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION		ACTIVITY
				OTHER PROTECTION		

Mission Statement

To fund telephone utility, equipment, and maintenance costs through a centralized appropriation administered by the Internal Services Department.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects increased service demands from clients which are partially offset by reductions resulting from the decentralization of cellular telephone billing and the completion of payments for various LAC-CAL purchases.

The Proposed Budget also includes \$745,000 in lease payments to finance telecommunications improvements for the Departments of Public Social Services, Children and Family Services, and Assessor, as well as the San Fernando Courthouse. The estimated total cost for these improvements (\$3.0 million) will be financed over a five-year period.

Changes From 1996-97 Budget

	Gross Appropriation	Expenditure Distribution/Revenue	Net County Cost	Budgeted Positions
Program Changes				
1.	\$ (-1,700,000)	\$ (-1,700,000)	\$ -	-

Cellular Telephone: Reflects a reduction due to the decentralization of cellular telephone billings to County departments.

Telephone Utilities (cont'd)

	<i>Gross Appropriation</i>	<i>Changes From 1996-97 Budget Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u>				
1.	\$ 2,157,000	\$ 2,157,000	\$ —	—
<u>Utilities Costs:</u> Reflects cost increases from public telephone services providers primarily due to increased service levels.				
2.	\$ 543,000	\$ 543,000	\$ —	—
<u>Local Area Networks:</u> Reflects increased requests from clients for Local Area Network (LAN) services.				
3.	\$ (-1,758,000)	\$ (-1,758,000)	\$ —	—
<u>Other Charges:</u> Reflects a net decrease resulting from completed LAC-CAL payments, reduced leased equipment requirements and \$745,000 in costs for new projects.				
4.	\$ (-290,000)	\$ (-290,000)	\$ —	—
<u>Automated Telephone Services System:</u> Reflects a decrease due to the completion of payments on the Automated Telephone Services System (ATSS) software.				
5.	\$ (-223,000)	\$ (-223,000)	\$ —	—
<u>Services and Supplies:</u> Reflects a decrease in requirements for telephone systems improvements and efforts to modernize the County's telephone system infrastructure.				
6.	\$ (-30,000)	\$ (-30,000)	\$ —	—
<u>Legal Fees:</u> Reflects a decrease in legal fees based on projected expenditures.				
Total \$	(-1,301,000)	\$ (-1,301,000)	\$ 0	0.0

TREASURER AND TAX COLLECTOR
LARRY J. MONTEILH, TREASURER AND TAX COLLECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 26,546,057	\$ 25,915,000	\$ 29,162,000	\$ 29,230,000	\$ 28,922,000	\$ -240,000
SERVICES & SUPPLIES	16,166,585	19,529,000	19,596,000	23,571,000	21,433,000	1,837,000
OTHER CHARGES	1,094,715	1,098,000	1,011,000	1,070,000	1,070,000	59,000
OTHER FINANCING USES	385,327	259,000	259,000			-259,000
GROSS TOTAL	\$ 44,192,684	\$ 46,801,000	\$ 50,028,000	\$ 53,871,000	\$ 51,425,000	\$ 1,397,000
LESS INTRAFD TRANSFER	7,637,477	8,076,000	8,451,000	10,273,000	10,273,000	1,822,000
NET TOTAL	\$ 36,555,207	\$ 38,725,000	\$ 41,577,000	\$ 43,598,000	\$ 41,152,000	\$ -425,000
REVENUE	29,577,513	32,026,000	34,836,000	29,509,000	29,509,000	-5,327,000
NET COUNTY COST	\$ 6,977,694	\$ 6,699,000	\$ 6,741,000	\$ 14,089,000	\$ 11,643,000	\$ 4,902,000
BUDGETED POSITIONS	649.5	649.0	649.0	654.0	649.0	
REVENUE DETAIL						
PEN & COSTS-DEL TAXES \$	3,043	\$	\$	\$	\$	
BUSINESS LICENSES	1,553,497	1,500,000	1,450,000	1,500,000	1,500,000	50,000
FORFEIT & PENALTIES	5,886					
PEN/INT/COSTS-DEL TAX	3,219,215	3,300,000	4,000,000	3,300,000	3,300,000	-700,000
STATE-OTHER	4,546,515	5,737,000	4,714,000	5,741,000	5,741,000	1,027,000
ASSESS/TAX COLL FEES	929,486	927,000	1,317,000	1,081,000	1,081,000	-236,000
INHERITANCE TAX FEES	146,787	150,000	168,000	110,000	110,000	-58,000
PLANNING & ENG SVCS	17,367					
CIVIL PROCESS SERVICE	72,107	78,000	134,000	79,000	79,000	-55,000
COURT FEES & COSTS	1,346	1,000	1,000	1,000	1,000	
ESTATE FEES	2,050,016	2,100,000	2,100,000	2,100,000	2,100,000	
RECORDING FEES	9,627	10,000	10,000	10,000	10,000	
CHRGs FOR SVCS-OTHER	8,832,190	9,780,000	11,539,000	10,635,000	10,635,000	-904,000
OTHER SALES	217,346	235,000	250,000	250,000	250,000	
MISCELLANEOUS	7,973,085	8,208,000	9,153,000	4,702,000	4,702,000	-4,451,000
TOTAL	\$ 29,577,513	\$ 32,026,000	\$ 34,836,000	\$ 29,509,000	\$ 29,509,000	\$ -5,327,000
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY 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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects an increase in net County cost to backfill revenue reductions, and thereby maintain the current service level. Revenue reductions are primarily related to loss of one-time revenue utilized to partially fund the property tax program, a decrease in redemption penalties and cost revenue, and a decrease in SB 813 supplemental property tax cost reimbursement, partially offset by additional SB 2557 property tax administration cost reimbursement. Additionally, the Proposed Budget includes first year funding to implement required computer programming modifications for year 2000 system conversion.

Multi-Year Budget Planning

Consistent with the Department's Vision 2000 strategic plan goals, the 1997-98 Proposed Budget continues funding for the first year of the Year 2000 Project, completion of the Secured Tax Roll System (Phase III) auction modules, continued development of a countywide property tax credit card program, taxpayer customer service improvements, and Public Administrator systems modifications.

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 case 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 continued funding for the property tax program, funding for the Year 2000 Project, and development and implementation of Vision 2000 strategic plan goals related to technology and innovations. The Department will continue to pursue development and implementation of its Vision 2000 strategic plan related to technology and innovations to improve customer services, security over the receipt of funds, accuracy of payment postings, and acceleration of deposits. These programs would result in the maximization of County interest earnings.

<u>Performance Indicator</u>	<u>Performance Measures</u>			
	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Cost to process secured property tax mail payments	n/a	\$2,214,405	\$2,169,411	\$2,133,761
Secured property tax mail correspondence costs	n/a	\$444,563	\$436,225	\$429,098
Total bank transaction costs	n/a	\$47,769	\$37,652	\$37,097
Number of estate administrators	n/a	20	19	19
<u>Workload/Output</u>				
Secured property tax mail payments processed	n/a	4,559,152	4,700,000	4,700,000
Number of secured property tax mail correspondence responses	n/a	78,929	79,000	79,000
Number of bank transactions	n/a	24,523	22,500	22,500
Decedent cases assigned to the Public Administrator	n/a	3,579	3,100	3,100

Performance Measures (cont'd)

<u>Performance Indicator</u>	<u>Actual 1994-95</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Efficiency</u>				
Secured property tax mail payments cost per transaction	n/a	\$0.49	\$0.46	\$0.45
Cost per secured property tax mail correspondence response	n/a	\$5.63	\$5.52	\$5.43
Cost per bank transaction	n/a	\$1.95	\$1.67	\$1.65
Decedent cases assigned per estate administrator	n/a	179	163	163
<u>Effectiveness/Outcome</u>				
Percent of secured property tax mail payments processed (1)	n/a	91%	94%	94%
Percent of secured property tax mail correspondence disposed of within 30 business days (2)	n/a	90%	90%	87%
Percent of bank exceptions resolved within seven business days	n/a	93%	93%	90%
Percent of decedent cases disposed of within one year of assignment	n/a	42%	42%	42%

Objectives for 1997-98

- Maintain 94 percent secured property tax mail payments processed annually.
- Dispose of 90 percent of secured property tax mail correspondence within thirty business days.
- Maintain 93 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 303,000 secured property tax mail payments posting exceptions for 1996-97 and 1997-98.
- (2) Based on potential delays associated with training staff on tax redemption system changes to be implemented late 1996-97 through the first part of 1997-98.

<u>Gross Appropriation</u>	<u>Changes From 1996-97 Budget</u>		<u>Budgeted Positions</u>
	<u>Revenue/IFT</u>	<u>Net County Cost</u>	

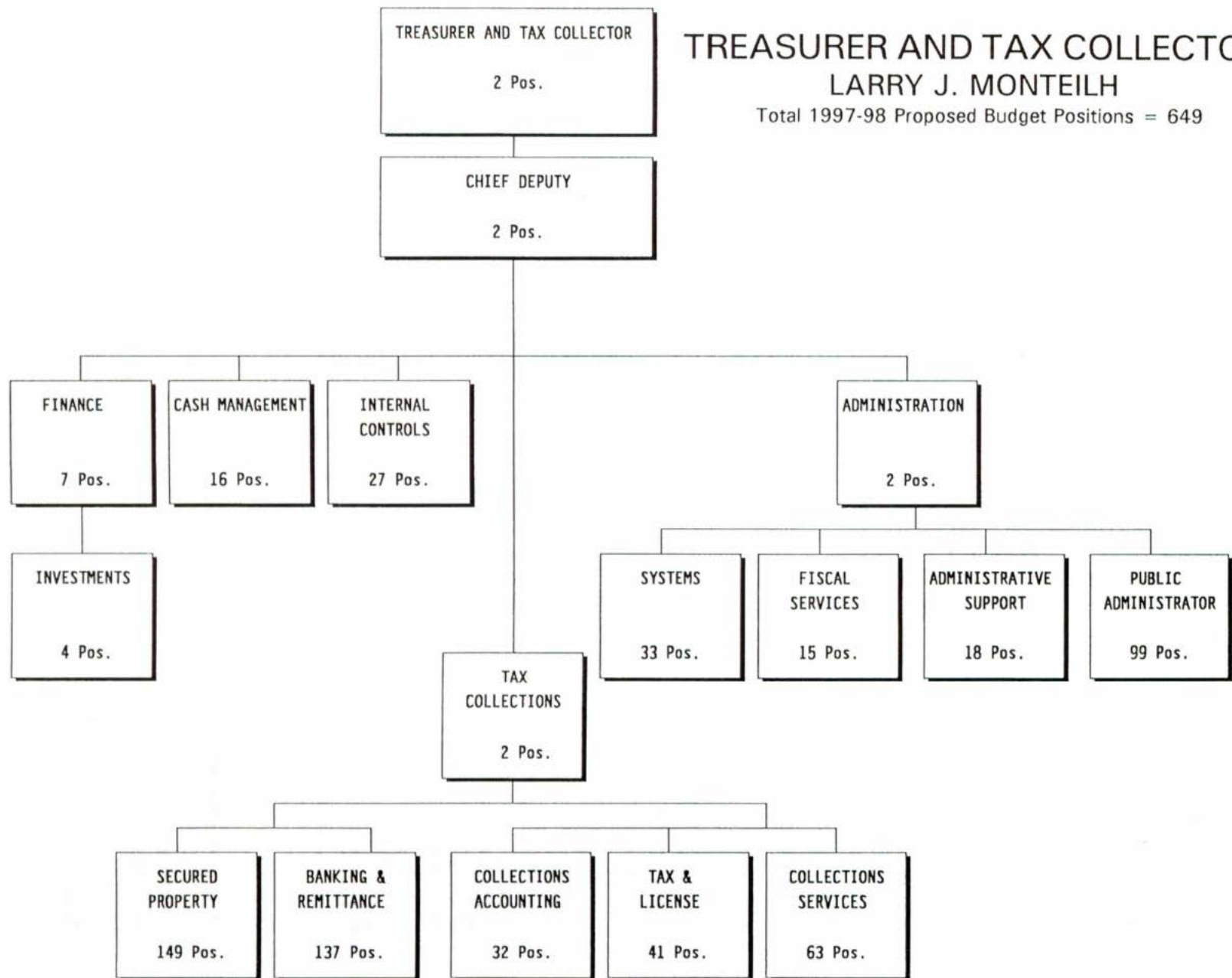
Program Changes

1.	\$	—	\$	(-5,271,000)	\$	5,271,000	—
<u>Property Taxes and Fees:</u> Reflects primarily the elimination of one-time revenues from backlog projects, and a decrease in penalties and costs revenue and tax sales cost revenue based on actual experience.							
2.	\$	150,000	\$	—	\$	150,000	—

Data Processing: Reflects an increase in funding for required computer programming modifications for year 2000 system conversion.

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Program Changes</u> (cont'd)				
3.	\$ 384,000	\$ 857,000	\$ (-473,000)	—
<u>Property Tax Administration</u> : Reflects an increase in services and supplies associated with property tax administration. Also reflects an increase in revenue for SB 2557 property tax administration costs, partially offset by a reduction in SB 813 supplemental property tax cost reimbursement.				
4.	\$ —	\$ (-958,000)	\$ 958,000	—
<u>Collections Services - Health</u> : Reflects a decrease in revenue from collection services provided to the hospitals and Antelope Valley Rehabilitation Center based on decreased costs for systems, overhead costs and decline in referrals.				
5.	\$ (-106,000)	\$ (-217,000)	\$ 111,000	—
<u>Collections Services - Other</u> : Reflects a decrease in services and supplies for legal and contract costs based on actual experience. Also reflects a decrease in intrafund transfer for collection services provided to Probation and the Department of Public Social Services (DPSS) based on prior system changes and actual experience.				
<u>Other Changes</u>				
1.	\$ (-967,000)	\$ 396,000	\$ (-1,363,000)	—
<u>Countywide Cost Allocation Plan Adjustments</u> : Reflects adjustments to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
2.	\$ (-240,000)	\$ —	\$ (-240,000)	—
<u>Salaries and Employee Benefits</u> : Reflects primarily an adjustment to salary savings and employee benefits to more accurately reflect anticipated expenditures.				
3.	\$ 2,338,000	\$ 2,338,000	\$ —	—
<u>Banking Services</u> : Reflects an increase in reimbursable bank charges based on price increases primarily for welfare account services.				
4.	\$ —	\$ (-87,000)	\$ 87,000	—
<u>License Services</u> : Reflects a decrease in Public Health license collections, offset partially by an increase in business license fee revenue based on actual experience.				
5.	\$ —	\$ 358,000	\$ (-358,000)	—
<u>Mail Services</u> : Reflects an increase in reimbursement for mail services provided to District Attorney Child Support and DPSS, partially offset by a reduction in services to Parks and Recreation based on actual experience.				

		<u>Changes From 1996-97 Budget</u>		
<i>Gross Appropriation</i>		<i>Revenue/IFT</i>	<i>Net County Cost</i>	<i>Budgeted Positions</i>
<u>Other Changes</u> (cont'd)				
6.	\$ —	\$ (-365,000)	\$ 365,000	—
<u>Public Administrator:</u> Reflects a decrease in Public Administrator-related revenues from Mental Health trustee services and interest revenues based on actual experience, partially offset by an increase in reimbursable investigation services.				
7.	\$ 43,000	\$ (-556,000)	\$ 599,000	—
<u>Treasury Services:</u> Reflects a decrease in treasury-related revenues primarily for recovery of treasury management expense, investment services, and deferred compensation costs based on reduced program costs and completion of solicitation process for defined contribution plans. Also reflects increases for system updates to comply with legislative changes.				
8.	\$ (-259,000)	\$ —	\$ (-259,000)	—
<u>Productivity Investment Fund:</u> Reflects final Productivity Investment Fund loan payments for the automated cashing and cost allocation systems.				
9.	\$ 59,000	\$ —	\$ 59,000	—
<u>Other Charges:</u> Reflects an increase in capital lease charges, offset by a small decrease in Judgments and Damages based on projected costs.				
10.	\$ (-5,000)	\$ —	\$ (-5,000)	—
<u>Services and Supplies:</u> Reflects a reduction to more accurately reflect anticipated expenditures.				
Total \$	1,397,000	\$ (-3,505,000)	\$ 4,902,000	0.0



TREASURER AND TAX COLLECTOR

LARRY J. MONTEILH

Total 1997-98 Proposed Budget Positions = 649

TRIAL COURT OPERATIONS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 246,148,387	\$ 247,359,000	\$ 250,470,000	\$ 294,612,000	\$ 254,218,000	\$ 3,748,000
SERVICES & SUPPLIES	227,676,100	186,845,000	178,643,000	249,838,000	182,396,000	3,753,000
LESS EXPENDITURE DIST	115,420	114,000	114,000			-114,000
TOT S & S	227,560,680	186,731,000	178,529,000	249,838,000	182,396,000	3,867,000
OTHER CHARGES	2,004,410	5,630,000	6,154,000	10,416,000	9,429,000	3,275,000
FIXED ASSETS-EQUIP	1,001,046	74,000	74,000	187,000	94,000	20,000
OTHER FINANCING USES	167,928					
GROSS TOTAL	\$ 476,882,451	\$ 439,794,000	\$ 435,227,000	\$ 555,053,000	\$ 446,137,000	\$ 10,910,000
LESS INTRAFD TRANSFER	20,903,342	7,034,000	6,888,000	9,909,000	6,689,000	-199,000
NET TOTAL	\$ 455,979,109	\$ 432,760,000	\$ 428,339,000	\$ 545,144,000	\$ 439,448,000	\$ 11,109,000
TOT FIN REQMTS	\$ 455,979,109	\$ 432,760,000	\$ 428,339,000	\$ 545,144,000	\$ 439,448,000	\$ 11,109,000
AVAIL FINANCE						
CANCEL RES/DES	-4,344,808					
REVENUE	460,323,920	432,760,000	428,339,000	548,144,000	439,448,000	11,109,000
TOT AVAIL FIN	\$ 455,979,112	\$ 432,760,000	\$ 428,339,000	\$ 548,144,000	\$ 439,448,000	\$ 11,109,000
BUDGETED POSITIONS	4,786.9	4,848.9	4,848.9	5,549.4	4,938.9	90.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 3,300	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
OTHER LIC & PERMITS	158,140	55,000	55,000	55,000	55,000	
VEHICLE CODE FINES	4,253,855	4,177,000	4,817,000	4,600,000	4,338,000	-479,000
OTHER COURT FINES	20,288,419	20,529,000	19,105,000	20,092,000	19,657,000	552,000
FORFEIT & PENALTIES	103,451	75,000	75,000	120,000	120,000	45,000
INTEREST	706,753	120,000		115,000	115,000	115,000
RENTS AND CONCESSIONS	24,799	7,000	7,000	10,000	10,000	3,000
ROYALTIES	36,123	35,000	35,000	35,000	35,000	
STATE-OTHER	1,505,230	298,000				
STATE-TRIAL COURTS	171,261,960	165,597,000	162,090,000	169,429,000	168,951,000	6,861,000
FEDERAL-OTHER	58,391	22,000				
ASSESS/TAX COLL FEES		2,300,000	2,753,000	3,215,000	3,215,000	462,000
ELECTION SERVICES	8,429,901	125,000	125,000	125,000	125,000	
LEGAL SERVICES	931,043	1,482,000	960,000	1,569,000	1,534,000	574,000
COURT FEES & COSTS	32,216,007	37,958,000	38,386,000	36,181,000	35,944,000	-2,442,000
RECORDING FEES	2,622,420	1,843,000	1,700,000	1,830,000	1,830,000	130,000
CHRGs FOR SVCS-OTHER	576,694	592,000	200,000	425,000	425,000	225,000
OTHER SALES	150,144	135,000	130,000	150,000	150,000	20,000
MISCELLANEOUS	9,755,756	7,142,000	4,671,000	5,461,000	5,449,000	778,000
OPERATING TRANSFER IN	207,241,534	190,265,000	193,227,000	304,729,000	197,492,000	4,265,000
TOTAL	\$ 460,323,920	\$ 432,760,000	\$ 428,339,000	\$ 548,144,000	\$ 439,448,000	\$ 11,109,000

1997-98 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 USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 121,169,556	\$ 122,459,000	\$ 122,602,000	\$ 142,715,000	\$ 124,950,000	2,348,000
SERVICES & SUPPLIES	107,482,249	81,180,000	77,864,000	134,458,000	80,883,000	3,019,000
LESS EXPENDITURE DIST	115,420	114,000	114,000			-114,000
TOT S & S	107,366,829	81,066,000	77,750,000	134,458,000	80,883,000	3,133,000
OTHER CHARGES	593,388	1,357,000	1,356,000	448,000	403,000	-953,000
FIXED ASSETS-EQUIP	105,158	74,000	74,000	97,000	94,000	20,000
OTHER FINANCING USES	167,928					
GROSS TOTAL	\$ 229,402,859	\$ 204,956,000	\$ 201,782,000	\$ 277,718,000	\$ 206,330,000	4,548,000
LESS INTRAFUND TRANSFER	15,950,445	1,693,000	1,497,000	1,861,000	1,102,000	-395,000
NET TOTAL	\$ 213,452,414	\$ 203,263,000	\$ 200,285,000	\$ 275,857,000	\$ 205,228,000	4,943,000
TOT FIN REQMTS	\$ 213,452,414	\$ 203,263,000	\$ 200,285,000	\$ 275,857,000	\$ 205,228,000	4,943,000
AVAIL FINANCE						
CANCEL RES/DES	-1,707,417					
REVENUE	221,997,327	203,263,000	200,285,000	278,857,000	205,228,000	4,943,000
TOT AVAIL FIN	\$ 220,289,910	\$ 203,263,000	\$ 200,285,000	\$ 278,857,000	\$ 205,228,000	4,943,000
BUDGETED POSITIONS	2,258.9	2,259.9	2,259.9	2,500.7	2,308.9	49.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 800	\$	\$	\$	\$	
VEHICLE CODE FINES	4,253,309	4,174,000	4,814,000	4,597,000	4,335,000	-479,000
OTHER COURT FINES	19,578,780	19,956,000	18,555,000	19,517,000	19,082,000	527,000
INTEREST	394,331					
STATE-OTHER	694,782					
STATE-TRIAL COURTS	91,440,733	79,262,000	79,213,000	83,094,000	82,616,000	3,403,000
FEDERAL-OTHER	42,515	22,000				
ELECTION SERVICES	8,429,901					
LEGAL SERVICES	931,043	1,482,000	960,000	1,569,000	1,534,000	574,000
COURT FEES & COSTS	25,306,086	30,474,000	26,086,000	30,137,000	29,900,000	3,814,000
CHRGs FOR SVCS-OTHER		73,000				
OTHER SALES	11,186					
MISCELLANEOUS	3,082,391	425,000	261,000	811,000	799,000	538,000
OPERATING TRANSFER IN	67,831,470	67,395,000	70,396,000	139,132,000	66,962,000	-3,434,000
TOTAL	\$ 221,997,327	\$ 203,263,000	\$ 200,285,000	\$ 278,857,000	\$ 205,228,000	4,943,000

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.

1997-98 Budget Message

The 1997-98 Proposed Budget reflects increased positions for participating courts to perform the administrative functions associated with the Traffic Violator School program, more than offset by traffic referral fees. The budget also reflects one additional judgeship at the Citrus Municipal Court, as authorized by AB 1818 and approved by the Board in November 1996, as well as other position increases to support various courts' operations. These increases are more than offset by increased revenue primarily attributable to the in-house collection program implemented by the Administratively Consolidated Municipal Courts, and an overall increase in civil assessment fees, and court fines and fees.

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.

<u>Performance Indicator</u>	<u>Performance Measures</u>		1996-97	1997-98
	<u>Actual</u> <u>1994-95</u>	<u>Actual</u> <u>1995-96</u>	<u>Estimated</u> <u>Actual</u>	<u>Projected</u>
<u>Workload/Output</u>				
Felonies	68,604	66,619	65,000	66,000
Nontraffic misdemeanors and infractions	227,733	250,612	257,000	270,000
Traffic misdemeanors and infractions	1,675,112	1,720,509	1,675,000	1,694,000
Illegal parking	1,692	1,779	2,000	2,000
Civil	208,957	200,620	209,000	207,000
Small claims	143,990	144,327	147,000	151,000

<u>Changes From 1996-97 Budget</u>			<u>Budgeted Positions</u>
<u>Financing Uses</u>	<u>Financing Available</u>		

Program Changes

1.	\$ 840,000	\$ 1,200,000	28.0
<u>Traffic Violator School Program:</u> Reflects additional positions for participating courts to perform the administrative functions associated with the Traffic Violator School program, more than offset by traffic referral fees.			
2.	\$ 210,000	\$ 253,000	—
<u>In-House Revenue Collection Program:</u> Reflects costs associated with the Administratively Consolidated Municipal Courts' implementation of the in-house revenue collection program for Delinquent Traffic Citations, which is fully financed by additional revenue generated from this program.			
3.	\$ 108,000	\$ 300,000	(-3.0)

Payment Information Collection System (PICS): Reflects costs associated with full implementation of the automated telephone payment system at Compton Municipal Court. These costs are offset by a reduction in positions which are no longer needed, and revenue generated from the use of the system.

<u>Changes From 1996-97 Budget</u>				<i>Budgeted Positions</i>
<i>Financing Uses</i>		<i>Financing Available</i>		
<u>Program Changes (cont'd)</u>				
4.	\$ 1,156,000	\$ 1,156,000		24.0
<u>Additional Staffing Requirements:</u> Reflects 1.0 additional judgeship, which was authorized by AB 1818 (Baca), and corresponding support staff for Citrus Municipal Court. Also reflects additional positions, such as data systems, fiscal and court clerk positions, necessary to support the operations of various courts. The additional positions are fully offset by the collection of various revenues.				
<u>Other Changes</u>				
1.	\$ (-650,000)	\$ —		—
<u>Countywide Cost Allocation Plan Adjustment:</u> Reflects adjustment to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines.				
2.	\$ —	\$ 2,034,000		—
<u>Revenue Adjustments:</u> Reflects an increase in revenue primarily associated with the collection of civil assessment fees, and court fines and fees.				
3.	\$ 802,000	\$ —		—
<u>Mandatory Court Expenses:</u> Reflects primarily an increase in court-mandated functions such as court reporters, court transcriptions, interpreters, expert witness, and court-appointed counsel for indigents.				
4.	\$ 2,986,000	\$ —		—
<u>Services and Supplies:</u> Reflects increases in various services and supplies and fixed assets, including security and data processing costs, partially offset by a decrease in intrafund transfers.				
5.	\$ (-953,000)	\$ —		—
<u>LAC-CAL and Judgments and Damages:</u> Reflects a reduction in LAC-CAL financing of equipment, and litigation and settlement costs.				
6.	\$ 444,000	\$ —		—
<u>Salaries and Employee Benefits:</u> Reflects an increase in employee benefits, primarily in workers compensation, and retirement debt service costs.				
7.	\$ —	\$ —		—
<u>State Trial Court Funding:</u> Reflects an increase of \$3.0 million in allocation of State Trial Court Funding. The General Fund subsidy has been reduced accordingly in the same amount.				
Total \$	4,943,000	\$ 4,943,000		49.0

SUPERIOR COURT SUMMARY
JOHN A. CLARKE, EXECUTIVE OFFICER/CLERK OF THE SUPERIOR COURT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 124,978,831	\$ 124,900,000	\$ 127,868,000	\$ 151,897,000	\$ 129,268,000	\$ 1,400,000
SERVICES & SUPPLIES	120,193,851	105,665,000	100,779,000	115,380,000	101,513,000	734,000
OTHER CHARGES	1,411,022	4,273,000	4,798,000	9,968,000	9,026,000	4,228,000
FIXED ASSETS-EQUIP	895,888			90,000		
GROSS TOTAL	\$ 247,479,592	\$ 234,838,000	\$ 233,445,000	\$ 277,335,000	\$ 239,807,000	\$ 6,362,000
LESS INTRAFD TRANSFER	4,952,897	5,341,000	5,391,000	8,048,000	5,587,000	196,000
NET TOTAL	\$ 242,526,695	\$ 229,497,000	\$ 228,054,000	\$ 269,287,000	\$ 234,220,000	\$ 6,166,000
TOT FIN REQMTS	\$ 242,526,695	\$ 229,497,000	\$ 228,054,000	\$ 269,287,000	\$ 234,220,000	\$ 6,166,000
AVAIL FINANCE						
CANCEL RES/DES	-2,637,391					
REVENUE	238,326,593	229,497,000	228,054,000	269,287,000	234,220,000	6,166,000
TOT AVAIL FIN	\$ 235,689,202	\$ 229,497,000	\$ 228,054,000	\$ 269,287,000	\$ 234,220,000	\$ 6,166,000
BUDGETED POSITIONS	2,528.0	2,589.0	2,589.0	3,048.7	2,630.0	41.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
OTHER LIC & PERMITS	158,140	55,000	55,000	55,000	55,000	
VEHICLE CODE FINES	546	3,000	3,000	3,000	3,000	
OTHER COURT FINES	709,639	573,000	550,000	575,000	575,000	25,000
FORFEIT & PENALTIES	103,451	75,000	75,000	120,000	120,000	45,000
INTEREST	312,422	120,000		115,000	115,000	115,000
RENTS AND CONCESSIONS	24,799	7,000	7,000	10,000	10,000	3,000
ROYALTIES	36,123	35,000	35,000	35,000	35,000	
STATE-OTHER	810,448	298,000				
STATE-TRIAL COURTS	79,821,227	86,335,000	82,877,000	86,335,000	86,335,000	3,458,000
FEDERAL-OTHER	15,876					
ASSESS/TAX COLL FEES		2,300,000	2,753,000	3,215,000	3,215,000	462,000
ELECTION SERVICES		125,000	125,000	125,000	125,000	
COURT FEES & COSTS	6,909,921	7,484,000	12,300,000	6,044,000	6,044,000	-6,256,000
RECORDING FEES	2,622,420	1,843,000	1,700,000	1,830,000	1,830,000	130,000
CHRGs FOR SVCS-OTHER	576,694	519,000	200,000	425,000	425,000	225,000
OTHER SALES	138,958	135,000	130,000	150,000	150,000	20,000
MISCELLANEOUS	6,673,365	6,717,000	4,410,000	4,650,000	4,650,000	240,000
OPERATING TRANSFER IN	139,410,064	122,870,000	122,831,000	165,597,000	130,530,000	7,699,000
TOTAL	\$ 238,326,593	\$ 229,497,000	\$ 228,054,000	\$ 269,287,000	\$ 234,220,000	\$ 6,166,000

Mission Statement

The Los Angeles Superior Court and the Administratively Unified 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.

1997-98 Budget Message

The 1997-98 Proposed Budget essentially maintains Court operations at the 1996-97 level. This includes full-year funding for 1996-97 mid-year augmentations in critical Court administrative support, dependency court positions, and increased California Youth Authority charges, as well as partially reimbursable funding for costs related to "Three Strikes," juror and interpreter services, and transcripts. The Proposed Budget also reflects a reduction in revenue, primarily in the areas of unclaimed funds, child custody mediation fees which the court is no longer permitted to collect, and fees for clerk-prepared probate decrees which are no longer provided by the Court.

Multi-Year Budget Planning

The Proposed Budget recommendations maintain the Court's current level of operations but will not permit the Court to make significant progress in meeting its Vision 2000 strategic plan goals: jury reform, accessibility to the public, resource management, case and calendar management, appropriate technology, coordination with other justice agencies, improved public confidence in the Court, education and training for the judiciary and staff, development of uniform rules and procedures, and independence and accountability of Court actions.

Critical Needs

The Court continues to have critical unmet needs. Additional funding is required to allow the Court to continue implementation of the Countywide Court Security Plan. The Court also continues to have critical unmet needs in the areas of jury services, case management, courtroom/operations support, and technology and facility improvements.

Performance Measures

<u>Performance Indicator</u>	<u>Actual 1994-95 ⁽¹⁾</u>	<u>Actual 1995-96</u>	<u>1996-97 Estimated Actual</u>	<u>1997-98 Projected</u>
<u>Input</u>				
Juvenile delinquency filings	29,991	28,122	27,910	28,000
Juvenile dependency filings	33,880	43,665	39,602	40,000
Criminal filings	50,189	47,185	48,128	48,000
<u>Workload/Output</u>				
Juvenile delinquency dispositions	25,859	24,594	23,586	24,000
Juvenile dependency dispositions	25,481	33,639	23,368	28,000
Criminal dispositions	46,858	47,849	47,578	48,000
Jury affidavits mailed	3,914,756	2,827,145	4,550,000	4,550,000
Jurors served	172,154	168,122	166,392	166,000
Jury days served	1,223,815	1,262,676	1,183,854	1,184,000
Jury trials sworn - Superior Court	3,770	4,145	3,626	4,000
Jury trials sworn - Municipal Courts	2,116	2,233	2,244	2,000
<u>Efficiency</u>				
Average disposition time ⁽²⁾ - juvenile delinquency	70 days	69 days	71 days	71 days
Average disposition time - juvenile dependency	83 days	77 days	51 days	51 days
Average disposition time - criminal	67 days	78 days	70 days	66 days

Performance Measures (cont'd)

Performance Indicator	Actual 1994-95 ⁽¹⁾	Actual 1995-96	1996-97 Estimated Actual	1997-98 Projected
Effectiveness/Outcome				
Clearance rate ⁽³⁾ - juvenile delinquency	86.2%	87.5%	84.5%	85.0%
Clearance rate - juvenile dependency	75.2%	77.0%	59.0%	70.0%
Clearance rate - criminal	93.4%	101.4%	98.9%	100.0%
Backlog ⁽⁴⁾ - criminal	6.0%	6.9%	5.2%	4.0%
Percentage of jurors responding positively to opinion poll ⁽⁵⁾	77.7%	78.9%	79.0%	80.0%
Percentage of prospective jurors who do not respond to affidavit	36.4%	20.1%	28.3%	26.0%

Objectives for 1997-98

- Juvenile Courts: Increase the clearance rate of juvenile delinquency cases to 85 percent; increase the clearance rate of juvenile dependency cases to 70 percent.
- Criminal Courts: Decrease the percentage of backlog cases to 4 percent.
- Juror Services: Increase the percentage of jurors responding positively to exit poll to 80 percent; reduce the percentage of jurors who fail to return affidavit form to 26 percent.

Explanatory Notes

- (1) Variation in 1994-95 Actuals from previous reporting is attributable to use of "Caseload Profile" reporting methodology implemented during 1996-97. Further, performance measures have been revised in the area of Efficiency and Effectiveness/Outcome.
- (2) Mean number of days, from filing to disposition of cases, within a reporting period of one month.
- (3) The ratio of dispositions to filings. A clearance rate of 100 percent reflects that the number of pending cases resolved equals the number of new cases entering the system.
- (4) Cases not disposed of in 12 months.
- (5) Positive response represents a combination of those who responded "Strongly Agree" or "Agree" to the statement that serving as a juror was a positive civic duty.

Changes From 1996-97 Budget

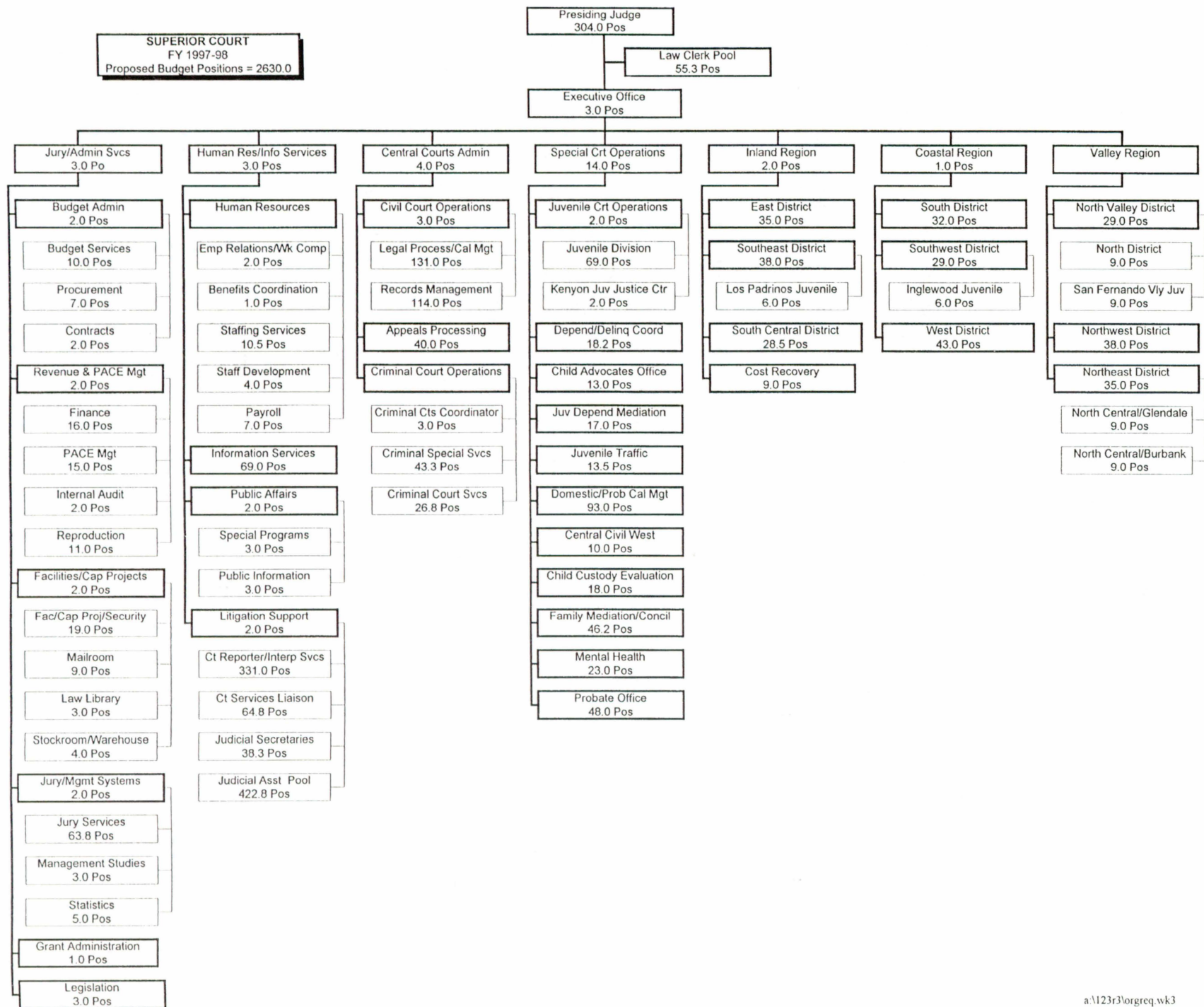
	Financing Uses	Financing Available	Budgeted Positions
Program Changes			
1.	\$ 2,448,000	\$ 2,252,000	—
	<u>Juror Services, Interpreters, and Transcripts:</u> Reflects increased costs for criminal trials, including Three Strikes cases, which require more jurors, interpreters, and preparation of transcripts on appeal, partially offset by reimbursement from the Municipal courts.		
2.	\$ 4,413,000	\$ 4,413,000	—
	<u>California Youth Authority (CYA) Incarceration Costs:</u> Reflects increased costs for sending youths to CYA due to new regulations effective January 1, 1997.		

Changes From 1996-97 Budget

Financing Uses		Financing Available		Budgeted Positions
<u>Program Changes (cont'd)</u>				
3.	\$ 2,000,000	\$ 3,458,000		9.0
<u>Juvenile Dependency/Domestic Support:</u> Reflects increased costs for court-appointed attorneys representing clients in dependency court, full-year funding for 7.0 Senior Family Mediators in the Juvenile Dependency Mediation program, and 2.0 referees in the Domestic Support program, offset by increased trial court funding.				
4.	\$ 1,400,000	\$ 1,400,000		32.0
<u>Courtroom/Operations and Administrative Support:</u> Reflects full-year funding for 64.0 positions approved in 1996-97 for Court support staff, such as office assistants, property custodian auditors, and financial evaluators.				
5.	\$ 750,000	\$ 750,000		—
<u>Witness Fees:</u> Reflects increased costs for witness fees and related transportation costs.				
<u>Other Changes</u>				
1.	\$ (-5,655,000)	\$ (-6,917,000)		—
<u>Miscellaneous Savings and Revenue Losses:</u> Reflects reductions primarily in one-time unclaimed trust fund revenue and earned jury fees to reflect actual experience, offset partially by a \$2.2 million savings in services and supplies associated with the completion of debt service payments for a Court project, as well as a \$3.5 million decrease in various mandatory criminal costs.				
2.	\$ 810,000	\$ 810,000		—
<u>Trust Fund Use:</u> Reflects increases in children's court services costs for child-friendly services, and for jury instruction development and other courtroom support, offset by an increase in revenue from the jury instructions trust fund and children's court parking trust funds.				
Total \$	6,166,000	\$ 6,166,000		41.0

GENERAL FUND CONTRIBUTIONS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
OTHER FINANCING USES	\$ 198,691,977	\$ 180,604,000	\$ 183,820,000	\$ 294,230,000	\$ 186,993,000	\$ 3,173,000
REVENUE	1,869,502					
NET COUNTY COST	\$ 196,822,475	\$ 180,604,000	\$ 183,820,000	\$ 294,230,000	\$ 186,993,000	\$ 3,173,000
<u>REVENUE DETAIL</u>						
MISCELLANEOUS	\$ 1,869,502		\$	\$	\$	\$
TOTAL	\$ 1,869,502		\$	\$	\$	\$
FUND GENERAL FUND			FUNCTION PUBLIC PROTECTION		ACTIVITY JUDICIAL	



UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 1995-96	ESTIMATED FISCAL YEAR 1996-97	BUDGET FISCAL YEAR 1996-97	REQUESTED FISCAL YEAR 1997-98	PROPOSED FISCAL YEAR 1997-98	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 94,188,362	\$ 93,256,000	\$ 97,258,000	\$ 97,237,000	\$ 94,993,000	\$ -2,265,000
LESS EXPENDITURE DIST	80,781,212	83,280,000	88,329,000	86,554,000	84,829,000	-3,500,000
TOT S & S	13,407,150	9,976,000	8,929,000	10,683,000	10,164,000	1,235,000
OTHER CHARGES	2,361,765					
FIXED ASSETS-EQUIP		331,000	331,000	120,000	120,000	-211,000
OTHER FINANCING USES		4,900,000	5,711,000	4,269,000	4,269,000	-1,442,000
GROSS TOTAL	\$ 15,768,915	\$ 15,207,000	\$ 14,971,000	\$ 15,072,000	\$ 14,553,000	\$ -418,000
REVENUE	1,235,260	169,000	169,000	2,463,000	2,587,000	2,418,000
NET COUNTY COST	\$ 14,533,655	\$ 15,038,000	\$ 14,802,000	\$ 12,609,000	\$ 11,966,000	\$ -2,836,000
REVENUE DETAIL						
STATE-OTHER	\$ 2,389	\$	\$	\$	\$	\$
CHRGs FOR SVCS-OTHER	529,347	161,000	161,000	134,000	134,000	-27,000
MISCELLANEOUS	703,524	8,000	8,000	2,329,000	2,453,000	2,445,000
TOTAL	\$ 1,235,260	\$ 169,000	\$ 169,000	\$ 2,463,000	\$ 2,587,000	\$ 2,418,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

Mission Statement

A centralized appropriation administered by the Internal Services Department (ISD) to fund utility costs, including: electricity, natural gas, water, heating fuel, industrial waste collection, and energy management programs.

1997-98 Budget Message

The 1997-98 Proposed Budget provides funding to administer the Countywide energy management program, cogeneration and power plant operations, and utility costs. The Proposed Budget also reflects changes necessary to implement the Countywide Billing and Cost Recovery Task Force recommendations to comply with the federal Office of Management and Budget (OMB) A-87 claiming guidelines.

A-87 claiming guidelines require that allowable costs be appropriately allocated and offset by associated revenue, and that unallowable costs not be included in billings to departments. Changes to the Utilities budget to comply with these requirements include: cogeneration revenue being credited to County departments, County departments being billed for cogeneration maintenance costs, and reduced ISD costs to the Utilities budget to reflect removal of unallowable costs from ISD billings.

Other changes include a \$4.0 million credit to County departments from the Interruptible Rate Savings Program, and a \$1.4 million decrease in municipal lease payments for energy retrofit projects.

Critical Needs

There continues to be 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 failures.

<u>Changes From 1996-97 Budget</u>				
	<u>Gross</u> <u>Appropriation</u>	<u>Expenditure</u> <u>Distribution/Revenue</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
<u>Program Changes</u>				
1.	\$ 2,833,000	\$ 2,224,000	\$ 609,000	—
<u>Electricity</u> : Reflects an increase in electricity costs based on projected usage, as well as potential rate increases resulting from electricity deregulation or rate restructuring.				
2.	\$ 750,000	\$ 715,000	\$ 35,000	—
<u>Water</u> : Reflects one-time only sewer charges and potential rate increases.				
3.	\$ (-4,050,000)	\$ (-3,450,000)	\$ (-600,000)	—
<u>Interruptible Rate Program</u> : Reflects a decrease resulting from electricity cost savings for departments participating in the County's Interruptible Rate Program.				
4.	\$ (-1,442,000)	\$ (-1,442,000)	\$ —	—
<u>Municipal Lease Payments</u> : Reflects a decrease in contributions to the Energy Revenue Fund for municipal lease payments due to a decrease in financing requirements for energy retrofit projects.				
6.	\$ (-825,000)	\$ (-751,000)	\$ (-74,000)	—
<u>Utility Costs</u> : Reflects projected decreases for industrial waste removal, water, and fuel consumption.				
<u>Other Changes</u>				
1.	\$ (-973,000)	\$ 1,803,000	\$ (-2,776,000)	—
<u>Countywide Cost Allocation Plan</u> : Reflects adjustments to comply with federal Office of Management and Budget (OMB) A-87 claiming guidelines. Adjustments are the net impact of an increase in cogeneration revenue retained in the Utilities budget for courts, a decrease in ISD costs, and properly aligned cogeneration maintenance costs for courts.				
2.	\$ (-211,000)	\$ (-181,000)	\$ (-30,000)	—
<u>Fixed Assets</u> : Reflects a decrease for the Building Environment Automated System and cogeneration operations.				
Total \$	(-3,918,000)	\$ (-1,082,000)	\$ (-2,836,000)	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 in the City of Los Angeles.

**ELECTED
OFFICIALS:**

County

5	Supervisors
1	Sheriff
1	District Attorney
1	Assessor
238	Superior Court Judges
190	Municipal Court Judges

Congressional Delegation

17 Representatives

State Delegation

14	Senators
25	Assembly Members

**REGISTERED
VOTERS:** 3,618,020 as of March 7, 1997

**ASSESSED
VALUATION:
(1996-97)**

Local Assessed - Secured	\$452,824,667,491
- Unsecured	31,410,678,874
State Assessed	13,101,663,403
Total	\$497,337,009,768

CITIES: There are 88 cities within the County (see page 57.1).

**POPULATION:
(Estimate as of 1/1/97)**

Incorporated areas	8,613,400
Unincorporated areas	1,025,600
Total	9,639,000

ESTIMATED POPULATION OF THE 88 CITIES OF THE COUNTY OF LOS ANGELES

<u>INCORPORATED CITIES</u>	<u>POPULATION*</u>	<u>INCORPORATED CITIES</u>	<u>POPULATION*</u>
Agoura Hills	21,200	La Verne	32,300
Alhambra	90,800	Lawndale	30,400
Arcadia	52,500	Lomita	21,100
Artesia	17,400	Long Beach	449,700
Avalon	3,400	Los Angeles	3,658,700
Azusa	44,900	Lynwood	73,600
Baldwin Park	77,800	Malibu	12,700
Bell	36,500	Manhattan Beach	34,300
Bellflower	69,500	Maywood	29,800
Bell Gardens	47,900	Monrovia	39,400
Beverly Hills	33,300	Montebello	66,300
Bradbury	900	Monterey Park	70,500
Burbank	101,400	Norwalk	107,100
Calabasas	18,800	Palmdale	112,000
Carson	90,400	Palos Verdes Estates	14,500
Cerritos	58,600	Paramount	52,200
Claremont	34,200	Pasadena	140,200
Commerce	14,100	Pico Rivera	68,100
Compton	100,200	Pomona	147,400
Covina	57,500	Rancho Palos Verdes	42,600
Cudahy	27,100	Redondo Beach	63,900
Culver City	40,500	Rolling Hills	2,000
Diamond Bar	57,700	Rolling Hills Estates	8,600
Downey	103,000	Rosemead	59,800
Duarte	26,300	San Dimas	35,100
El Monte	121,100	San Fernando	24,700
El Segundo	16,200	San Gabriel	40,600
Gardena	56,800	San Marino	13,400
Glendale	193,500	Santa Clarita	136,300
Glendora	56,400	Santa Fe Springs	19,600
Hawaiian Gardens	15,600	Santa Monica	91,000
Hawthorne	77,400	Sierra Madre	11,200
Hermosa Beach	19,200	Signal Hill	8,800
Hidden Hills	1,900	South El Monte	25,400
Huntington Park	62,800	South Gate	97,500
Industry	700	South Pasadena	27,900
Inglewood	118,800	Temple City	35,500
Irwindale	1,100	Torrance	146,000
La Cañada Flintridge	20,000	Vernon	100
La Habra Heights	7,400	Walnut	31,900
Lakewood	79,500	West Covina	112,200
La Mirada	46,100	West Hollywood	37,200
Lancaster	121,000	Westlake Village	7,800
La Puente	43,200	Whittier	89,400

* Source: County of Los Angeles Chief Administrative Office, Strategic Planning and Urban Research Division, as of January 1, 1997

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 1997). Underlined items are operated by the County of Los Angeles.*

CULTURAL/RECREATIONAL ATTRACTIONS

Angeles National Forest
Arboretum of Los Angeles County
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
South Coast Botanic Garden
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
Hollywood Bowl
James A. Doolittle Theatre
John Anson Ford Amphitheatre
Music Center
• 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
George C. Page Museum of La Brea Discoveries
Hollywood Bowl Museum
J. Paul Getty Museum
Los Angeles Children's Museum
Los Angeles County Museum of Art
Los Angeles County Museum of Natural History
Museum of Contemporary Art
Norton Simon Museum of Art
Pacific Asia Museum
Petersen Automotive Museum
Southwest Museum
William S. Hart 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 1995-96: Amounts represent actual expenditures and revenues for fiscal year 1995-96.

APPROPRIATION: A legal authorization to make expenditures and incur obligations for specific purposes.

APPROPRIATION FOR CONTINGENCIES: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements. Abbreviation: APPR FOR CONTINGENCY

AUDITOR-CONTROLLER SCHEDULES: Provide summary and detail countywide financing and use information necessary to meet mandated State Controller requirements.

AVAILABLE FINANCING: Reflects the total resources (e.g., revenue, taxes, and unreserved/undesignated fund balance) utilized to finance expenditure needs. Primarily used in the displays for Special Districts and Special Funds. Abbreviation: AVAIL FINANCING

AVAILABLE FUND BALANCE: That portion of the fund balance that is not reserved or designated and therefore is available for financing the budgetary requirements.

BOND ANTICIPATION NOTES (BANs): An interim financing instrument issued in anticipation of permanent long-term financing. BANs are issued by Joint Powers Authorities (JPAs) and Nonprofit Corporations (NPCs) as authorized by the Government and Corporations Codes, respectively.

BUDGET FISCAL YEAR 1996-97: Provides a yardstick to measure the current year's budgeted amounts to the recommendations for 1997-98. Reflects the Board-adopted 1996-97 budget, and does not incorporate any budget adjustments or changes that may occur during the year.

BUDGET SUMMARY SCHEDULES: Provide summary and detail information on financing requirements/uses, available financing, and budgeted positions.

BUDGETED POSITIONS: A unit of measure used to standardize positions with different bases (e.g., hours, months). All items are converted to full-time equivalent positions, which are represented as budgeted positions in departmental operations. A full-time equivalent represents one item working full time for one year; this facilitates analytical comparisons.

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: Provides summary and detail information on capital improvement and refurbishment projects. Funds for these projects are appropriated in the Capital Projects/Refurbishments budget as fixed assets-land and fixed assets-buildings and improvements.

CHANGE FROM BUDGET: The resulting variance when the Proposed Budget 1997-98 is compared to the Budget Fiscal Year 1996-97. This reflects the variation (i.e., increase, decrease, if any) proposed for 1997-98 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 obligations bonds and other long-term debt.

ENTERPRISE FUNDS: Those operations that are financed and run like commercial entities, where the intent is to recover the cost of providing ongoing services, primarily by user charges.

ESTIMATED DELINQUENCIES: The amount of estimated property taxes which will remain uncollected at the end of the fiscal year. Abbreviation: EST DELINQUENCY

ESTIMATED FISCAL YEAR 1996-97: Reflects estimated expenditures and revenues for the full fiscal year.

EXPENDITURE DISTRIBUTION: Transactions that constitute reimbursement for expenditures or expenses initially made from a fund or organization, which are properly charged to another fund or organization. Abbreviation: EXPENDITURE DIST

FINANCING REQUIREMENTS: Total needs requiring financing for the fiscal year. Abbreviation: FINANCE REQMTS

FISCAL YEAR: The 12-month period, beginning on July 1 and lasting through June 30 of the next year, that the annual operating budget applies.

FIXED ASSETS-BUILDINGS AND IMPROVEMENTS: Expenditures for the acquisition of buildings and improvements. Abbreviation: FIXED ASSETS - B & I

FIXED ASSETS-EQUIPMENT: Expenditures for the acquisition of physical property of a permanent nature, other than land, buildings, and improvements. Abbreviation: FIXED ASSETS - EQUIP

FIXED ASSETS-LAND: Expenditures for the acquisition of land.

FUNCTION: A group of related activities aimed at accomplishing a major service or regulatory program.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording financing sources, requirements, assets and liabilities.

FUND BALANCE: The amount remaining at year-end representing the difference between current assets and liabilities.

GENERAL COUNTY: Term referencing all General Fund operations, general obligation bond and other long-term debt service requirements, 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: A fund equity restriction to provide for legally declared emergency expenditures. Board authorization is required to expend these monies.

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: An accounting mechanism used to reflect expenditure transfers between operations within the same fund, thereby identifying the true location of actual cost. For example, the cost of data processing services is budgeted in the Internal Services Department. To the extent those services are rendered to other General Fund departments, the related costs are also transferred to the appropriate departmental budget units to more accurately reflect total operating expenditures. Abbreviation: INTRAFD TRANSFER

JOINT POWERS AUTHORITY (JPA): A separate legal entity, authorized by the Government Code, which is empowered to act on behalf of a governmental entity to acquire capital assets, utilizing long-term financing.

MISSION: 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 general purpose revenues, such as property taxes.

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: Reflects 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.

OTHER CHANGES: Reflects changes such as: across-the-board salaries and employee benefit changes; accounting adjustments; ministerial appropriation, intrafund transfer, and revenue changes; and other changes that do not directly affect programs and service levels.

OTHER CHARGES: An object of expense which reflects costs not directly associated with the daily expenses of running an operation. Includes cash payments to County wards, interest and principal charges, taxes and assessments from other governmental agencies, and judgments and/or settlements.

OTHER FINANCING USES: Operating transfers out from one governmental fund to another.

OTHER FUNDS: Includes the Community Development Commission and the Housing Authority, which are under the control of the Board of Supervisors.

OTHER PROPRIETARY FUNDS: Funds to account for those governmental activities which are similar to those found in the private sector (includes Enterprise funds, other than Hospital Enterprise and Internal Service Funds).

PERFORMANCE 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 from private firms and individuals in lieu of County employees.

PROGRAM CHANGES: Includes operational changes, curtailments, and other changes that directly impact programs and services.

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 maintaining or enhancing 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 responsibilities.

PROPOSED BUDGET 1997-98: Upon approval by the Board of Supervisors, the recommendations of the Chief Administrative Officer become the official Board proposals for appropriation and revenue. The Board of Supervisors' approves the proposed budget in April. It may be amended following public budget hearings and Board deliberations in May and June.

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 January 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 1997-98: 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: RESIDUAL EQUITY TRANS

REVENUE: Source of income to an operation.

SALARIES AND EMPLOYEE BENEFITS: An object of expense reflecting the County's costs for employee compensation. Includes salaries and wages, insurance (health, dental, life, and unemployment), workers' compensation, retirement, bonuses, overtime, flexible benefit plans, Savings (401K) Plan, and Horizons Plan. Abbreviation: SALARIES & EMP BEN

SERVICES AND SUPPLIES: An object of expense reflecting purchase of goods and services within the year.

SPECIAL ASSESSMENTS: Fees that are charged to property owners in certain geographical areas for public improvements. A fee is levied only to those property owners that receive a direct benefit.

SPECIAL DISTRICTS: An independent unit of local government established to perform a single specified service. The Special Districts listed in this document are governed by the Board of Supervisors.

SPECIAL FUNDS: Funds used to account for the proceeds of specific revenue sources that are restricted in the way they may be spent.

SUBVENTION: A grant (usually from the State or federal government).

SUPPLEMENTAL ROLL: Property taxes generated pursuant to Senate Bill 813 (Chapter 498, Statutes of 1983), whereby changes to property taxes are made effective the date the property ownership title is transferred.

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