



County of Los Angeles

**2003-04
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 2003**

Volume One

County of Los Angeles Board of Supervisors



Gloria Molina

Supervisor, First District
Population: 1,987,000
Square Miles: 228



Yvonne Brathwaite Burke

Supervisor, Second District
Population: 1,978,000
Square Miles: 158



Zev Yaroslavsky

Supervisor, Third District
Population: 2,015,000
Square Miles: 432



Don Knabe

Supervisor, Fourth District
Population: 1,949,000
Square Miles: 428



Michael D. Antonovich

Supervisor, Fifth District
Population: 1,992,000
Square Miles: 2,838



County of Los Angeles

2003-04 Proposed Budget

April 2003

Submitted
to the

**County of Los Angeles
Board of Supervisors**

by

David E. Janssen
Chief Administrative Officer

and

J. Tyler McCauley
Auditor-Controller

TABLE OF CONTENTS

Volume I

The Los Angeles County Mission, Vision Statement and Strategic Plan..... i

Transmittal Letter..... iii

GENERAL INFORMATION

Fiscal Overview and Workload Indicators (Charts)iv

Reader's Guide to Understanding the Budget.....xi

Organization Chart xiii

BUDGET SUMMARIES

Departmental Budgets:

Appropriations, Revenue, and Net County Cost..... 1

APPENDIX / INDEX

Statistics 60

Cultural and Recreational Opportunities 61

Glossary 62

Index 63

THE LOS ANGELES COUNTY MISSION, VISION STATEMENT AND STRATEGIC PLAN

In December 2002, on the recommendation of all department heads, the Board of Supervisors endorsed and adopted the first revision to the County Strategic Plan. Included in the revision are the County mission statement, new strategies for existing Strategic Plan organizational and programmatic goals, and three new programmatic goals with supporting strategies. With the adoption of the recommended Plan changes and additions, the County's strategic planning efforts will appropriately focus on current programmatic and organizational issues and concerns.

COUNTY MISSION

To enrich lives through effective and caring service.

VISION STATEMENT

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

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

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

Our **position** as the premier organization for those working in the public interest is established by:

- A capability to undertake programs that have public value.
- An aspiration to be recognized through our achievements as the model for civic innovation.
- A pledge to always work to earn the public trust.

STRATEGIC PLAN

Organizational Goal 1: Service Excellence

Provide the public with easy access to quality information and services that are both beneficial and responsive.

- Strategy 1: By December 31, 2003, implement user-friendly services.

Organizational Goal 2: Workforce Excellence

Enhance the quality and productivity of the County workforce.

- Strategy 1: By December 31, 2004, establish an employee development system that improves the quality of the workforce by linking training activities to identified individual and organizational needs.
- Strategy 2: By July 31, 2004, begin implementation of an ongoing process for continuous improvement of the workplace environment and employee performance.

Organizational Goal 3: Organizational Effectiveness

Ensure that service delivery systems are efficient, effective, and goal-oriented.

- Strategy 1: By June 30, 2004, implement a countywide framework for performance measurement.
- Strategy 2: By December 31, 2007, design and implement common systems architecture for countywide administrative systems.
- Strategy 3: By February 28, 2003, develop a plan to convey a simple message that highlights to the public and County employees the positive impact the County is having.
- Strategy 4: By June 30, 2004, recommend options for effective alternative support services models to maximize the ability of departments to focus on their core missions.
- Strategy 5: By July 1, 2003, redesign the process and communications between the Chief Administrative Office, Department of Human Resources and departments on classification, compensation and collective bargaining.

Organizational Goal 4: Fiscal Responsibility

Strengthen the County's fiscal capacity.

- Strategy 1: By April 30, 2003, considering the impact of the State revenue shortfall and the funding crisis in the Department of Health Services (DHS), develop a plan to financially stabilize the County that includes stabilizing DHS by fiscal year 2005-06.
- Strategy 2: By January 31, 2006, implement plan to preserve and protect the County's critical public infrastructure.

Programmatic Goal 5: Children And Families' Well-Being

Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

- Strategy 1: By July 31, 2005, implement integrated service delivery initiatives to demonstrate substantial progress toward achieving improved outcomes for children and families.
- Strategy 2: By July 31, 2003, establish alignment among stakeholders on health and human service priorities for improving outcomes.
- Strategy 3: By April 30, 2006, complete implementation of a system to measure progress towards improving the five outcomes for children and families.

Programmatic Goal 6: Community Services

Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

- Strategy 1: By March 30, 2003, create a Community Services Task Force composed of the directors of County departments that provide municipal services to the County's unincorporated communities, the Chief Administrative Office, County Counsel and the Chief Information Office to provide leadership and direction for implementing the "Strategic Plan for Municipal Services" by July 31, 2004.
- Strategy 2: By October 31, 2004, the Community Services Task Force shall oversee the implementation of at least two pilot service delivery models that integrate common functions provided by two or more community service departments based on input from community residents and stakeholders.
- Strategy 3: By February 28, 2005, in partnership with appropriate community groups, implement integrated service "centers" that group appropriate functional units of several departments at a single location within an unincorporated community so that the services are locally accessible and responsive to the community's needs.

Programmatic Goal 7: Health And Mental Health

Implement a client-centered, information-based health and mental health services delivery system that provides cost-effective and quality services across County departments.

- Strategy 1: By January 31, 2006, County departments of Health Services, Mental Health, and others achieve seamless electronic exchange of selected health and human services data among themselves and other selected County providers of related services.
- Strategy 2: By September 30, 2005, County departments of Health Services, Mental Health, and others develop and implement an outcomes measurement system that includes specific benchmarks for providing cost-effective and quality services to County clients.

Programmatic Goal 8: Public Safety

Increase the safety and security of all residents in Los Angeles County through well-coordinated, comprehensive response and recovery plans for terrorist incidents.

- Strategy 1: By June 30, 2003, as part of revisions to the County's Operational Area Terrorism and Management Plan, to be prepared by the Terrorism Working Group, identify and adopt a plan to mitigate the vulnerability of the County's buildings and key infrastructure facilities, systems and networks to all types of terrorist attacks.
- Strategy 2: By June 30, 2003, identify essential equipment and necessary training for all County first responders.
- Strategy 3: By December 31, 2003, update the existing Los Angeles County emergency management system to address and respond to all potential types of terrorism and their aftermath.



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSSEN
 Chief Administrative Officer

Board of Supervisors
 GLORIA MOLINA
 First District
 YVONNE BRATHWAITE BURKE
 Second District
 ZEV YAROSLAVSKY
 Third District
 DON KNABE
 Fourth District
 MICHAEL D. ANTONOVICH
 Fifth District

April 15, 2003

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

Dear Supervisors:

FISCAL YEAR 2003-04 PROPOSED COUNTY BUDGET (3-VOTES)

The FY 2003-04 Los Angeles County Proposed Budget total of \$16.5 billion reflects a decrease of \$329.1 million in total requirements. General County funds reflect a net decrease of \$505.5 million, including the General Fund (-\$ 328.9), Debt Service Funds (-\$1.4 million) and Hospital Enterprise Funds (-\$175.2 million). Special Districts/Special Funds reflect an increase of \$176.4 million.

TOTAL REQUIREMENTS - ALL FUNDS - 2003-04				
(billions of dollars)				
Fund	2002-03 Budget	2003-04 Proposed	Change	% Change
Total General County	\$ 13.920	\$ 13.415	\$ -0.505	-3.6
Special Districts/Special Funds	2.935	3.111	+0.176	+6.0
Total Budget	\$ 16.855	\$ 16.526	\$ -0.329	-2.0
Budgeted Positions	92,713.9	90,555.6	-2,158.3	-2.3

BUDGET OVERVIEW

The FY 2003-04 Proposed Budget continues the County's conservative budgetary approach in response to the ongoing economic instability on the national and State levels. In addition, a structural imbalance is emerging in our local budget as some of the County's primary revenue sources are slowing down or declining. Still looming, and not fully addressed at this time, is the greater uncertainty presented by unresolved issues associated with the State's budget.

The County faces the challenge of maintaining acceptable levels of service to its citizenry while financial resources are failing to keep pace with inflationary increases, caseload growth in mandated programs, and the emergence of other critical needs. Based upon the information available at this time and without corrective action, we were forecasting a \$205.4 million structural deficit in the General Fund going into FY 2003-04. The recommendations contained in the Proposed Budget eliminate the deficit through a combination of one-time and ongoing measures. To mitigate the problem, we are recommending use of \$109.7 million from reserves to close that portion of the deficit related to one-time costs such as food stamp error rate sanctions, prior year overhead for lifeguards, internet infrastructure, the Los Angeles County Administrative System and un-reimbursed claims for State mandates. Also, we have deferred \$5.1 million in costs associated with the Department of Justice investigation of juvenile halls and \$4.7 million in Extraordinary Maintenance costs. Further, property tax revenue is estimated to increase by \$20.0 million over our initial forecast. The remaining gap is closed through recommended curtailments in net County costs totaling \$66.1 million as detailed below.

CURTAILMENTS TO CLOSE THE COUNTY'S STRUCTURAL DEFICIT (\$-66,107,000)

Public Safety

- Agricultural Commissioner/Weights and Measures (-\$211,000) - eliminates 4.0 positions involved in the investigation of business practices.
- Coroner (-\$211,000) - eliminates 2.0 positions in the post-graduate residency program as well as some services and supplies and equipment items.
- Office of Public Safety (-\$1,136,000) - eliminates 17.0 positions reducing patrols at various venues.

Public Safety (cont'd)

- Lifeguards (-\$2,114,000) - eliminates 18.4 lifeguard positions, reduces summer beach staffing and hours of coverage, and eliminates the Lifeguard Training Academy and the Swift Water Rescue Team.
- Sheriff (-\$14,000,000) - eliminates 173.0 budgeted positions and calls for program reductions in many areas; including court services, community outreach services, training, traffic investigations, and reserve/volunteer coordination.

Public Justice

- District Attorney (-\$3,293,000) - eliminates 25.0 positions and would curtail investigative and prosecutorial activities in the areas of hate crimes, high technology crimes and family violence.
- Probation (-\$10,353,000) - eliminates 119.0 positions and requires the closure of Camp Rockey and elimination of the School-Based Supervision and Community Detention Programs.

Recreation and Cultural

- Arts Commission (-\$334,000) - reflects a 7.0 percent reduction in the Internship Program and a 10.0 percent reduction in grant funding for arts organizations.
- Beaches and Harbors (-\$1,233,000) - achieves a net County cost reduction through increased parking fees.
- Parks and Recreation (-\$3,624,000) - eliminates 67.0 positions and calls for return of Castaic Lake and Placerita Canyon Natural Area to the State, the reduction of trail maintenance activities, increased conservation of electricity and water and a reduction in capital project management.
- Public Library (-\$7,264,000) - eliminates a one-time allocation of net County cost necessitating significant curtailments in library hours and possible library closures and consolidations.

Health

- Health Services (-\$9,800,000) - reflects the County's decision to charge the department for general County overhead.

General Government

- Administrative Officer (-\$1,500,000) - eliminates 14.0 positions in administration; public affairs; marketing; and emergency, asset and budget management.
- Assessor (-\$2,000,000) - reflects an increase in revenue to meet the maintenance-of-effort requirement.
- Auditor-Controller (-\$1,500,000) - eliminates 13.0 positions in various programs and reflects receipt of increased revenues from property tax collection services.
- Board of Supervisors (-\$400,000) - reflects a reduction in services and supplies that is spread evenly over all program areas.
- Chief Information Officer (-\$113,000) - eliminates one position for information technology coordination.
- County Counsel (-\$281,000) - reflects a reduction in non-reimbursable house counsel services to general fund departments.
- Human Resources (-\$490,000) - eliminates one position associated with the County's participation in job fairs and reduces funding for the Training Academy by approximately 12 percent.
- Internal Services (-\$500,000) - eliminates 1.0 facility service coordinator and reduces services and supplies, including funding for Internet Infrastructure.
- Public Works (-\$1,700,000) - reduces net County cost support for engineering functions and special projects, necessitating increased reliance on fees and requestor payment.
- Registrar-Recorder (-\$2,500,000) - Reflects a one-time permissible use of Modernization Trust Fund revenues.
- Treasurer and Tax Collector (-\$1,550,000) - eliminates 31.0 positions from nearly every program area.

HEALTH SERVICES (-\$174,500,00)

The Department of Health Services' budget reflects the continued implementation of Scenario III of the Department's System Redesign Plan, resulting in savings of \$174.5 million.

The Proposed Budget also reflects:

- Use of \$197.5 million from the Health Services designation, primarily to offset the loss of Section 1115 Waiver Medicaid Demonstration Project (Waiver) revenues, increased costs for budgeted positions to comply with nurse-to-patient staffing requirements and to expand Waiver-related programs, increases in pharmaceutical costs, increases in previously negotiated and approved salaries and employee benefits, as well as other fixed employee benefits, and increases in overhead charges from other County departments.
- A net decrease of 642.3 positions, consisting of a decrease of 1,525.8 positions related to the closure of Rancho Los Amigos National Rehabilitation Center and the outsourcing of Office of Managed Care/Community Health Plan administrative activities, partially offset by an additional 883.5 positions for the nurse-to-patient staffing requirements and Waiver-related programs, as well as public health, environmental health, HIV/AIDS and family medicine programs.

ABSORPTION OF COST INCREASES OR FUNDING REDUCTIONS (-\$226,600,000)

In addition to the specific curtailments discussed above, County departments, including Health Services and the special districts, were required to absorb a number of significant cost increases in the areas of employee benefits. Specifically, Workers' Compensation costs increased by \$57.0 million, Retiree Health Insurance by \$36.1 million, Long-Term Disability by \$1.0 million and Unemployment Insurance Benefit costs increased by \$2.0 million.

Some of the significant program reductions required to absorb cost increases and funding reductions include:

- Department of Children and Family Services - \$21.7 million reduced appropriation in Administration, primarily due to a reduction in federal Emergency Assistance - Temporary Assistance to Needy Families funding during 2002-03.
- Department of Public Social Services - \$103.9 million reduced appropriation in Administration and the elimination of 232 positions. This is primarily due to

funding reductions for the California Work Opportunities and Responsibility to Kids (CalWORKs) Program, partially offset by an increase in funding for Medi-Cal eligibility administrative costs, and the elimination of \$138.5 million in Performance Incentive funding.

- Department of Community and Senior Services - \$13.0 million decrease in overall appropriation and the elimination of 11 positions, primarily due to reductions in federal funding in the Employment and Training and Aging and Adult Services programs, and a reduction in the Long-Term Family Self Sufficiency Youth Jobs and Mini-Career Centers projects.
- Child Support Services Department - \$0.6 million decrease in appropriation and the elimination of 7 positions due to a reduction in State revenue.
- District Attorney - \$1.3 million and 13.0 positions handling Hardcore Gang/Asian Gang cases, quality of life cases, as well as administrative staff reductions.
- Department of Parks and Recreation - \$0.4 million and 8.0 positions that will shorten the pool operations season by two weeks and reduce ground maintenance activities.
- Sheriff's Department - \$61.4 million and 407.0 positions which will result in the elimination of the remaining Community Oriented Policing Services personnel, partial closure of various custody facilities resulting in the likely release of 2,600 misdemeanants, realignment of Trial Court Funding services, and a reduction in overtime funding.
- The Road Fund budget for the construction and maintenance of local streets and roads in FY 2003-04 reflects a reduction of \$24.3 million due to anticipated cuts in State allocations under AB 2928.

IMPLEMENTATION OF COUNTYWIDE STRATEGIC PLAN

On December 17, 2002, your Board adopted the first revision to the Countywide Strategic Plan, replacing all existing Strategies and adding three programmatic Goals (see below), with attendant Strategies. Consistent with efforts over the past few years, the Plan is being increasingly integrated with the budget submission, analysis and recommendation process. Given the constraints on overall funding, departments prepared their requests mindful of preserving and enhancing, to the extent feasible, key priorities as reflected in the Countywide Strategic Plan as well as their departmental strategic plans. Our recommendations reflect reallocation of limited resources to

address higher priority program requirements, and maximization of reliable, ongoing revenues, thereby mitigating curtailments. Among the new or expanded initiatives responsive to specific Strategic Plan Goals which we are recommending that departments pursue, despite limited funding, are the following:

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

- The Proposed Budget provides \$750,000, including State funding, to commence an update of the Assessor's valuation system. This project will convert the existing system from an obscure old programming language and help ensure accurate and timely assessments of properties within the County. Further, the system will provide a customer friendly environment in which other County departments can access non-confidential property information.
- Alternative uses for MacLaren Children's Center (MCC) funding: The Proposed Budget reflects the redirection of \$17.8 million in net County cost savings resulting from the closure of MCC to fund alternative services and placement resources for the population of youth formerly served by MCC. The Department of Children and Family Services' 2003-04 Proposed Budget includes \$8.3 million for this purpose. The remaining \$9.5 million is budgeted in Provisional Financing Uses (PFU) pending finalization, and Board approval, of plans currently under development to provide services to children.

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

- Despite significant curtailments required in General Fund departments, the Proposed Budget preserves 88 percent of current funding for the Department of Human Resources' Training Academy.
- The proposed Budget maintains funding for the Labor/Management Retraining Fund at \$1,554,000. This fund can assist employees in obtaining new employment if layoffs become necessary.

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

- The Proposed Budget provides \$1.0 million and 7.0 positions in the Alternate Public Defender to expand services to courts not currently served. The Proposed Budget also provides \$1.2 million and 10.0 positions in the Public Defender's Office to reduce instances of unavailability and avoid the higher costs of court-appointed attorneys.
- The Proposed Budget provides for a reallocation of \$1.2 million within the Probation Department, combined with a Productivity Investment Fund loan of \$500,000, to provide financial support to 4.0 positions dedicated to implementation of information technology projects that will improve the functionality and effectiveness of the juvenile case management system and the adult automated reporting system.

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

- The Proposed Budget reflects \$10.0 million in unspecified service reductions in the Department of Mental Health's budget. This is the first phase to reduce a structural shortfall in DMH's budget, which includes \$35.9 million in one-time funding sources in 2003-04. DMH is in the process of developing a multi-year curtailment plan that will reduce services to indigent clients.
- To avoid program impact in General Fund departments, the Proposed Budget provides financing of \$28.7 million for the non-reimbursable portion of the last increment of previously negotiated increases in salaries and employee benefits.

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

- The Department of Mental Health reflects a \$33.0 million expansion of mental health services provided by contract providers, primarily to Medi-Cal eligible children, partially funded by State Early and Periodic Screening, Diagnostic, and Treatment and Federal Financial Participation Medi-Cal revenues. It also includes a \$4.9 million restoration to the CalWORKs mental health program, which provides individual and family-focused treatment and community-based interventions to CalWORKs participants and their families.

- The Department of Public Social Services' (DPSS) budget reflects 141.0 additional positions and \$7.2 million in appropriation due to a projected increase in the Non-Assistance Food Stamps caseload, attributed to continuing outreach efforts including partnerships with Community Based Organizations to increase the ability of low-income families to purchase sufficient and nutritious food.
- The Proposed Budget for DPSS also reflects additional funding for the In-Home Supportive Services (IHSS) program to support a projected increase in caseload and to ensure supportive services are provided to aged, blind, or disabled persons who are unable to perform the services themselves and who cannot safely remain in their own homes unless such services are provided. DPSS' budget reflects an additional 75.0 positions, \$3.8 million in administrative appropriation, and \$26.6 million for assistance payments.

Goal No. 6 - Community Services: Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department coordinated services responsive to each community's specific needs.

- The Proposed Budget for Public Works includes \$500,000, which when combined with \$3.6 million from the Information Technology Fund, will enable the Departments of Public Works, Regional Planning, Fire and Health Services/Environmental Health to begin interdepartmental implementation of the Electronic Development and Permit Tracking System (eDAPTS). eDAPTS will provide enterprise, web based automation of and access to the County's systems for land development processing and tracking; land use permit issuance and monitoring; and code enforcement inspection and tracking. It will also provide streamlined automation of the Department of Health Services/Environmental Health permit and inspection processes unrelated to the development process.
- The Proposed Budget continues the Board-approved pilot program efforts to develop station level information on law enforcement service levels, crime statistics, response times, number of calls for services, position allocations and expenditures for the unincorporated communities in each of the five Supervisorial Districts. A goal of the pilot project is to take into account all relevant factors and to establish agreed upon service levels prior to budget deliberations for at least one unincorporated area station in each Supervisorial District, establish how much money is being spent to fund those specific service levels, and track those service levels so that, if the service levels are altered by the Sheriff, the Board of Supervisors is fully aware of the change and its budgetary and law enforcement implications, and so that the Board, like contract cities, can work with the Sheriff to maintain agreed upon service levels.

Goal No. 7 - Health and Mental Health: Implement a client-centered, information based health and mental health services delivery system that provides cost-effective and quality services across County departments.

- The Proposed Budget for the Department of Mental Health (DMH) includes a \$3.5 million reduction in one-time funding budgeted for the 2002-03 Health Insurance Portability and Accountability Act (HIPAA) implementation. However, DMH's HIPAA compliance programs continue, with an additional 3.0 HIPAA-related positions added for 2003-04.
- The Proposed Budget provides \$2.1 million for 12.0 positions in the Department of Health Services to ensure initial compliance with the Health Insurance Portability and Accountability Act (HIPAA) by providing centrally managed privacy and security teams.

Goal No. 8 - Public Safety: Increase the safety and security of all residents in Los Angeles County through well-coordinated, comprehensive responses and recovery plans for terrorists incidents.

- The Proposed Budget adds \$700,000 in federal funds for 4.0 Deputy District Attorney Positions to combat community gun violence.
- The Proposed Budget also includes full-year funding of \$691,000 for the newly created Office of Homeland Security within the Sheriff's Department. Seven positions are added to ensure readiness of Los Angeles County's first responders. In addition, the Office will coordinate with federal and State agencies for the prevention and investigation of terrorist acts and their aftermath. The Sheriff identified the Office of Homeland Security as one of his top priorities for 2003-04 and has realigned his budget to sustain this effort.

CAPITAL PROJECTS/REFURBISHMENTS

The 2003-04 Proposed Budget appropriates \$558.5 million to meet high priority health, public safety, recreation, and infrastructure needs. These projects include additional General Fund support for the construction of Sheriff Stations in Palmdale and San Dimas and for the programming and design of a Sheriff station in the unincorporated area of Athens as well as the County Data Center.

The 2003-04 Proposed Budget also includes funding for the conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center/Skilled Nursing Facility in support of the Department of Health Services System Redesign and the completion of design for

the seismic retrofit of acute care inpatient facilities required under Senate Bill 1953. Further, the Proposed Budget includes a significant increase in appropriation for the LAC+USC Medical Center Replacement Project, offset by State and Federal disaster assistance monies and short-term financing sources, based upon the award of a \$497.9 million contract for construction that your Board awarded in December 2002. Additional appropriation is also reflected for various projects at County parks that are funded by the State's Proposition 12 Bond Act and other revenue sources.

TIMETABLE

Approved schedule for budget hearings and deliberations is as follows:

Board Action	Approved Date
Adopt Proposed Budget; order printing, notice, and distribution; and schedule hearings	April 15, 2003
Commence public budget hearings	May 14, 2003
Commence final budget deliberations, and adopt final budget upon conclusion	June 23, 2003

Prior to deliberations on the FY 2003-04 Final Budget, we will file reports on:

- May revisions to the Governor's budget and updates on other FY 2003-04 State and federal budget legislation and the impact on the County's Proposed Budget;
- Final revisions reflecting latest estimates of requirements/available funds;
- Issues raised in public hearings or written testimony;
- Recommendations on the level of Bond Anticipation Note authorization;
- Specific matters with potential fiscal impact; and
- Issues as instructed by your Board.

APPROVAL OF PROPOSED BUDGET

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

- The document must be available for consideration by the public at least 10 days prior to the commencement of public budget hearings.
- Adjustments to the budget, including revisions to reflect your Board's funding priorities and State and federal budget actions, can be made during budget deliberations, prior to adoption of the Final Budget.
- Per State law, your Board may make changes to the Proposed Budget with a simple majority (3-votes) until adoption of the Final Budget, if changes are based on the permanent record developed during public hearings (e.g., Proposed Budget, budget requests, and all written and oral input by Supervisors, County staff, and the public).
- Changes not based upon the "permanent record" require a 4/5 vote.

THEREFORE, IT IS RECOMMENDED THAT YOUR BOARD:

Order such revisions, additions, and changes to the Chief Administrative Officer's budget recommendations as deemed necessary, and approve the revised figures as the Proposed Budget for FY 2003-04; instruct the Auditor-Controller to have the necessary copies printed; order the publication of the necessary notices; and set May 14, 2003, as the date on which public budget hearings will begin.

Respectfully submitted,



DAVID E. JANSSEN
Chief Administrative Officer



General Information

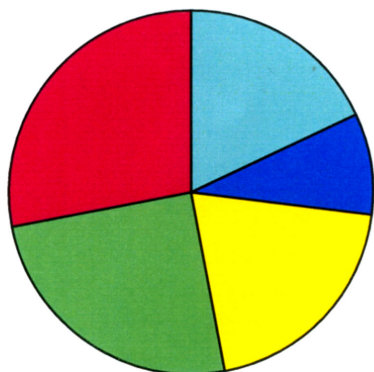
**PROPOSED BUDGET
FINANCIAL SUMMARY 2003-04
TOTAL COUNTY**

(in Billions of Dollars)				
	2002-03 BUDGET	2003-04 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL COUNTY	\$ 13.920	\$ 13.415	\$ -0.505	-3.6%
SPECIAL FUNDS	0.990	1.218	0.228	23.0%
SPECIAL DISTRICTS	1.449	1.406	-0.043	-3.0%
OTHER PROPRIETARY FUNDS	0.171	0.164	-0.007	-4.1%
OTHER FUNDS	0.325	0.323	-0.002	-0.6%
TOTAL	\$16.855	\$16.526	\$ -0.329	-2.0%

The 2003-04 proposed net operating budget totals \$16.5 billion, a decrease of \$329 million, or 2.0 percent less than the 2002-03 budget. The budget represents a balanced plan, devoting limited resources to the highest priority programs while maintaining basic services. These programs cover a wide range of functions, from road and flood maintenance, to ensuring the health and safety of County residents, to providing access to a variety of recreational and cultural opportunities. The proposals for 2003-04 are subject to public hearings, scheduled for May 2003, and adoption by the Board of Supervisors, anticipated in June. Changes are detailed by department and/or funds within the 2003-04 Proposed Budget.

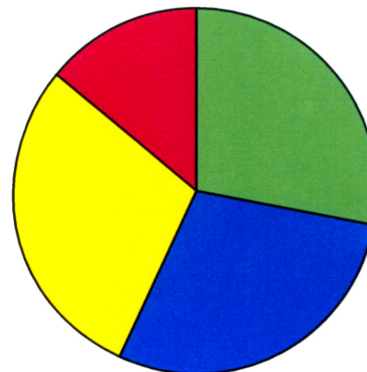
The figures displayed on this page reflect the revenues and expenditures of the County as if it were one large department. This display does not include certain non-program expenditures and revenues which are included in the budget for accounting purposes. Inclusion of such amounts increases the dollar amount of the budget and gives the impression that there are more County resources than are actually available. These amounts, totaling \$2.1 billion, artificially inflate the budget by 13 percent, resulting in an operating budget of \$18.6 billion, which is reflected in the Auditor-Controller budget schedules, pursuant to State Controller requirements.

**TOTAL COUNTY
REQUIREMENTS: \$16.5 Billion**



- Social Services 27%
- Health 25%
- Public Protection 20%
- Other 9%
- Special Districts/Funds 19%

**TOTAL COUNTY
RESOURCES: \$16.5 Billion**



- Property Taxes 15%
- State Assistance 28%
- Federal Assistance 29%
- Other 28%

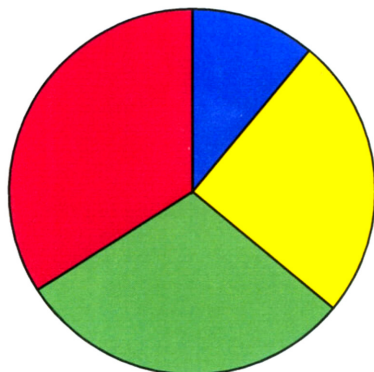
**PROPOSED BUDGET
FINANCIAL SUMMARY 2003-04
GENERAL COUNTY**

(in Billions of Dollars)				
	2002-03 BUDGET	2003-04 PROPOSED BUDGET	CHANGE	PERCENT CHANGE
GENERAL FUND	\$ 12.129	\$ 11.800	\$ -0.329	-2.7%
HOSPITAL ENTERPRISE FUNDS	1.746	1.571	-0.175	-10.0%
DEBT SERVICE FUNDS	0.045	0.044	-0.001	-2.2%
TOTAL	\$13.920	\$13.415	\$ -0.505	-3.6%

The 2003-04 proposed net operating budget for general County operations is \$13.4 billion, a decrease of \$505 million, or 3.6 percent less than the 2002-03 budget. General County funds provide for a multitude of services to individuals and communities within the County of Los Angeles. These services include: 1) a law enforcement system; 2) justice-related services; 3) extensive regulatory services to ensure public and environmental protection; 4) various health, welfare, and social services; 5) diverse recreational and cultural programs; and 6) essential government services. Changes are detailed by department within the Budget Summaries section of this document. Debt Service changes are detailed in Volume II.

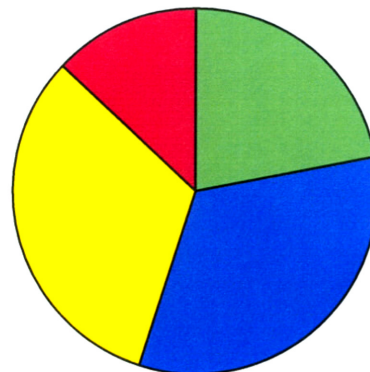
The figures displayed on this page reflect the revenues and expenditures of general County operations as if they were one large department. This display does not include certain non-program expenditures and revenues which are included in the budget for accounting purposes. Inclusion of such amounts increases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

**GENERAL COUNTY
REQUIREMENTS: \$13.4 Billion**



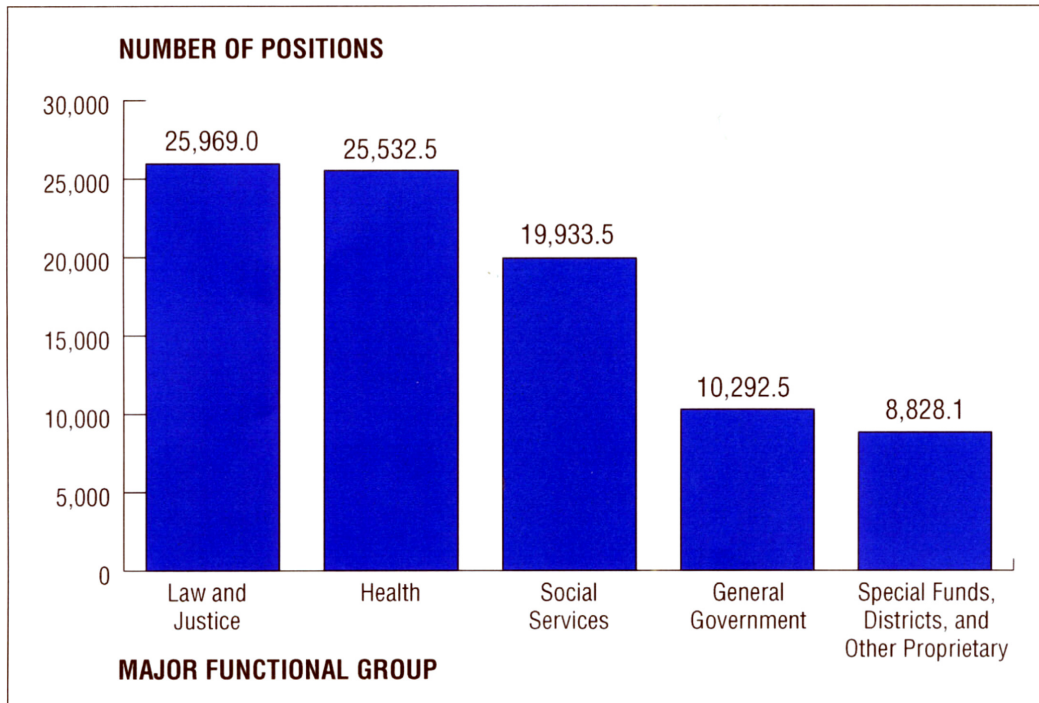
	Social Services	34%
	Health	30%
	Public Protection	25%
	Other	11%

**GENERAL COUNTY
RESOURCES: \$13.4 Billion**



	Property Taxes	13%
	State Assistance	32%
	Federal Assistance	33%
	Other	22%

**BUDGETED POSITIONS
BY MAJOR FUNCTIONAL GROUP**
TOTAL BUDGETED POSITIONS: 90,555.6



The 2003-04 Proposed Budget provides funding for 90,555.6 budgeted full-time equivalent positions, which represents a decrease of 2,158.3 from the 2002-03 level of 92,713.9. As depicted in the chart, approximately 57 percent of the budgeted positions in the County are in the law and justice functional group and the health functional group (which includes Mental Health and Hospital Enterprise Fund positions).

The changes in budgeted positions are attributable to the following:

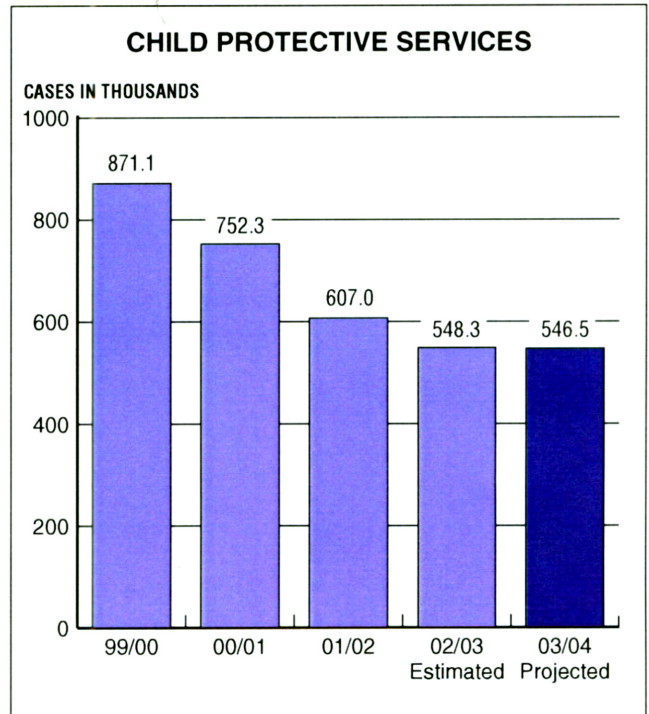
- Children and Family Services (-301) reflects the closure of MacLaren Children's Center, partially offset by an increase in budgeted positions in Administration to implement alternative programs and placement resources to serve the type of youth formerly served at MacLaren.
- Health Services including Hospital Enterprise (-642.3) reflects a reduction of positions associated with the System Redesign Plan, partially offset by increases for nurse-to-patient staffing requirements and 1115 Waiver Medicaid Demonstration Project programs, as well as public health, environmental health, HIV/AIDS and family medicine programs.
- Parks and Recreation (-128) primarily reflects a reduction to address the County's projected structural funding deficit in 2003-04, which includes the return of Castaic Lake and Placerita Canyon Natural Area to the State as well as curtailments related to the operation of Trails, elimination of vacant positions, and a shortened pool season.
- Probation (-143) reflects a reduction primarily to address the projected structural funding deficit for 2003-04, resulting in the closure of one camp, and the elimination or reduction of various juvenile, adult, and administrative programs. Also includes the elimination of the Work Furlough Program and three Performance Incentives-funded Long-Term Self-Sufficiency Programs.
- Public Social Services (-232) reflects a reduction of positions consistent with lower funding levels in the Governor's Proposed State Budget, including a large staffing reduction in the CalWORKs program, partially offset by increased staffing in the Medi-Cal and Non-Assistance Food Stamp programs due to projected increased caseloads.
- Sheriff (-523) reflects a reduction primarily to address various program priorities, unavoidable employee benefits cost increases, and the County's projected structural funding deficit for fiscal year 2003-04, resulting in the elimination of the remaining Community Oriented Policing (COPS) personnel and the partial closure of various custody facilities.
- Other (-189) reflects the net change in the remaining departments.

CHILDREN AND FAMILY SERVICES

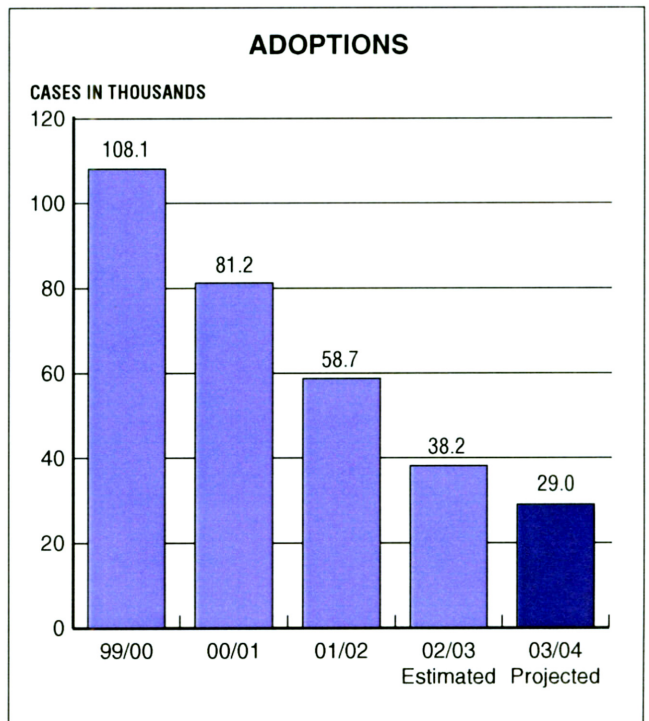
MAJOR CASELOADS

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 children for whom adoptive homes are being sought.

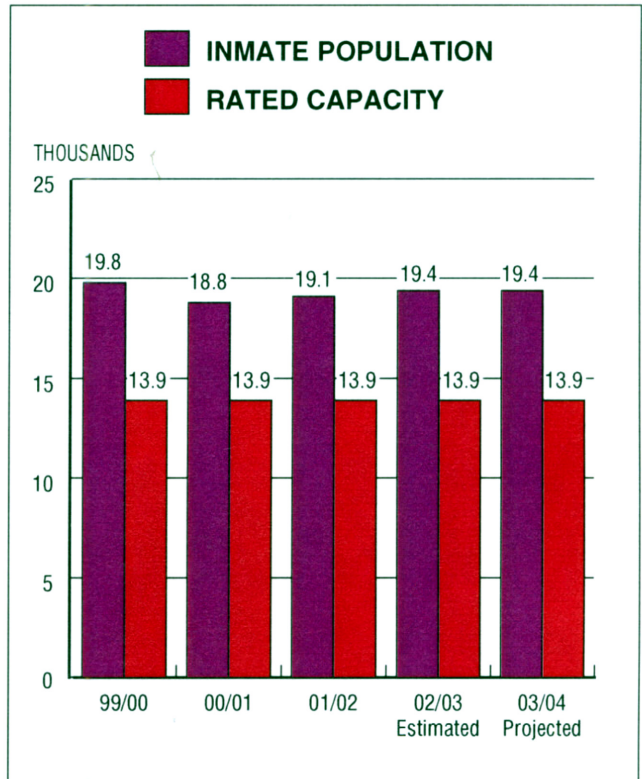


DETENTION POPULATION

SHERIFF INMATE POPULATION

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

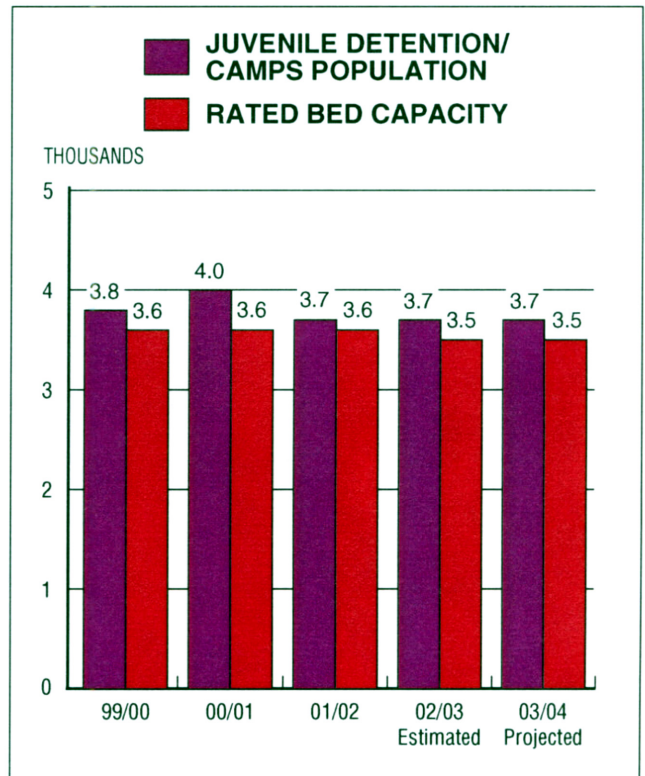
In addition to the Los Angeles County inmate population reflected on this chart, the Sheriff's Department provides housing for 2,300 inmates at the Mira Loma and Pitchess Detention Center custody facilities, under contract with the State and federal governments. The projected inmate population reflects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



PROBATION JUVENILE HALLS/ CAMPS POPULATION

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

The camps provide treatment, care, custody, and training for the rehabilitation of delinquent minors placed in these 18 facilities as wards of the Juvenile Court for an average period of 20 weeks.

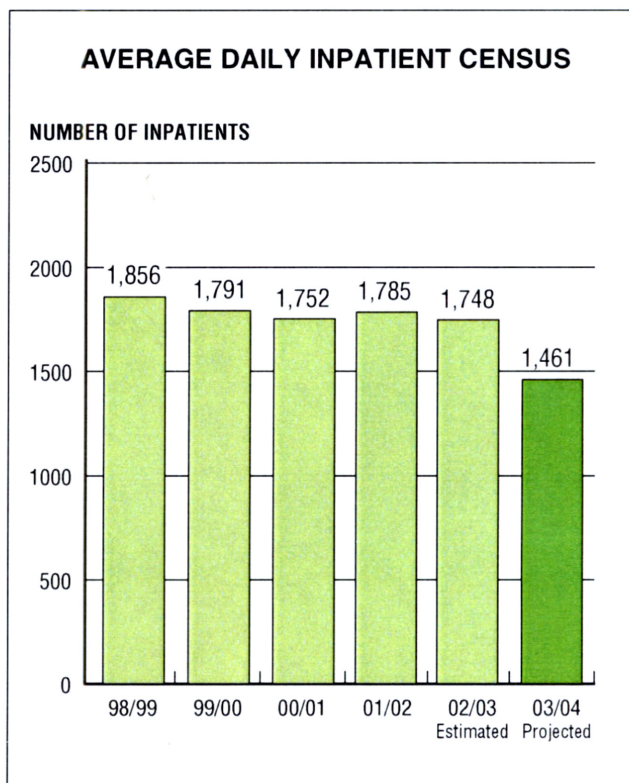


HEALTH SERVICES

INPATIENT CENSUS

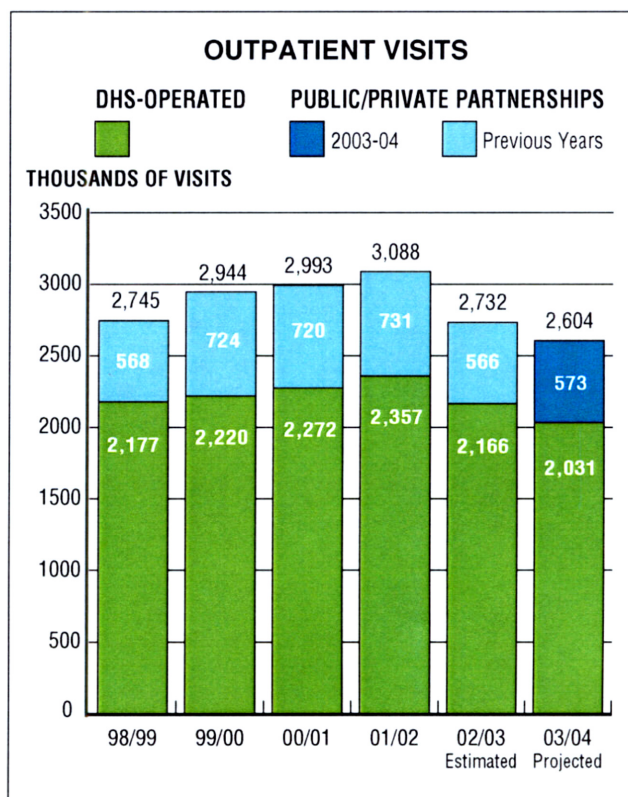
The Department of Health Services inpatient census has declined overall since 1998-99, but there is a slight increase in inpatient census for 2001-02. Changes in inpatient census are impacted by various factors including managed care, a continuing decline in births and a vigorous marketing to Medi-Cal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

In 1999-2000 through 2001-02, the same forces discussed above continue to have an impact on inpatient census. For 2002-03 through 2003-04, the Department of Health Services is projecting decreases in inpatient census due to the implementation of its strategic plan to restructure the County's health care system.



OUTPATIENT VISITS

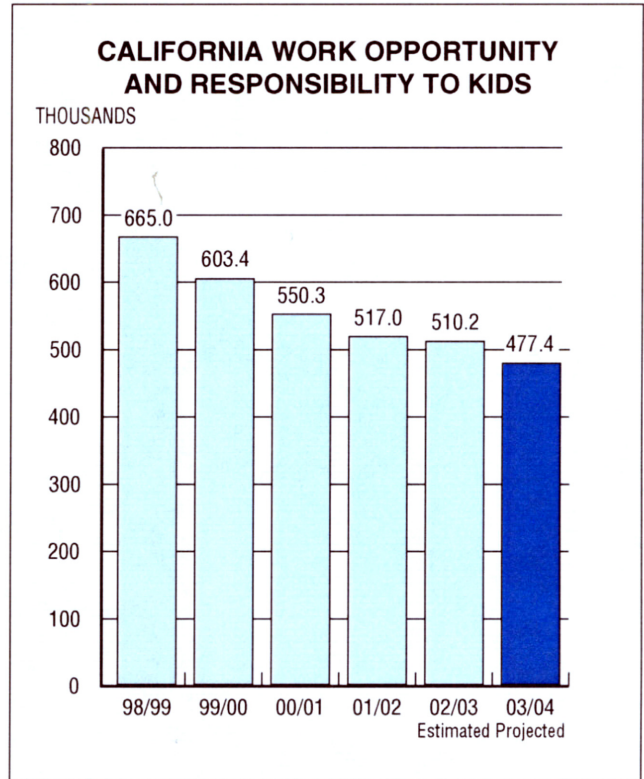
The original Medicaid Demonstration Project (Waiver) included a focus on increasing outpatient visits in order to reduce costly hospital inpatient care. The County DHS made substantial progress toward this goal and increased primary care sites and providers by well over 50 percent. Under the terms and conditions of the Waiver extensions, the County is to maintain three million visits in County-operated clinics and Public Private Partnership/General Relief contracted sites.



PUBLIC ASSISTANCE

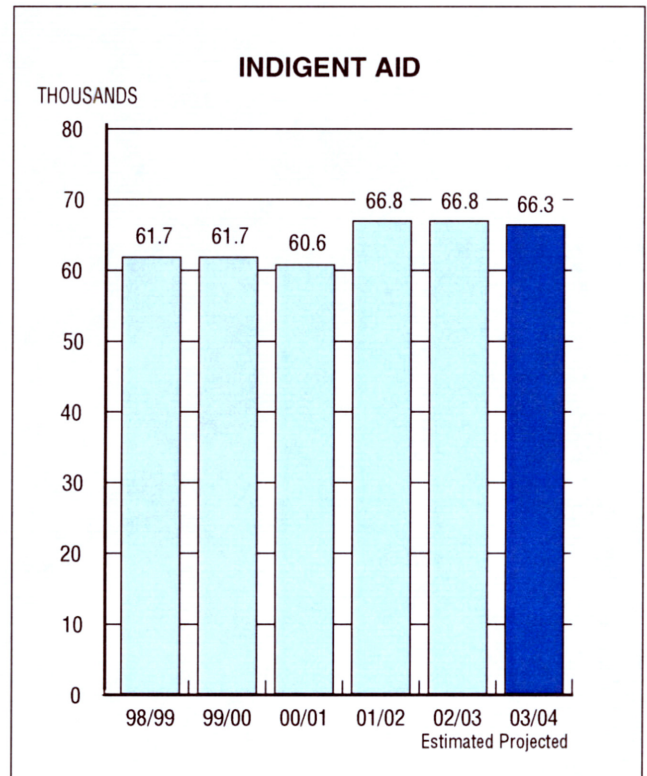
CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS

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



INDIGENT AID

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



READER'S GUIDE TO UNDERSTANDING THE BUDGET

The Proposed County Budget, the Proposed County Budget Capital Projects/Refurbishments Addendum, and the Proposed County Budget Children and Families Budget Addendum comprise the proposed financial and operating plan for the County of Los Angeles for fiscal year 2003-04, which begins July 1, 2003 and ends June 30, 2004. The following general outline is designed to assist the reader in understanding the information presented in each document.

THE GOVERNING BODY

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

FINANCIAL STRUCTURE AND OPERATIONS

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

I. **General Fund**

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

II. **Enterprise Fund**

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

III. **Internal Service Fund**

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

IV. **Debt Service Fund**

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

V. **Special Fund**

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

VI. **Special District**

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

VII. Other Funds

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

TRANSMITTAL LETTER

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

BUDGET SUMMARIES (Volume I)

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

- 2003-04 Budget Summary
- Mission Statement
- 2003-04 Budget Message
- Strategic Planning
- Critical Needs
- Changes From 2002-03 Budget
- 2003-04 Departmental Program Summary and Performance Measures
- Departmental Detail Summary
- Organization Chart

BUDGET SUMMARIES DETAIL (Volume II)

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

BUDGET SUMMARY SCHEDULES (Volume II)

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

AUDITOR-CONTROLLER SCHEDULES (Volume II)

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

CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM

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

CHILDREN AND FAMILIES BUDGET ADDENDUM

The Children and Families Budget Addendum provides budget and performance measurement data for County programs serving children and families. This Budget will be evolving over the next four years to provide a comprehensive program performance budget to support an evaluation of the efficiency, effectiveness, and results of individual programs, as well as review the collective, cross-agency contributions being made toward improving outcomes for children and families in the County of Los Angeles.

COUNTY OF LOS ANGELES

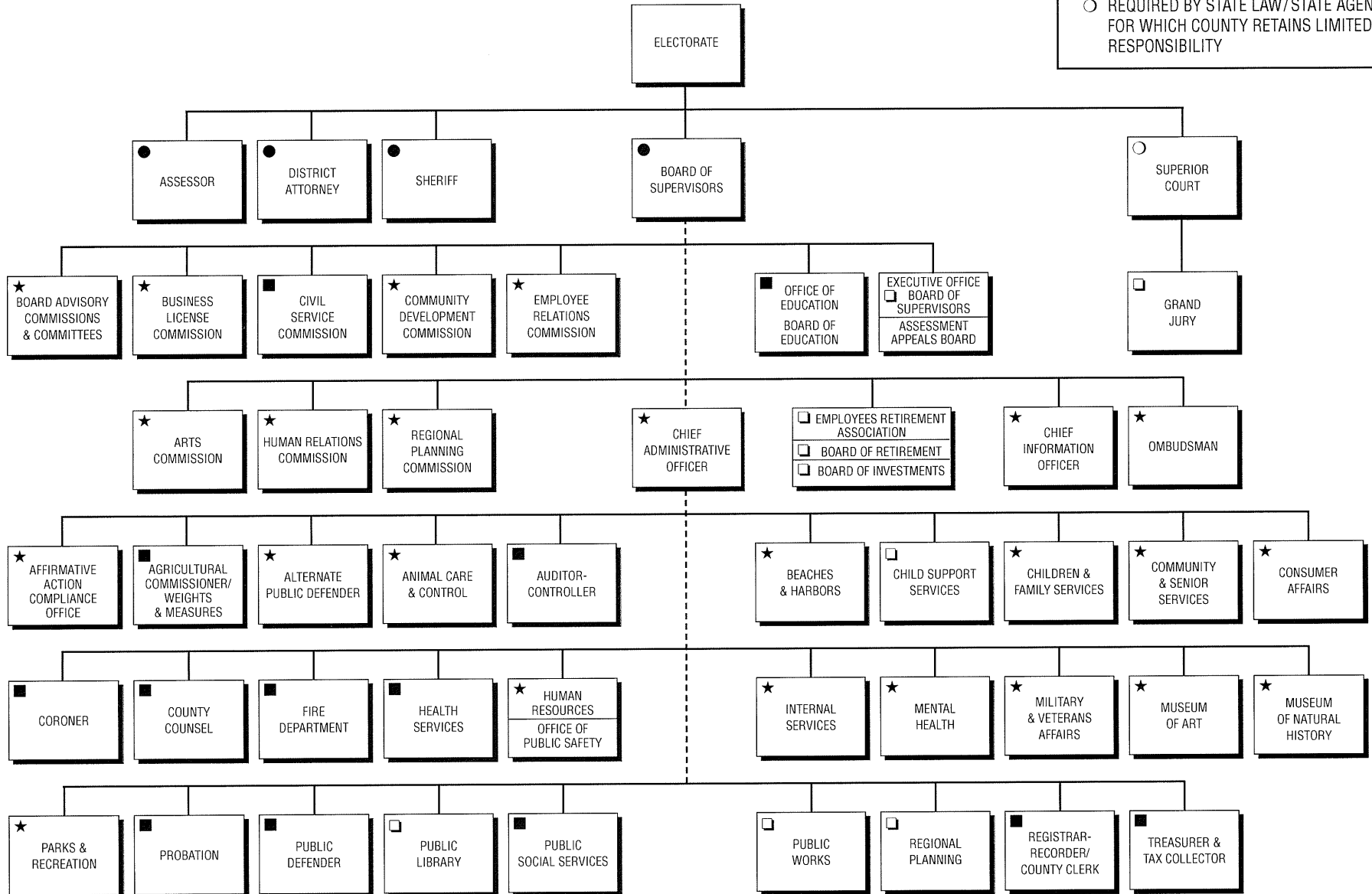
LEGEND

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/STATE AGENCIES FOR WHICH COUNTY RETAINS LIMITED RESPONSIBILITY





Budget Summaries

ADMINISTRATIVE OFFICER
DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 32,649,118	\$ 40,720,000	\$ 46,224,000	\$ 47,348,000	\$ 45,206,000	\$ -1,018,000	
SERVICES & SUPPLIES	11,732,014	21,745,000	24,026,000	24,376,000	24,006,000	-20,000	
OTHER CHARGES	527,017	565,000	565,000	547,000	547,000	-18,000	
FIXED ASSETS-EQUIP	423,741	139,000	139,000	139,000	139,000		
GROSS TOTAL	\$ 45,331,890	\$ 63,169,000	\$ 70,954,000	\$ 72,410,000	\$ 69,898,000	\$ -1,056,000	
LESS INTRAFD TRANSFER	21,183,405	21,788,000	29,755,000	29,755,000	29,755,000		
NET TOTAL	\$ 24,148,485	\$ 41,381,000	\$ 41,199,000	\$ 42,655,000	\$ 40,143,000	\$ -1,056,000	
REVENUE	6,508,797	21,768,000	21,586,000	21,833,000	21,586,000		
NET COUNTY COST	\$ 17,639,688	\$ 19,613,000	\$ 19,613,000	\$ 20,822,000	\$ 18,557,000	\$ -1,056,000	
BUDGETED POSITIONS	377.5	441.0	441.0	446.0	427.0	-14.0	
REVENUE DETAIL							
RENTS AND CONCESSIONS \$	1,081,958	\$ 1,197,000	\$ 1,793,000	\$ 1,793,000	\$ 1,793,000		
STATE-OTHER	300,635	10,291,000	5,561,000	5,771,000	5,561,000		
OTHER GOVT AGENCIES	410,944						
PERSONNEL SERVICES	1,102,224	1,238,000	1,380,000	1,380,000	1,380,000		
PLANNING & ENG SVCS	22,725						
COURT FEES & COSTS	131						
CHRGs FOR SVCS-OTHER	3,095,652	8,613,000	12,264,000	12,316,000	12,316,000	52,000	
OTHER SALES	2,705						
MISCELLANEOUS	444,529	429,000	536,000	573,000	536,000		
SALE OF FIXED ASSETS	1,294						
OPERATING TRANSFER IN	46,000						
RES EQUITY TRANS IN			52,000			-52,000	
TOTAL	\$ 6,508,797	\$ 21,768,000	\$ 21,586,000	\$ 21,833,000	\$ 21,586,000		
FUND	GENERAL FUND		FUNCTION	GENERAL		ACTIVITY	LEGISLATIVE AND ADMINISTRATIVE

Mission Statement

To develop recommendations on fiscal policy matters for the Board of Supervisors (Board), provide effective leadership of the County organization in carrying out the Board's policy decisions, and ensure financial stability.

2003-04 Budget Message

The 2003-04 Proposed Budget for the Chief Administrative Office (CAO) reflects a decrease of 14.0 budgeted positions totaling \$1.5 million offset partially by an increase of \$0.4 million to provide funding for previously negotiated increases in salaries and employee benefits, retirement obligations, and Countywide Cost Allocation adjustments, offset by insurance premium reduction.

Strategic Planning

The CAO, with the assistance of the Guiding Coalition as discussed below, continues to provide central coordination and guidance to all County departments in implementation of the Board-adopted Countywide Strategic Plan. The Office is also responsible for continuing to: provide focused leadership in implementation of Goal 5 of the Countywide Strategic Plan – *Children and Families' Well-Being* – in conjunction with the Children's Planning Council and New Directions Task Force; spearheading implementation of the Strategic Plan for Municipal Services to Unincorporated Areas (UA Strategic Plan) in collaboration with municipal service County departments; and continued implementation of the Strategic Asset Management Plan. Finally, the Office has completed a departmental Strategic Plan and is proceeding with implementation. Key activities in each of these allied efforts are outlined below:

Countywide Strategic Plan

- ✓ Convened a Guiding Coalition of volunteering County department heads and Board chief deputies/chiefs of staff which meets monthly to provide leadership and guidance in promoting countywide ownership of the Strategic Plan and achievement of the Strategic Plan Vision, Mission Statement, Goals and Strategies;
- ✓ Co-sponsored with the Guiding Coalition, two County Executive Strategic Planning Conferences including County department heads, chief deputies, and Board chief deputies/chiefs of staff, resulting in development of a proposed Mission Statement and first revision to the County Strategic Plan, which was unanimously adopted by the Board on December 17, 2002;
- ✓ In conjunction with the Guiding Coalition, developed a Strategic Plan implementation plan which significantly broadens responsibility among County leaders for coordinating achievement of Strategic Plan Goals and Strategies; and
- ✓ Under the auspices of the Guiding Coalition developing a common countywide framework and terminology for performance measurement, and initiated pilot implementation of the framework in four County departments.

Major efforts in 2003-04 will focus on rollout of the performance measurement framework countywide based on the results of the pilots; increased alignment between performance measures developed for the budget and those reflected in departmental strategic plans, the County Progress Report (to be published in December 2003), measures developed to track implementation of Strategic Plan Strategies; and continued guidance and assistance in promoting countywide implementation of the Strategic Plan.

Goal 5 – Children and Families' Well-Being

Phase II of Goal 5 involves identification of current strategies and objectives being pursued to further integrate the County's health and human services system and implementing approved recommendations toward improving outcomes for children and families.

Major implementation activities in the previous year include:

- ✓ Approval of the Service Integration Action Plan (SIAP) implementation recommendations that seek to integrate County Services for children and families by focusing on five key areas: access to services; customer service and satisfaction; data sharing; multi-agency service delivery; and funding for services; and
- ✓ Presented a restructured Children and Families' Budget that demonstrates the County's contribution toward improving the lives of children and families and identifies specific program performance measures and results as well as budget information.

Strategic Plan for Municipal Services to Unincorporated Areas

On July 3, 2001, the Board of Supervisors approved the UA Strategic Plan. The objective of the UA Strategic Plan is to improve the delivery of, and accountability for, municipal services provided to the unincorporated communities of Los Angeles County. The implementation of the UA Strategic Plan involves individual tasks in a series of action plans contained in the adopted strategic planning models. The strategic planning models are designed to address specific service delivery and accountability approaches and opportunities.

Strategic Planning (cont'd)

Implementation activities have included:

- ✓ Sustained efforts to produce *Community Connection*, a triennial resource and activity guide for the 90,000 residents of unincorporated Whittier;
- ✓ Partnered with the Department of Health Services to market the *Help Line*, a toll-free referral and information service for unincorporated area residents and business owners;
- ✓ Collaborated with Board offices, the Chief Information Officer, and Internal Services Department to initiate the development of community-based websites for unincorporated communities that will include information regarding local and countywide services, resources, and activities;
- ✓ Initiated efforts to pilot a partnership between the County and the community to prepare an emergency management plan for the community of Topanga; and
- ✓ Facilitated a process in the communities of Lennox and Florence-Firestone to create a Community Enhancement Team (CET) to identify the needs of each community and formulate strategies to address those needs. Each team is comprised of staff from various County departments and Board offices.

In addition, the Community Services Task Force was formed to promote the County's Strategic Plan Goal 6 for coordinated, responsive services to the County's unincorporated communities by facilitating and accelerating the development and implementation of effective, integrated services through community involvement and removing institutional and operational barriers. The Community Services Task Force is comprised of department heads, or their representatives, from various County departments that provide municipal services.

Real Estate Strategic Asset Management Plan

The Asset Management function continues to implement the Strategic Asset Management Plan by following the Board-approved Asset Management principles in all real property related activities and recommendations.

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

- ✓ Initiated analysis of a new Real Estate Management System;
- ✓ Continued development of space programs for changing needs of the Service Planning Area 6 and the East San Fernando Valley social services consolidations; and
- ✓ Completed feasibility and programming studies for reconfiguration of the Coroner's autopsy and laboratory facility, final programming for the Data Center, a historic structures study of buildings on the south campus of Rancho Los Amigos, economic analysis for redevelopment of the Hall of Justice, a feasibility study of a Bio-Medical facility near the LAC+USC Hospital, and a financial feasibility analysis of the sale of debt-financed facilities at the Rancho Los Amigos National Rehabilitation Center.

CAO Strategic Plan

In the fall of 2002, the CAO completed the first departmental Strategic Plan, consistent with the Countywide Strategic Plan, including a Vision, Mission, statements of Values and Core Competencies, and six Strategic Goals, addressing Leadership, Strategic Management, Fiscal Responsibility and Accountability, Communications, Staff Training and Development, and Technology. Activities in 2003-04 will focus on refinement of assigned responsibilities and timelines, and initial implementation actions, particularly short-term and ongoing objectives.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,500,000	\$ --	\$ -1,500,000	-14.0
<p><u>Various Programs</u>: Reflects a reduction in 14.0 budgeted positions needed to address the County's projected structural funding deficit for fiscal year 2003-04. Impacted programs are Administration, Public Affairs, Marketing, Office of Emergency Management, Asset Management, Service Integration, and Budget Management. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i></p>				
<u>Other Changes</u>				
1.	\$ 344,000	\$ --	\$ 344,000	--
<p><u>Salaries and Employee Benefits</u>: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.</p>				
2.	\$ 138,000	\$ --	\$ 138,000	--
<p><u>Retirement Debt Service</u>: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.</p>				
3.	\$ -20,000	\$ --	\$ -20,000	--
<p><u>Insurance Premiums</u>: Reflects elimination of one-time funding for insurance premium increases.</p>				
4.	\$ -18,000	\$ --	\$ -18,000	--
<p><u>Countywide Cost Allocation Adjustment (A-87)</u>: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.</p>				
Total \$	-1,056,000	\$ 0	\$ -1,056,000	-14.0

ADMINISTRATIVE OFFICER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 16,106,000	\$ 7,955,000	\$ 2,950,000	\$ 5,201,000	\$ 2,854,000	\$ 2,347,000	101.0

1. Budget Management

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

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

Program Outcome:

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

Service Delivery Standard:

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Budget Analysts (BA)	36.0	36.0	37.0	38.0
<u>Workload/Output</u>				
Number of Board orders per year	61	49	41	43
Number of Board referrals and requests per year	90	67	64	67
Number of departmental hiring requests per year	-- (1)	-- (1)	8,434 (2)	8,433 (2)
<u>Efficiency</u>				
Number of Board orders per BA	2	1	1	1
Number of Board referrals and requests per BA	3	2	2	2
Response to departmental hiring requests per BA	-- (1)	-- (1)	228	222
<u>Quality</u>				
Percent of Board orders within 10 days of due date	48.0%	75.5%	72.2%	75.0%
Percent of Board referrals and requests within 10 days of due date	69.0%	74.6%	62.5%	75.0%
Percent of departmental hiring requests responded to within 5 business days	-- (1)	-- (1)	68.7%	72.0%

Explanatory Note(s):

- (1) Began tracking data in 2002-03.
- (2) Excludes Registrar-Recorder temporary election staff.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Office of Unincorporated Area Services and Special Projects						
\$ 2,863,000	\$ 1,023,000	\$ 250,000	\$ 1,590,000	\$ 664,000	\$ 926,000	12.0

Authority: Non-mandated, discretionary program.

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

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

Program Outcome:

- Unincorporated Area Services (UAS): Improve unincorporated community access to County services through administration of a contract to provide the public with toll-free telephone information and referral.
- Redevelopment Agency Monitoring (RAM): Protection of County fiscal resources.

Service Delivery Standard:

- UAS: Cost-effectively market the program to maximize services provided under the contract.
- RAM: Conduct full review of all city redevelopment proposals with prospective County impact and develop appropriate recommended action(s) within required time frames necessary to protect the County's interests 90 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
UAS: Funding	\$297,066	\$195,061	\$149,252	\$150,000
RAM: Staff cost reviewing redevelopment proposals/plans	-- (1)	\$135,947	\$130,492	\$133,102
<u>Workload/Output</u>				
UAS: Transactions	3,394	7,107	10,000	12,500
RAM: Number of redevelopment proposals/plans under review (2)	-- (1)	22	23	23
<u>Efficiency</u>				
UAS: Cost/transaction	\$88	\$27	\$15	\$12
RAM: Cost per proposal/plan reviewed (3)	-- (1)	\$6,179	\$5,674	\$5,787
<u>Quality</u>				
UAS: Saturation (percent of unincorporated housing units marked)	1.2%	2.8%	4.0%	5.0%
RAM: Cost-benefit ratio – General Fund dollars saved per dollar cost of reviewing proposals/plans (4)	-- (1)	\$80:\$1	\$126:\$1	\$113:\$1 (2)

Performance Measures (cont'd)

Explanatory Note(s):

- (1) This measure was developed in 2001-02; the data was not tracked in 2000-01 and is, therefore, unavailable.
- (2) Dependent upon plans/projects proposed by cities, including magnitude of prospective fiscal impact.
- (3) Plans/proposals vary greatly in complexity and significance, resulting in variable degrees of effort and time committed towards review and negotiation.
- (4) Most savings are multi-year (i.e., over the term of a redevelopment project); savings over term are expressed in net present value.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Service Integration

\$ 13,646,000	\$ 4,306,000	\$ 6,435,000	\$ 2,905,000	\$ 1,908,000	\$ 997,000	50.0
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Authority: Non-mandated, discretionary program. Established May 16, 2000 by Board order.

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

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

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

<u>Performance Measures</u>	<u>Actual</u> ⁽¹⁾ <u>2000-01</u>	<u>Actual</u> ⁽¹⁾ <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of stipend applications received	--	--	1,695	3,300
<u>Workload/Output</u>				
Number of stipend applicants verified for eligibility and payment	--	--	1,034	3,100
<u>Efficiency</u>				
Number of stipend checks issued within 30 days of verifying final eligibility	--	--	997	3,000
<u>Quality</u>				
Number of stipend applicants successfully completing three semester college units in child development or related field and maintaining employment in subsidized child care programs for 9 months	--	--	1,034	3,100

Explanatory Note(s):

- (1) Investing in Early Educators Program commenced June 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Intergovernmental Relations (IGR)

\$ 4,233,000	\$ 919,000	\$ 603,000	\$ 2,711,000	\$ 1,296,000	\$ 1,415,000	29.5
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Authority: Non-mandated, discretionary program - County Code Chapter 4.30.

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

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

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

<u>Performance Measures</u>	<u>Actual (1) 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated (1) 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of State bills reviewed (excluding budget items)	1,500	2,930	1,620	3,200
<u>Workload/Output</u>				
Number of positions taken (support/sponsor/oppose) on specific State bills	157	215	150	300
Number of State bills enacted or defeated based on County position	74	126	75	150
<u>Efficiency</u>				
Percent of positions taken within one week of State bill analysis	90.0%	90.0%	90.0%	90.0%
<u>Quality</u>				
Percent of State bills enacted or defeated based on County position	47.1%	58.6%	50.0%	50.0%

Explanatory Note(s):

(1) 2000-01 and 2002-03 data represent the first year of two-year sessions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Employee Relations

\$ 1,774,000	\$ 576,000	\$ 701,000	\$ 497,000	\$ 328,000	\$ 169,000	12.0
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5. Employee Relations (cont'd)

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

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

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

Service Delivery Standard:

- Monitor arbitrations, unfair labor practice charges, and mediations to determine if the employer-employee relations program is administered uniformly and supports County departments in achieving their goals.
- Provide training to departmental managers/supervisors to ensure the labor relations program is properly administered.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Memoranda of Understandings (MOU's) negotiated/administered (54 bargaining units and 2 fringe benefit agreements)	56	56	56	56
Number of Employee Relations staff	7.0	9.0	9.0	9.0
<u>Workload/Output</u>				
Number of MOU's negotiated/implemented	56	0	2 ⁽¹⁾	56
Labor Relations training hours provided	n/a	294	550	n/a
Arbitrations/Unfair Labor Practice Charges mediated/settled/dismissed	n/a	93	128	n/a
<u>Efficiency</u>				
Average number of bargaining units and fringe benefit agreements per staff	8	6	6	6
Average number of training hours per staff	n/a	33	61	n/a
Average number of Arbitrations/Unfair Labor Charges mediated/settled/dismissed per staff	n/a	10	14	n/a
<u>Quality</u>				
Percent of MOU's successfully negotiated and implemented within Board parameters	100%	-- ⁽²⁾	100%	n/a
Effectiveness of training ⁽³⁾	--	--	--	--

Explanatory Note(s):

(1) Agreement was reached on two MOUs pending from 2001-02.

(2) Not computed.

(3) By January 31, 2004, complete an evaluation of training to measure effectiveness (consistent with County Strategic Plan Goal 2, Workforce Excellence, Strategy 1, Objective 2).

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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6. Consolidated Risk Management

\$ 12,281,000	\$ 4,656,000	\$ 7,532,000	\$ 93,000	\$ 2,026,000	\$ -1,933,000	69.5
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Authority: Creation of the Consolidated Risk Management program as approved by Board order on April 30, 2002. Risk Management Operations: Non-mandated, discretionary program. Established October 6, 1970 by Board order. Workers' Compensation: Mandated program; level of funding discretionary. California Labor Code 3700. Occupational Health and Disability Management: Non-mandated, discretionary program – County Code Sections 5.28, 5.31.010, and 5.38. Loss Control and Prevention: Non-mandated, discretionary program – County Code Section 5.31.030.

Implementation of the Consolidated Risk Management Program is in progress in order to evaluate significant countywide risks, hazards and exposures; develop and implement risk management methodologies to minimize or eliminate loss; and advise the Board and departments of risk control strategies to mitigate unanticipated financial losses. The Risk Management function includes:

Risk Management Operations (RMO) provides management of commercial insurance, self-insurance, Third Party Administrators (TPA), risk retention programs including indemnification and contract insurance requirements and property and liability claims and litigation management. RMO is also responsible for the development and management of the Insurance Budget, Contract Cities Liability Trust Fund, Special District Auto and General Liability Trust Funds, and the Countywide Risk Management Information System (RMIS). Workers' Compensation manages a complete self-insured workers' compensation program to ensure the full provision of benefits to injured employees and investigates workers' compensation fraud. Occupational Health and Disability Management and the Loss Control and Prevention functions assist departments to fulfill State and federal mandates related to County workplace safety and health programs, injury reporting, testing and recordkeeping requirements, and management of hazardous and medical waste. Occupational Health and Disability Management protects the health of County employees through the administration of a comprehensive health program and minimizes the adverse effects of employee injuries and illness. The Loss Control and Prevention operation manages health and safety consultations for County departments to prevent work place accidents and injuries, conducts site reviews of department safety programs and provides training on health and safety issues.

Program Outcome:

- Effective guidelines and programs to minimize losses due to catastrophic and other risk exposures.
- Effective risk management, commercial insurance and self-insurance programs for the County.
- A cost-effective County self-insured workers' compensation program.
- Provision of medical examinations for County employees.
- Effective occupational health direction and guidance to County departments.
- Effective countywide loss control and prevention services to reduce losses from work-related injuries and illnesses.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Department of Motor Vehicles (DMV) record reviews	14,000	42,000	30,000	50,000
Requests for Certificates of Self-Insurance	225	422	407	407
Requests for Risk Management consultations	4,500	5,490	5,500	5,500
Requests for contract review	350	4,700	4,700	4,700
Number of staff monitoring workers' compensation	8.0	9.0	9.0	9.0
Number of staff supporting Return-to-Work (RTW) programs	2.0	2.0	2.0	2.0
Number of staff supporting Anti-Fraud program	1.5	1.5	1.5	1.5
Department of Transportation (DOT) drug/alcohol examinations	800	785	800	800
Applicant medical examinations	8,925	7,101	3,902	4,292
Employee medical examinations	5,699	7,689	6,066	6,672
Medical/psychological re-evaluations	n/a	265	282	310
EAP (Employee Assistance Program) counseling sessions	1,581	1,332	1,656	1,821
EAP training sessions	47	105	70	77
Subpoenas/other record requests	n/a	n/a	492	541

Administrative Officer (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u> (cont'd)				
Number of staff responding to safety consultations	n/a	n/a	4.0	4.0
<u>Workload/Output</u>				
Number of commercial insurance policies	20	16	16	16
DMV letters to departments and pull notices to DMV	3,000	3,000	3,200	3,500
Certificates of Self-Insurance provided	225	422	407	407
Risk Management consultations provided	4,500	5,490	5,500	5,500
Contract reviews provided	350	4,700	4,700	4,700
Number of open indemnity claims	20,105	21,374	21,900	22,400
Number of Workers' Compensation Appeals Board (WCAB) awards and orders reviewed	n/a	3,120	3,500	3,750
Number of claim status reviews attended	n/a	12	25	40
Number of rehabilitation conference attended	n/a	55	60	60
Number of training and educational seminars delivered	n/a	90	100	100
Number of suspected fraudulent claim forms filed	8	32	35	40
DOT drug/alcohol examinations	800	785	800	800
Applicant medical examinations	8,925	7,101	3,902	4,292
Employee medical examinations	5,699	7,689	6,066	6,672
Medical/psychological re-evaluations	n/a	265	282	310
EAP counseling sessions	1,581	1,332	1,656	1,821
EAP training sessions	47	105	70	77
Subpoenas/other record requests	n/a	n/a	492	541
Number of requests for loss prevention consultations	n/a	n/a	240	240
<u>Efficiency</u>				
Number of lapsed commercial insurance policies	0	0	0	0
DMV record report provided within 10 working days	3,000	3,000	3,200	3,500
Certificates of Self-Insurance provided prior to date of event	225	422	407	407
Risk Management consultations provided by time requested	4,500	5,490	5,500	5,500
Contract reviews provided within time requested	350	4,700	4,700	4,700
Average number of claims per monitoring staff	2,513	2,375	2,433	2,489
Average number of awards reviewed per staff	n/a	347	389	417
Average number of claim reviews attended per staff	n/a	6	13	20
Average number of rehabilitation conferences attended per RTW staff	n/a	28	30	30
Average number of seminars scheduled within time requested	n/a	90	100	100
Average number of suspected fraudulent claim forms filed provided within legal mandates	8	32	35	40
DOT drug/alcohol examination provided per legal mandates	800	785	800	800
Applicant medical examinations initiated upon request	8,925	7,101	3,902	4,292
Employee medical examinations initiated upon request	5,699	7,689	6,066	6,672
Medical/psychological re-evaluations initiated upon request	n/a	265	282	310
EAP counseling sessions scheduled upon request	1,581	1,332	1,656	1,821
EAP training sessions initiated upon request	47	105	70	77
Subpoenas/other records provided per legal/policy mandates	n/a	n/a	492	541
Average number of loss prevention consults per staff member	n/a	n/a	60	60
<u>Quality</u>				
Percent of commercial insurance policies	100.0%	100.0%	100.0%	100.0%
Percent of DMV record reports meeting 10 days criteria	100.0%	100.0%	100.0%	100.0%
Percent of Certificates of Self-Insurance provided prior to date of event	100.0%	100.0%	100.0%	100.0%

Administrative Officer (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u> (cont'd)				
Percent of Risk Management consultations provided by time requested	100.0%	100.0%	100.0%	100.0%
Percent of contract reviews provided by time requested	100.0%	100.0%	100.0%	100.0%
Percent of workers' compensation claims reviewed	28.0%	35.0%	35.0%	40.0%
Percent of WCAB awards and orders unreasonably delayed by monitoring staff	n/a	0.0%	0.0%	0.0%
Percent of claim status reviews attended	n/a	100.0%	100.0%	100.0%
Percent of rehabilitation conferences attended	n/a	100.0%	100.0%	100.0%
Percent of scheduled seminars conducted	n/a	100.0%	100.0%	100.0%
Number of workers' compensation claims prosecuted for fraud	0	1	3	6
Percent of DOT drug/alcohol examinations per regulations	100.0%	100.0%	100.0%	100.0%
Percent of applicant medical examinations	100.0%	100.0%	100.0%	100.0%
Percent of employee medical examinations	100.0%	100.0%	100.0%	100.0%
Percent of medical/psychological re-evaluations	100.0%	100.0%	100.0%	100.0%
Percent of EAP counseling	100.0%	100.0%	100.0%	100.0%
Percent of EAP training sessions	100.0%	100.0%	100.0%	100.0%
Percent of subpoenas/other record request	100.0%	100.0%	100.0%	100.0%
Percent of loss prevention consultations initiated within 5 work days	n/a	n/a	100.0%	100.0%

Explanatory Note(s):
n/a=not available

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
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7. Asset Management

\$ 10,449,000	\$ 6,925,000	\$ 2,790,000	\$ 734,000	\$ 2,326,000	\$ -1,592,000	80.0
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Authority: Mandated program; level of funding discretionary. California Government Code Sections 25350.51, 25350.060, and 31000.9. County Code Sections 2.08.150 to 2.08.165.

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

Program Outcome:

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

7. **Asset Management** (cont'd)Service Delivery Standard:

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
RE: Number of leasing staff managing leases	16.0	14.0	12.0	11.0
RE: Number of staff administering contracts	8.0	9.0	9.0	8.0
CP: Number of CP staff	10.0	9.0	10.0	10.0
APS: Number of APS staff	2.0	5.0	5.0	5.0
DM: Number of DM staff	2.0	2.0	2.0	2.0
<u>Workload/Output</u>				
RE: Number of leases managed	529	517	510	510
RE: Number of revenue contracts administered	366	366	368	370
CP: Number of CP managed	394	420	410	425
CP: Number of CP completed	39	77	77	75
CP: Number of studies managed	13	9	7	10
CP: Number of CP budget units monitored	37	37	37	37
APS: Number of extraordinary maintenance projects managed	515	375	250	175
APS: Number of budget units managed	3	3	3	2
APS: County owned buildings analyzed for sale or reuse	0	2	0	0
APS: Department space requests analyzed	80	146	70	60
DM: Number of financing studies	6	12	12	15
DM: Number of financing plans	4	4	9	5
DM: Number of leases monitored	97	100	110	120
DM: Number of disclosure documents	4	4	4	4
DM: Number of bond issues monitored	31	33	34	36
DM: Number of bond accounts monitored	124	136	142	154
<u>Efficiency</u>				
RE: Number of leases handled per leasing staff	33	37	43	46
RE: Percent of revenue growth/prior years	7.9%	9.4%	4.0%	5.0%
CP: Average number of CP managed per CP staff	39	47	41	43
CP: Average number of CP completed per CP staff	4	9	8	8
CP: Average number of CP budget units monitored per CP staff	4	4	4	4
APS: Average number of department space request analyzed per APS staff	40	29	14	12

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u> (cont'd)				
DM: Average number of financing studies per DM staff	3	6	6	8
DM: Average number of financing plans per DM staff	2	2	5	3
DM: Average number of leases monitored per DM staff	49	50	55	60
DM: Average number of bond issues monitored per DM staff	16	17	17	18
DM: Average number of bond accounts monitored per staff	62	68	71	77
<u>Quality</u>				
RE: Lease completion time ⁽¹⁾	--	--	--	--
CP/APS ⁽²⁾	--	--	--	--

Explanatory Note(s):

- (1) Time elapsed from approval to acquire space to Certificate of Occupancy of space acquired.
- (2) Measurements will be identified in the next annual update to the Real Estate Strategic Asset Management Plan and Five-Year Capital Project Funding Plan.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
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8. Office of Emergency Management (OEM)

\$ 2,178,000	\$ 3,310,000	\$ --	\$ -1,132,000	\$ 488,000	\$ -1,620,000	19.0
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Authority: Non-mandated, discretionary program - County Code Sections 2.68.210 to 2.68.230.

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

Program Outcome: Jurisdictions (County departments, cities, special districts) are prepared to respond to their EOC and collect and transmit the necessary data to assist in the response and recovery from a disaster.

Service Delivery Standard: EOC staff training provided to County departments and EMIS training to all jurisdictions to ensure standardized communication and coordination in the event of a disaster.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
County EOC staff from 10 County departments	--	--	40	40
Jurisdictional EMIS users from 40 County departments, 88 cities, and selected special districts	--	--	256	256
<u>Workload/Output</u>				
Number of training sessions produced and offered	--	--	15	22
Number of annual exercise program goals involving EOC staff operations and EMIS	--	--	n/a	8
<u>Efficiency</u>				
Number of EOC staff attending training	--	--	36	36
Number of EMIS eligible positions attending training	--	--	205	205

Administrative Officer (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> ⁽¹⁾ <u>2000-01</u>	<u>Actual</u> ⁽¹⁾ <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u> (cont'd)				
Number of annual exercise program goals involving EOC staff operations and EMIS are accomplished	--	--	n/a	6
<u>Quality</u>				
Percent of EOC staff attending training	--	--	90.0%	90.0%
Percent of EMIS eligible positions attending training	--	--	80.0%	80.0%
Percent of annual exercise program goals involving EOC staff operations and EMIS are accomplished	--	--	n/a	80.0%

Explanatory Note(s):

(1) New performance measure and tracking will begin in 2002-03.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
9. <u>Protocol</u>						
\$ 686,000	\$ --	\$ 175,000	\$ 511,000	\$ 105,000	\$ 406,000	4.0

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

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

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

Service Delivery Standard: The goal is to raise \$100,000 - \$125,000 in donations from the business community. For only the second time in the 17 year history of the Consular Corps Invitational, sponsorship fees will increase to reflect a substantial price increase at the golf club. The additional cost to sponsors combined with a soft economy may affect the total amount of money raised.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Donations	\$110,000	\$126,000	\$100,000	\$100,000
<u>Workload/Output</u>				
Cost of Event	\$86,429	\$84,788	\$95,000	\$95,000
<u>Efficiency</u>				
Funds remaining after expenses	\$23,571	\$41,212	\$5,000	\$5,000
<u>Quality</u>				
Percent of funds remaining	21.4%	32.7%	5.0%	5.0%

Explanatory Note(s):

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

Administrative Officer (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
10. IGR - Marketing Office						
\$ 172,000	\$ --	\$ 150,000	\$ 22,000	\$ 24,000	\$ -2,000	1.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Marketing staff	2.5	2.0	2.0	2.0
<u>Workload/Output</u>				
Number of marketing consultations	20	15	16	20
Number of marketing projects maintained	8	6	8	8
<u>Efficiency</u>				
Number of consultations per staff person	8	8	8	10
Number of projects maintained per staff person	3	3	4	4
<u>Quality</u>				
Number of marketing and image enhancement projects	15	12	14	15

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
11. IGR - Public Affairs						
\$ 1,911,000	\$ 85,000	\$ --	\$ 1,826,000	\$ 489,000	\$ 1,337,000	20.0

Authority: Non-mandated, discretionary program.

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

11. IGR – Public Affairs (cont'd)

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of staff in Public Information Office	11.0	11.0	10.0	11.0
Number of staff in Photo	4.0	4.0	4.0	4.0
Number of staff in Graphics	10.0	10.0	10.0	10.0
<u>Workload/Output</u>				
Number of daily press clipping packets	260	260	260	260
Number of public inquiry telephone calls	28,564	30,435	30,500	31,000
Number of public e-mails answered	3,308	3,950	3,550	3,600
Number of special events assistance provided	280	260	250	250
Number of recognition awards made	14,540	17,955	18,600	19,000
Number of photographs made	46,784	51,895	50,500	52,600
Number of major publications prepared	2	3	3	3
Number of press releases issued	79	120	95	90
Number of broadcasts of Board meetings	48	48	48	48
Number of websites created/maintained	3	7	13	12
<u>Efficiency</u>				
Average number of phone calls answered by staff	2,597	2,767	3,050	2,818
Average number of recognition awards made by staff	1,454	1,796	1,860	1,900
Average number of photographs made by staff	11,696	12,974	12,625	13,150
<u>Quality</u>				
Same-day response to public telephone inquires	97.0%	98.0%	98.0%	98.0%
Response to e-mail inquires within 24 hours	90.0%	90.0%	90.0%	90.0%
Websites updated daily	95.0%	95.0%	95.0%	95.0%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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12. IGR – Workplace Programs

\$ 99,000	\$ --	\$ --	\$ 99,000	\$ 24,000	\$ 75,000	1.0
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Authority: Non-mandated, discretionary program. Board order.

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

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

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

Administrative Officer (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Workplace staff	1.0	2.0	2.0	2.0
<u>Workload/Output</u>				
Number of countywide policy/guideline meetings	3	6	6	6
Number of departmental consultations	27	60	60	60
<u>Efficiency</u>				
Number of countywide meetings per staff person	3	3	3	3
Number of departmental consultations per staff person	27	30	30	30
<u>Quality</u>				
Savings bonds purchased	\$17,000,000	\$17,200,000	\$17,600,000	\$17,900,000
Charitable giving pledged	\$1,700,000	\$2,000,000	\$2,100,000	\$2,100,000
Dollar value of volunteer hours	\$50,000,000	\$52,000,000	\$61,600,000 ⁽¹⁾	\$56,000,000

Explanatory Note(s):

(1) Reflects increase in Registrar-Recorder volunteers.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
13. Administration						
\$ 3,500,000	\$ --	\$ --	\$ 3,500,000	\$ 1,763,000	\$ 1,737,000	28.0

Authority: Non-mandated, discretionary program.

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

Program Outcome:

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

Service Delivery Standard:

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of staff processing vendor invoices	1.0	1.0	1.0	1.0
Number of staff responsible for centralized exams and executive recruitment	1.0	1.0	1.0	1.0
Number of vendor invoices received	1,923	1,788	1,900	1,950
Number of Request for Services and Non-Stock Supplies forms received	942	957	925	900

Administrative Officer (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>		
<u>Workload/Output</u>						
Number of invoices processed	1,923	1,788	1,900	1,950		
Number of Request for Services and Non-Stock Supplies forms processed	942	957	925	900		
Number of exams given	30	16	33	25		
Number of exam applicants	439	245	544	399		
<u>Efficiency</u>						
Number of invoices processed within 1-2 business days	1,923	1,788	1,900	1,950		
Number of Request for Services and Non-Stock Supplies forms processed within 1-2 business days	942	957	925	900		
Average length in days from approval to filling vacancy	60-90	30-60	30-60	30-60		
<u>Quality</u>						
Percent of invoices sent for processing within 1-2 business days	100.0%	100.0%	100.0%	100.0%		
Percent of Request for Services and Non-Stock Supplies forms sent for processing within 1-2 business days	100.0%	100.0%	100.0%	100.0%		
Percent of exams completed within 30-60 days	55.0%	70.0%	70.0%	70.0%		
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$ 69,898,000	\$ 29,755,000	\$ 21,586,000	\$ 18,557,000	\$ 14,295,000	\$ 4,262,000	427.0

ADMINISTRATIVE OFFICER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	28,976,000	34,058,000	33,204,000	-854,000
Employee Benefits	11,744,000	12,166,000	12,002,000	-164,000
Total Salaries and Employee Benefits	40,720,000	46,224,000	45,206,000	-1,018,000
<u>Services and Supplies</u>				
Communications	863,000	569,000	569,000	0
Computer Equipment-noncapital	550,000	207,000	207,000	0
Computer Software	351,000	274,000	274,000	0
Information Technology Services	583,000	2,312,000	2,312,000	0
Insurance	36,000	81,000	61,000	-20,000
Maintenance-Buildings and Improvements	183,000	700,000	700,000	0
Maintenance-Equipment	0	88,000	88,000	0
Memberships	11,000	9,000	9,000	0
Office Expense-Other	1,209,000	773,000	773,000	0
Office Expense-Postage	30,000	29,000	29,000	0
Office Expense-Stat and Forms	3,000	37,000	37,000	0
Professional and Specialized Services	15,759,000	16,627,000	11,827,000	-4,800,000
Publication and Legal Notices	34,000	0	0	0
Rents and Leases-Bldg and Improvemts	645,000	923,000	923,000	0
Rents and Leases-Equipment	299,000	263,000	263,000	0
Special Departmental Expense	44,000	53,000	4,853,000	4,800,000
Telecommunications	179,000	119,000	119,000	0
Training	143,000	56,000	56,000	0
Transportation and Travel-Auto Mileage	40,000	43,000	43,000	0
Transportation and Travel-Auto Service	44,000	90,000	90,000	0
Transportation and Travel-Traveling	103,000	137,000	137,000	0
Utilities	636,000	636,000	636,000	0
Total Services and Supplies	21,745,000	24,026,000	24,006,000	-20,000
<u>Other Charges</u>				
Judgments and Damages	15,000	14,000	14,000	0
Retirement of Other Long-Term Debt	549,000	551,000	533,000	-18,000
Taxes and Assessments	1,000	0	0	0
Total Other Charges	565,000	565,000	547,000	-18,000
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	9,000	9,000	9,000	0
Major Office Equipment	130,000	130,000	130,000	0
Total Equipment	139,000	139,000	139,000	0
Total Fixed Assets	139,000	139,000	139,000	0

Administrative Officer (cont'd)

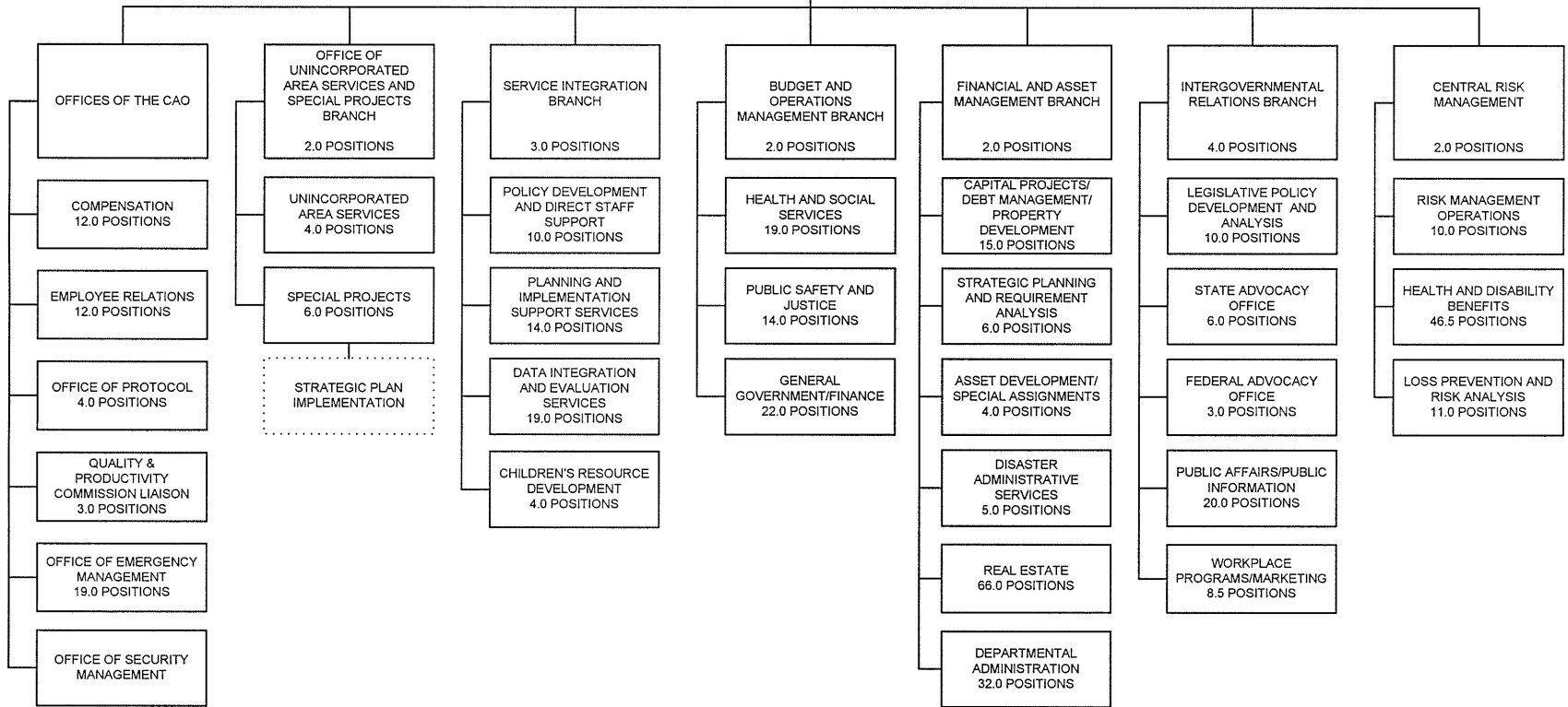
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	63,169,000	70,954,000	69,898,000	-1,056,000
Less: Intrafund Transfers	21,788,000	29,755,000	29,755,000	0
TOTAL NET REQUIREMENTS	41,381,000	41,199,000	40,143,000	-1,056,000
REVENUES:				
Revenue from Use of Money and Property	1,197,000	1,793,000	1,793,000	0
Intergovernmental Revenues-State	10,291,000	5,561,000	5,561,000	0
Charges for Services	9,851,000	13,644,000	13,696,000	52,000
Miscellaneous Revenues	429,000	536,000	536,000	0
Other Financing Sources	0	52,000	0	-52,000
TOTAL REVENUES	21,768,000	21,586,000	21,586,000	0
NET COUNTY COST	19,613,000	19,613,000	18,557,000	-1,056,000

ADMINISTRATIVE OFFICER
DAVID E. JANSSEN, CHIEF ADMINISTRATIVE OFFICER

2003 - 2004 PROPOSED BUDGET
BUDGETED POSITIONS = 427.0

CHIEF ADMINISTRATIVE OFFICER
 1.0 POSITION

CHIEF DEPUTY, CAO
 6.0 POSITIONS



AFFIRMATIVE ACTION COMPLIANCE OFFICE
DENNIS A. TAFOYA, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 2,804,996	\$ 3,727,000	\$ 3,977,000	\$ 4,638,000	\$ 4,022,000	\$ 45,000
SERVICES & SUPPLIES	1,367,526	983,000	974,000	1,290,000	1,290,000	316,000
OTHER CHARGES	11,887	17,000	17,000	18,000	17,000	
OTHER FINANCING USES	50,000		9,000			-9,000
GROSS TOTAL	\$ 4,234,409	\$ 4,727,000	\$ 4,977,000	\$ 5,946,000	\$ 5,329,000	\$ 352,000
LESS INTRAFD TRANSFER	1,468,880	1,236,000	1,236,000	1,320,000	1,320,000	84,000
NET TOTAL	\$ 2,765,529	\$ 3,491,000	\$ 3,741,000	\$ 4,626,000	\$ 4,009,000	\$ 268,000
REVENUE	1,482,464	1,218,000	1,218,000	1,493,000	1,443,000	225,000
NET COUNTY COST	\$ 1,283,065	\$ 2,273,000	\$ 2,523,000	\$ 3,133,000	\$ 2,566,000	\$ 43,000
BUDGETED POSITIONS	43.0	46.0	46.0	48.0	46.0	
REVENUE DETAIL						

CHRGs FOR SVCS-OTHER	\$ 1,372,625	\$ 1,201,000	\$ 1,201,000	\$ 1,476,000	\$ 1,426,000	\$ 225,000
OTHER SALES	42,447					
MISCELLANEOUS	17,392	17,000	17,000	17,000	17,000	
OPERATING TRANSFER IN	50,000					
TOTAL	\$ 1,482,464	\$ 1,218,000	\$ 1,218,000	\$ 1,493,000	\$ 1,443,000	\$ 225,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			GENERAL		PERSONNEL	

Mission Statement

To develop, monitor, and enforce compliance with the County's Equal Employment Opportunity/Affirmative Action, Civil Rights, Diversity, Americans with Disabilities Act (ADA), and Equal Opportunity and Living Wage Contract Compliance, in conjunction with County departments and agencies; and to provide employees with the skills to value diversity and to increase their sensitivity to diversity issues that impede harmony and productivity.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects an overall spending increase due to previously negotiated increases in salaries and employee benefits and higher services and supplies requirements. Revenues and intrafund transfers, primarily for contract compliance with the Americans with Disabilities Act, the Small Business Enterprise program and investigations in employment discrimination, offset most of these increases.

Strategic Planning

In accordance with the County's Strategic Plan, the Office of Affirmative Action Compliance (OAAC) will continue to provide service excellence and a seamless delivery of services to the public and County departments by: 1) minimizing County exposure to litigation costs by ensuring that all complaints of employment discrimination are investigated in a timely, thorough, and effective manner in accordance with County policy; 2) ensuring that all contracts comply with the Living Wage Ordinance; 3) ensuring that all persons with disabilities have access to County programs and services; 4) involving all stakeholders to participate in the development of the LAC+USC Medical Center Replacement Project Local Worker Hiring Program; and 5) providing the public with greater access to OAAC services by web-enabling information and related forms.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 110,000	\$ 110,000	\$ --	--
	<u>Contract Compliance:</u> Reflects an increase in services and supplies, fully offset by intrafund transfer (IFT) (\$37,000) and revenue (\$73,000) for compliance with the Americans with Disabilities Act and Small Business Enterprise programs. <i>Supports Countywide Strategic Plan Goal 3.</i>			
2.	\$ 187,000	\$ 187,000	\$ --	--
	<u>Employment Discrimination Investigations:</u> Reflects an increase in services and supplies, fully offset by IFT (\$47,000) and revenue (\$140,000) for investigation in claims of employment discrimination in the workplace. <i>Supports Countywide Strategic Plan Goal 3.</i>			
3.	\$ 19,000	\$ 12,000	\$ 7,000	--
	<u>Sheriff's Protocol and County Mediation:</u> Reflects the increase in services and supplies, partially offset by revenue for Sheriff's Protocol and County Mediation primarily in the Department of Health Services. <i>Supports Countywide Strategic Plan Goal 3.</i>			
<u>Other Changes</u>				
1.	\$ 36,000	\$ --	\$ 36,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 9,000	\$ --	\$ 9,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -9,000	\$ --	\$ -9,000	--
	<u>Other Charges:</u> Reflects the elimination of other charges for a Productivity Investment Fund loan.			
Total \$	352,000	\$ 309,000	\$ 43,000	0.0

AFFIRMATIVE ACTION COMPLIANCE OFFICE

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 1,195,000	\$ 321,000	\$ 241,000	\$ 633,000	\$ --	\$ 633,000	12.0

1. Affirmative Action/Diversity (AA/D) Programs

Authority: Non-mandated, discretionary program. County Policy, Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.05, Affirmative Action Program-Composition; County Policy, Los Angeles County Board Resolution dated 7/30/91; Los Angeles County Board Motion dated 5/21/96, 12/3/96 and 9/15/98; California Fair Employment and Housing Act (Government Code, 12900 et. seq.); Government Contractors, Department of Labor Revised Rule 4; Rehabilitation Act of 1973, Section 503, Affirmative Requirements for Federal Contractors or Subcontractors; and - 7/11/91 Board motion "Minority and Women-Owned Business Enterprise Program Services, Supplies and Equipment Contract/Purchasing Policy."

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

Program Outcome:

- Uniform and equitable application of the County's employment policies and practices through training.
- Encourage greater participation of minority, women, disadvantaged and disabled veterans-owned business enterprises in the award of County contracts.
- Inform local community of employment opportunities relating to the LAC+USC Medical Center Replacement Project LWHP

Service Delivery Standards:

- Maintain a 95 percent threshold of County employees who view AA/D training as beneficial.
- Increase the number of minority, women, disadvantaged and disabled veterans-owned business enterprises in OAAC's CBE and SBE programs by 139 or 22 percent.
- Sponsor 15 outreach events to inform local community adjacent to the LAC+USC Medical Center of employment and business opportunities.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of AA/D training staff	6	6	6	6
Number of CBE staff	1	2	2	2
Number of LWHP staff	n/a	n/a	1	1
<u>Workload/Output</u>				
Number of employees trained annually ⁽¹⁾	24,468	25,865	26,000	26,000
Number of CBE applications received annually	372	347	380	385
Planned outreach efforts	n/a	8	15	26
<u>Efficiency</u>				
Number of employees trained per AA/D training staff	4,078	4,311	4,333	4,333
Number of CBE firms certified	372	636 ⁽²⁾	706 ⁽³⁾	775 ⁽³⁾
Successful outreach efforts ⁽⁴⁾	n/a	8	15	26

Affirmative Action Compliance Office (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Percent of employees who viewed AA/D training as beneficial	95%	95%	95%	95%
Percent of County contractors' dollars going to certified CBE	5%	4%	5%	5%
Number of local community members attending outreach events	n/a	400	750	2,000

Explanatory Note(s):

- (1) Includes use of outside consultants.
 - (2) Includes CBE re-certifications.
 - (3) Includes CBE re-certifications and Local SBE certifications.
 - (4) LAC+USC Medical Center Replacement Project LWHP events increase as construction begins.
- n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
2. <u>Contract Compliance (CC)</u>						
\$ 908,000	\$ 140,000	\$ 722,000	\$ 46,000	\$ --	\$ 46,000	9.0

Authority: Non-mandated, discretionary program. County Policy, Los Angeles County Construction Contracts Board Resolution dated 11/30/82; Los Angeles County Living Wage Ordinance (LWO) adopted 6/22/99; federal Law, Title VII, Civil Rights Act of 1964, as amended, and Presidential Executive Order 11246, as amended by 11375, Government Contractors, Department of Labor Revised Rule 4, and Department of Transportation Code of Federal Regulations 49.

Monitors and enforces EEO compliance by County construction contractors in conformity with federal, State and County non-discrimination laws. Monitors and enforces LWO compliance of Proposition A and cafeteria services contractors.

Program Outcome:

- Monitor EEO compliance by County construction contractors in conformity with federal, State and County non-discrimination laws protection and education of consumers.
- Conduct independent reviews of departments to ensure LWO program compliance.

Service Delivery Standard:

- Conduct 150 on-site EEO contract compliance reviews.
- Conduct independent reviews of departments to ensure LWO program compliance.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of staff conducting on-site EEO compliance reviews	3	3	3	4
Number of LWO staff	3	3	3	3
<u>Workload/Output</u>				
Number of staff hours spent on conducting on-site EEO contract compliance reviews	1,554 ⁽¹⁾	1,690 ⁽²⁾	1,750 ⁽³⁾	1,800 ⁽⁴⁾
Number of cumulative active LWO contracts	111	258	275	300
<u>Efficiency</u>				
Number of staff hours per on-site EEO contract compliance review	14	13	12.5	12
Number of LWO monitoring and technical assistance sessions ⁽⁵⁾	78	104	106	109

Affirmative Action Compliance Office (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Percent of total number of EEO compliance reviews conducted by staff that are done on-site	18.5%	20%	20%	20%
Percent of contracts in compliance with LWO ⁽⁵⁾	n/a	n/a	95%	95%

Explanatory Note:

- (1) Number of on-site reviews - 111
 - (2) Number of on-site reviews - 130
 - (3) Number of on-site reviews - 140
 - (4) Number of on-site reviews - 150
 - (5) Workload measure revised
- n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. <u>Employment Discrimination Investigations (EDI)</u>						
\$ 1,192,000	\$ 637,000	\$ 419,000	\$ 136,000	\$ --	\$ 136,000	10.0

Authority: Mandated program, discretionary level of service. County Policy, Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.010, County Policy on Discrimination, and Section 5.08.110, Office of Affirmative Action Compliance - Created - Powers and Duties; State Law, California Fair Employment and Housing Act (Government Code 12900 et. seq.) Non-Discrimination in Employment Requirements; federal Law, Title VII, Civil Rights Act of 1964, as amended (Title VII), Title I of the ADA of 1990, Age Discrimination in Employment Act (ADEA) of 1967, and Equal Pay Act (EPA) of 1963.

Program Outcome: Timely, thorough, and effective investigation of employment discrimination complaints filed against the County of Los Angeles. Education of litigants and potential litigants to improve access to the justice system.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of EDI staff	5	7	7	8
<u>Workload/Output</u>				
Number of employment discrimination complaints received	602	643	716	752
<u>Efficiency</u>				
Number of cases per EDI staff	120	92	102	94
<u>Quality</u>				
Cost savings to the County ⁽¹⁾	\$4,300,000 ⁽²⁾	\$714,000 ⁽³⁾	\$1,400,000 ⁽⁴⁾	\$2,100,000 ⁽⁵⁾

Explanatory Note(s):

- (1) Cost savings exclude savings attributed to mediation. Refer to Sheriff's Protocols and County Mediation section for mediation savings.
- (2) Based on 30 complaints resolved through no-fault settlement agreements totaling \$71,000 (\$2,366 average cost per case). County Counsel's estimated costs for litigating these cases is \$4,300,000 (\$148,000 average cost per case).
- (3) Based on 5 complaints resolved through no-fault settlement agreements.
- (4) Based on an estimate of 10 complaints resolved through no-fault settlement agreements.
- (5) Based on a projected 15 complaints resolved through no-fault settlement agreements.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Americans With Disabilities Act (ADA) Compliance

\$ 734,000 \$ 100,000 \$ 19,000 \$ 615,000 \$ -- \$ 615,000 7.0

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

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

Program Outcome:

- Improve response time to community complaints for persons with disabilities.
- Improve efficiency in services delivery for ADA Title II program mandated activities.

Service Delivery Standard:

- Implement ADA Title II program investigation procedures that are efficient, responsive, user-friendly and result in a response within 60 days to the charging party, 60 percent of the time.
- Implement ADA Title II program mandated activities that result in a response within 90 days, 75 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
ADA Title II program investigation cases	49	46	60	80
ADA Title II program mandated activities	79	174	105	110
<u>Workload/Output</u>				
Number of staff hours spent on ADA Title II program investigation cases	635	690	900	1,200
Number of staff hours spent on ADA Title II program mandated activities	1,343	2,958	1,785	1,870
<u>Efficiency</u>				
Number of staff hours per ADA Title II program investigation cases	15	15	15	15
Number of staff hours per ADA Title II program mandated activities	17	17	17	17
<u>Quality</u>				
Percent of ADA Title II program complaints resolved within 60 days	70%	55%	65%	75%
Percent of ADA Title II program mandated activities resolved within 90 days	70%	70%	80%	80%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 411,000	\$ 122,000	\$ 25,000	\$ 264,000	\$ --	\$ 264,000	3.0

5. Sheriff's Protocols and County Mediation (SP/CM)

Authority: Non-mandated, discretionary program. Board of Supervisors' (Board) Resolution approving the Sheriff's Protocols in 9/99; County Policy, Los Angeles County Code, Title 5, Chapter 5.08, Equal Employment, Section 5.08.010, County Policy on Discrimination, and Section 5.08.110, Office of Affirmative Action Compliance - Created - Powers and Duties; State Law, California Fair Employment and Housing Act (Government Code 12900 et. seq.) Non-Discrimination in Employment Requirements; federal Law, Title VII, Civil Rights Act of 1964, as amended, and Title I of the ADA of 1990.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Sheriff's Protocols investigative staff	n/a	2	3	3
Number of mediators ⁽¹⁾	n/a	3	4	5
<u>Workload/Output</u>				
Number of Sheriff's Protocols complaints	n/a	101	150	175
Number of discrimination complaints mediated countywide	n/a	120	150	200
<u>Efficiency</u>				
Number of Sheriff's Protocols cases per investigator	n/a	51	50	58
Number of cases per mediator	n/a	40	37	40
<u>Quality</u>				
Cost savings of Sheriff's Protocols	n/a	\$5,180,000 ⁽²⁾	\$3,848,000 ⁽³⁾	\$4,440,000 ⁽⁴⁾
Cost savings of mediation	n/a	\$4,292,000 ⁽⁵⁾	\$7,400,000 ⁽⁶⁾	\$8,880,000 ⁽⁷⁾

Explanatory Note(s):

- (1) Includes use of outside consultants.
 - (2) Based on 35 no-fault settlement agreements totaling \$45,400 (\$1,297 average cost per case). County Counsel's estimated cost for litigating these cases is \$5,180,000 (\$148,000 per case).
 - (3) Based on an estimate of 26 no-fault settlement agreements.
 - (4) Based on projected 30 no-fault settlement agreements.
 - (5) Based on projected 29 mediated no-fault settlement agreements.
 - (6) Based on an estimate of 50 mediated no-fault settlement agreements.
 - (7) Based on projected 60 mediated no-fault settlement agreements.
- n/a = not available

Affirmative Action Compliance Office (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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6. **Administration**

\$ 889,000 \$ -- \$ 17,000 \$ 872,000 \$ -- \$ 872,000 5.0

Authority: Non-mandated, discretionary program.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total budgeted revenue	\$2,231,000	\$2,618,000	\$2,549,000	\$2,684,821
<u>Workload/Output</u>				
Total actual revenue received	\$2,202,117	\$2,949,414	\$2,779,000	\$2,684,821
<u>Efficiency</u>				
Dollar of actual revenue received per dollar of revenue budgeted	\$0.99	\$1.13	\$1.09	\$1.00
<u>Quality</u>				
Percent of actual revenue received	99%	113%	109%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$ 5,329,000 \$ 1,320,000 \$ 1,443,000 \$ 2,566,000 \$ 0 \$ 2,566,000 46.0

OFFICE OF AFFIRMATIVE ACTION COMPLIANCE

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	2,856,000	3,266,000	3,276,000	10,000
Employee Benefits	871,000	711,000	746,000	35,000
Total Salaries and Employee Benefits	3,727,000	3,977,000	4,022,000	45,000
<u>Services and Supplies</u>				
Communications	78,000	78,000	110,000	32,000
Computer Software	0	0	20,000	20,000
Information Technology Services	0	0	40,000	40,000
Insurance	6,000	7,000	7,000	0
Maintenance-Buildings and Improvements	60,000	60,000	75,000	15,000
Maintenance-Equipment	0	0	0	0
Memberships	1,000	1,000	1,000	0
Office Expense-Other	37,000	37,000	115,000	78,000
Professional and Specialized Services	61,000	61,000	150,000	89,000
Rents and Leases-Equipment	41,000	41,000	43,000	2,000
Special Departmental Expense	627,000	617,000	650,000	33,000
Training	10,000	10,000	10,000	0
Transportation and Travel-Auto Mileage	2,000	2,000	2,000	0
Transportation and Travel-Auto Service	5,000	5,000	5,000	0
Transportation and Travel-Traveling	10,000	10,000	10,000	0
Utilities	45,000	45,000	52,000	7,000
Total Services and Supplies	983,000	974,000	1,290,000	316,000
<u>Other Charges</u>				
Other Charges	17,000	17,000	17,000	0
Total Other Charges	17,000	17,000	17,000	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	9,000	0	-9,000
Total Other Financing Uses	0	9,000	0	-9,000

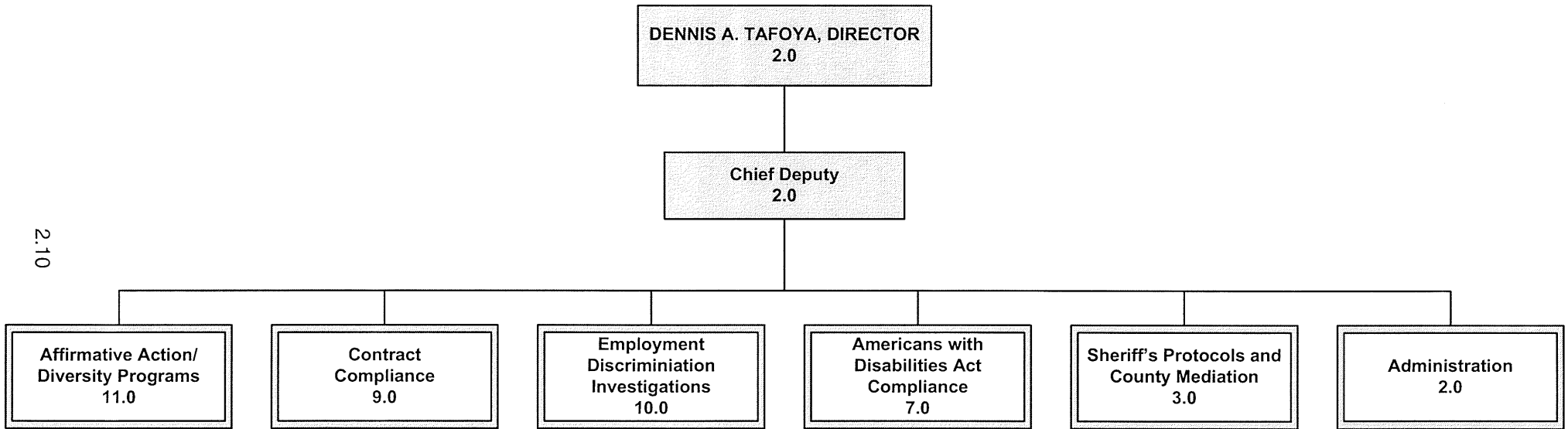
Affirmative Action Compliance Office (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	4,727,000	4,977,000	5,329,000	352,000
Less: Intrafund Transfers	1,236,000	1,236,000	1,320,000	84,000
TOTAL NET REQUIREMENTS	3,491,000	3,741,000	4,009,000	268,000
REVENUES:				
Charges for Services	1,201,000	1,201,000	1,426,000	225,000
Miscellaneous Revenues	17,000	17,000	17,000	0
TOTAL REVENUES	1,218,000	1,218,000	1,443,000	225,000
NET COUNTY COST	2,273,000	2,523,000	2,566,000	43,000

AFFIRMATIVE ACTION COMPLIANCE OFFICE

Fiscal Year 2003-04

Proposed Positions = 46



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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN SERVICES & SUPPLIES	\$ 16,100,632	\$ 18,650,000	\$ 20,711,000	\$ 20,763,000	\$ 20,332,000	\$ -379,000
OTHER CHARGES	4,518,592	4,795,000	4,654,000	5,073,000	5,037,000	383,000
FIXED ASSETS-EQUIP	177,687	97,000	97,000	97,000	236,000	139,000
GROSS TOTAL	\$ 20,883,863	\$ 23,682,000	\$ 25,462,000	\$ 25,933,000	\$ 25,605,000	\$ 143,000
LESS INTRAFD TRANSFER	397,845	417,000	447,000		487,000	40,000
NET TOTAL	\$ 20,486,018	\$ 23,265,000	\$ 25,015,000	\$ 25,933,000	\$ 25,118,000	\$ 103,000
REVENUE	17,669,401	18,382,000	20,132,000	20,011,000	20,011,000	-121,000
NET COUNTY COST	\$ 2,816,617	\$ 4,883,000	\$ 4,883,000	\$ 5,922,000	\$ 5,107,000	\$ 224,000
BUDGETED POSITIONS	367.0	370.0	370.0	364.0	360.0	-10.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 2,345,873	\$ 3,322,000	\$ 3,838,000	\$ 3,478,000	\$ 3,478,000	\$ -360,000
PEN/INT/COSTS-DEL TAX	193,078					
STATE AID-AGRICULTURE	1,526,838	2,220,000	1,608,000	1,608,000	1,608,000	
STATE-OTHER	176,549	138,000	138,000	140,000	140,000	2,000
FEDERAL-OTHER	-2,430					
LEGAL SERVICES	593,119	455,000	403,000	455,000	455,000	52,000
AGRICULTURAL SERVICES	8,265,324	8,225,000	9,672,000	9,546,000	9,546,000	-126,000
CHRGs FOR SVCS-OTHER	4,395,463	3,928,000	4,379,000	4,694,000	4,694,000	315,000
OTHER SALES	13,174	5,000	5,000	5,000	5,000	
MISCELLANEOUS	112,130	89,000	89,000	85,000	85,000	-4,000
SALE OF FIXED ASSETS	50,283					
TOTAL	\$ 17,669,401	\$ 18,382,000	\$ 20,132,000	\$ 20,011,000	\$ 20,011,000	\$ -121,000
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION	ACTIVITY	PROTECTION INSPECTION

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$224,000 comprised of previously negotiated salaries and employee benefits, and an increase in rent charges, partially offset by a \$211,000 reduction in the Business Practices Investigations program and the elimination of 4.0 Agricultural/Weights and Measures Inspector II positions needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04.

Strategic Planning

The Department will continue to pursue sources of revenue, opportunities to establish partnerships with other agencies, and other methods to more effectively perform its mission. Implementation of the Department's long-term strategies will include continued development of the Agricultural and Weights and Measures Inspector classifications and increased public awareness of the Department through further development of the internet web-site.

In FY 2002-03, the Department further developed and refined the Board-ordered Price Verification (Scanner) program. This program is designed to conduct undercover test purchases at various retail stores to ensure that the correct price is being charged to consumers. The program also addresses the new programmatic Children and Families' Well-Being goal by improving the economic well-being of all Los Angeles County residents.

Critical Needs

The Department has a critical need to increase staffing in the Red Imported Fire Ant (RIFA) program. At a minimum, this program needs 8.0 additional seasonal Agricultural Inspector Aids to handle the increase in survey workload (increase in the size of the infested areas), an increase in program treatment workload (increase in the number of infested properties), and the need for additional public outreach and education.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -211,000	\$ --	\$ -211,000	-4.0
	<u>Business Practices Investigations:</u> Reflects a reduction in the Business Practices Investigations program and the elimination of 4.0 Agricultural/Weights and Measures Inspector II positions needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ 125,000	\$ 475,000	\$ -350,000	6.0
	<u>Environmental Protection Bureau:</u> Reflects the addition of 6.0 Agricultural Inspector Aid positions and revenue adjustments associated with the Pest Detection and Red Imported Fire Ant (RIFA) contracts. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>			
3.	\$ -46,000	\$ 15,000	\$ -61,000	-2.0
	<u>Pest Exclusion/Produce Quality:</u> Reflects the deletion of 2.0 temporary Agricultural Inspector Aid positions from the Glassy-Winged Sharpshooter (GWSS) subprogram, partially offset by increased license fee revenue. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ 437,000	\$ 340,000	\$ 97,000	--
	<u>Weed Hazard/Pest Management:</u> Reflects an increase in services and supplies for Weed Hazard tractor vendor contracts, partially offset by an increase in revenue for the Weed Hazard Vacant Lot Clearance subprogram and charges to client departments. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
5.	\$ -243,000	\$ -368,000	\$ 125,000	-4.0
	<u>Weights and Measures:</u> Reflects a reduction of 5.0 Agricultural/Weights and Measures Inspector II and an increase of 1.0 Intermediate Typist Clerk positions for the Price Verification subprogram and a net decrease in anticipated revenue from Price Verification registration fees. <i>Supports Countywide Strategy Plan Goal 4, Strategy 1.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
6.	\$ -385,000	\$ -543,000	\$ 158,000	-6.0
<u>Environmental Toxicology Laboratory:</u> Reflects the reduction of 3.0 Toxicologist, 2.0 Industrial Hygiene Chemist, and 1.0 Chief, Environmental/Toxicology positions and a reduction in anticipated revenue for laboratory testing. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
<u>Other Changes</u>				
1.	\$ 251,000	\$ --	\$ 251,000	--
<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.				
2.	\$ 45,000	\$ --	\$ 45,000	--
<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligated Bonds to eliminate the unfunded liability in the retirement system.				
3.	\$ 139,000	\$ --	\$ 139,000	--
<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	\$ 31,000	\$ --	\$ 31,000	--
<u>Miscellaneous Adjustments:</u> Reflects ministerial adjustments to more accurately reflect expenditure trends.				
Total \$	143,000	\$ -81,000	\$ 224,000	-10.0

AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 5,796,000	\$ --	\$ 5,220,000	\$ 576,000	\$ 1,051,000	\$ -475,000	118.0

1. Environmental Protection Bureau

Authority:

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

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

- b. Mandated with discretionary service level - May 1973 Board order, Assembly Bill (AB) 185 and AB 187 of 1987.

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

- c. Non-mandated program with discretionary service level.

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

Program Outcome:

Pesticide Regulation

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

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

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

Pest Detection and Eradication

The goal of these programs is to discover incipient infestations in time to eradicate them.

Fruit Fly Detection Trapping: The goal of the program is to find infestations before a quarantine is needed to constrain produce exports. This program is performed under contract with the California Department of Food and Agriculture (CDFA). The outcome measure is to find 100 percent of the infestations before a mated female, larva or a specified number of male flies triggers a quarantine. Ideally, the infestation should be found within one square mile.

This program is performed under contract with CDFA. Another outcome measure is the fulfillment of the contract standards, which includes having 100 percent of the quality control supervision inspections at or above the good rating.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Pesticide Regulation				
<u>Input</u>				
Inspector hours	32,596	31,880	32,590	32,590
<u>Workload/Output</u>				
Investigation of pesticide illness/complaint episodes	190	249	250	250
<u>Efficiency</u>				
Average episodes per inspector	16	21	21	21
Total number of cases returned by the Department of Pest Regulation for further investigation	3	4	3	21
<u>Quality</u>				
Percentage of investigations completed in 60 days	65%	72%	72%	72%
Pesticide Training				
<u>Input</u>				
Inspector hours	1,456	1,201	1,270	1,270
<u>Workload/Output</u>				
Total pesticide worker safety classes conducted	55	60	68	75
Number of employees trained	819	875	1,050	1,200
<u>Efficiency</u>				
Employees per class	15	15	15	16
<u>Quality</u>				
Percentage of time training is provided within requested time expectations	100%	100%	100%	100%
Index of satisfaction by requests for repeat training	30	40	50	50
Detection Trapping Contract				
<u>Input</u>				
Total inspector aid hours	105,715	106,060	107,000	108,000
<u>Workload/Output</u>				
Total traps serviced	580,701	585,204	600,000	615,600
<u>Efficiency</u>				
Trap servicings per hour	5.5	5.5	5.6	5.7
<u>Quality</u>				
Maintain at a minimum, an 85 percent success rate recovering "planted" fly specimens	88%	86%	89%	90%

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Japanese Beetle Detection Program				
<u>Input</u>				
Inspector hours	500	500	640	640
<u>Workload/Output</u>				
Golf courses	75	75	75	75
Golf course traps inspected	1,700	1,700	2,170	2,200
Japanese beetle specimens submitted	0	0	0	0
<u>Efficiency</u>				
Place, then service all traps on a twice per month schedule throughout the June-August trapping season	3.4	3.4	3.4	3.4
<u>Quality</u>				
Recovery of two "planted" specimens in the traps and confirm through quality control checks the correct placement and servicing interval	85%	85%	85%	85%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
2. <u>Pest Exclusion/Produce Quality</u>						
\$ 4,549,000	\$ --	\$ 3,799,000	\$ 750,000	\$ 615,000	\$ 135,000	69.0

Authority: Mandated program with non-discretionary service level - February 2001 Board order, AB 1771.

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

Program Outcome:

Pest Exclusion

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

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

Produce Quality

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

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

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

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Glassy-winged Sharpshooter (GWSS)				
<u>Input</u>				
Number of hours	29,570	37,608	37,000	37,000
Number of plants inspected	3,068,294	3,576,722	3,600,000	3,700,000
Number of loads inspected	7,302	10,052	11,000	12,000
<u>Workload/Output</u>				
Number of plants certified	3,014,330	3,501,961	3,540,000	3,630,000
Number of plants rejected	53,964	74,761	60,000	70,000
Number of loads certified	7,302	10,052	11,000	12,000
<u>Efficiency⁽¹⁾</u>				
Number of loads rejected at destination	32	28	27	26
<u>Quality</u>				
Number of plants certified versus number of plants inspected	98.24%	97.91%	98.33%	98.11%
Plants rejected	1.76%	2.09%	1.67%	1.89%
Loads rejected at destination	0.44%	0.28%	0.25%	0.22%
Explanatory Note(s):				
(1) Loads rejected at destination are an indication of the effectiveness to the GWSS program in preventing the spread of Pierce's disease.				
Nursery/Seed Law				
<u>Input</u>				
Total hours	2,899	3,706	3,200	2,800
<u>Workload/Output</u>				
Number of nurseries	479	440	430	420
Number of acreage	3,119	2,940	2,840	2,750
<u>Efficiency</u>				
Hours per acre	0.93	1.26	1.13	1.02
<u>Quality</u>				
Number of rejections ⁽¹⁾	134	200	150	160
Explanatory Note(s):				
(1) The number of rejections will increase because of the introduction of new and exotic pests being found throughout the country.				
Pest Exclusion				
<u>Input</u>				
Number of hours	34,392	25,375	25,000	25,000
Shipments inspected ⁽¹⁾	182,289	140,079	122,000	140,000
<u>Quality</u>				
Number of pest interceptions	536	677	700	725
<u>Efficiency</u>				
Shipments inspected per hour	5.30	5.52	4.88	5.60
<u>Quality</u>				
Percent of pest interceptions per shipment.	0.29%	0.48%	0.57%	0.52%
Explanatory Note(s):				
(1) The total number of shipments for 2002-03 was reduced by 13 percent due to the temporary closure of the Los Angeles Port and a poor economy.				

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Produce Standardization				
<u>Input</u>				
Number of hours	10,227	9,883	7,000	8,500
Number of premises inspected	13,750	20,184	12,000	13,000
<u>Workload/Output</u>				
Number of noncompliance violations	656	653	1,000	900
<u>Efficiency</u>				
Premises per hour	1.34	2.04	1.71	1.53
<u>Quality</u>				
Noncompliances issued per premise	0.05	0.03	0.08	0.07

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. <u>Weights and Measures Bureau</u>						
\$ 4,011,000	\$ --	\$ 3,686,000	\$ 325,000	\$ 535,000	\$ -210,000	56.0

Authority:

- a. Mandated program with non-discretionary service level - California Business and Professions (B&P) Code Section 12210(A), (B); Section 12240, Section 12239; and CFAC Sections 6903 and 52361.
 Inspects and tests for accuracy over 24,000 scales and over 120,000 measuring devices used to sell commodities.
- b. Non-mandated program with discretionary service level.
 Provides precise determinations of mass and volumetric calibrations for the Department, public and private agencies.
 Inspects over 14,000 lots of various packaged goods to ensure represented quantity.

Program Outcome:

Business Practices Investigation Division

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

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

Devices Division

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

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

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Business Practices and Investigation				
<u>Input</u>				
Inspection hours	812	715	740	748
<u>Workload/Output</u>				
Number of locations inspected	155	155	162	165
<u>Efficiency</u>				
Average time per location inspected (hours)	5.2	4.6	4.6	4.5
<u>Quality</u>				
Cost per inspection	\$291.20	\$257.60	\$257.60	\$252.00
Quantity Control				
<u>Input</u>				
Inspection hours	5,028	5,216	5,440	5,358
<u>Workload/Output</u>				
Number of businesses inspected	1,802	1,830	1,850	1,854
<u>Efficiency</u>				
Inspection time per business (hours)	2.79	2.85	2.94	2.89
<u>Quality</u>				
Cost per inspection	\$156.24	\$159.60	\$164.64	\$161.84
Explanatory Note(s):				
(1) Cost per inspection hour is \$56.00.				
Device Division - Meters Program				
<u>Input</u>				
Total inspection hours	2,844	2,873	900	1,012
<u>Workload/Output</u>				
Consumer complaints investigated	1,616	1,710	1,440	1,600
<u>Efficiency</u>				
Inspection hours per call	1.76	1.68	0.63	0.63
<u>Quality</u>				
Cost per inspection	\$111.76	\$106.68	\$101.60	\$100.33
Metrology Lab				
<u>Input</u>				
Total calibration hours	4,200	4,391	4,504	4,460
<u>Workload/Output</u>				
Number of standards calibrated	5,309	5,759	6,046	6,000
<u>Efficiency</u>				
Hours per calibration	0.79	0.76	0.75	0.74
<u>Quality</u>				
Cost per calibration	\$50.24	\$48.42	\$47.30	\$47.20

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Price Verification⁽¹⁾				
<u>Input</u>				
Inspection hours	n/a	n/a	3,769	4,400
<u>Workload/Output</u>				
Number of stores inspected	n/a	n/a	2,524	3,034
<u>Efficiency</u>				
Hours per store	n/a	n/a	1.49	1.45
<u>Quality</u>				
Cost per inspection ⁽²⁾	n/a	n/a	\$83.44	\$81.20

Explanatory Note(s):

- (1) Price Verification is a new division.
- (2) Cost per inspection hour is \$56.00.
- n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
4. <u>Weed Hazard and Pest Management Bureau</u>						
\$ 6,195,000	\$ 396,000	\$ 6,070,000	\$ -271,000	\$ 597,000	\$ -868,000	67.0

Authority: Non-mandated program with discretionary service level.

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

Program Outcome:

Weed Abatement Division

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

Pest Management Division

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

Service Delivery Standard:

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

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Weed Hazard				
<u>Input</u>				
Revenue recovered	\$3,500,000	\$3,600,000	\$4,000,000	\$4,300,000
<u>Workload/Output</u>				
Number of parcels cleared	6,177	6,188	6,500	6,500
<u>Efficiency</u>				
Numbers of reduction and cancellations of weed abatement charges/total dollar amount of reductions and cancellations	40/\$20,000	82/\$52,985	54/\$31,600	45/\$20,000
<u>Quality</u>				
Percentage of total revenue not recovered.	0.6%	1.5%	0.8%	0.5%
Pest Management				
<u>Input</u>				
Number of contracts	448	436	450	450
Contract dollar value	\$1,776,877	\$2,046,609	\$1,750,000	\$1,750,000
Total hours available	27,670	31,357	31,500	31,500
<u>Workload/Output</u>				
Direct hours recovered	26,681	29,812	30,000	30,000
<u>Efficiency</u>				
Percent of total hours available worked by pest control crew	96.4%	95.1%	95.2%	95.2%
Non-recoverable warehouse hours	6.8%	6.0%	6.5%	7.5%
<u>Quality</u>				
Fulfill all contracts at 100 percent cost recovery within the time and conditions specified by the contractees ⁽¹⁾	n/a	94.0%	96.0%	97.0%

Explanatory Note(s):

(1) Measurement expressed as the percent of satisfied (surveyed) contractees.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 1,767,000	\$ 91,000	\$ 1,229,000	\$ 447,000	\$ 178,000	\$ 269,000	20.0

Authority: Mandated program with discretionary service level - Board orders, May 1973 and October 1987.

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

Program Outcome: Analyze water, produce, wipe, paint and other environmental samples for toxic contaminants including heavy metals, pesticides and bacteria as the base for health policy decisions. Samples are analyzed for County agencies and private firms. The goal is to have 100 percent accurate results within the time frame specified by the agreement or contact.

Agricultural Commissioner/Weights and Measures (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Laboratory direct labor hours to perform	n/a	37,700	38,000	38,000
<u>Workload/Output</u>				
Number of analysis performed	128,500	105,000	120,000	125,000
<u>Efficiency</u>				
Average time to perform an analysis	17.6	17.6	15.67	16.8
<u>Quality</u>				
Average time to perform an analysis compared to a standard of 16.8 minutes ⁽¹⁾	95%	95%	107%	100%

Explanatory Note(s):

(1) Percentage was derived using a pre-existing standard of 16.8 minutes average per sample.
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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6. Administrative Services

\$ 3,287,000	\$ --	\$ 7,000	\$ 3,280,000	\$ 267,000	\$ 3,013,000	30.0
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Authority: Non-mandated program with discretionary service level.

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

Program Outcome: Within 30 days of receipt, determine the validity and pay 100 percent of invoices.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of accounts payable staff	n/a	n/a	1	1
<u>Workload/Output</u>				
Number of payments processed	n/a	n/a	1,475	1,500
<u>Efficiency</u>				
Number of payments processed within 30 days	n/a	n/a	1,203	1,300
<u>Quality</u>				
Percent of payments processed within 30 days	n/a	n/a	82%	87%

Explanatory Note(s):

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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Total Programs

\$25,605,000	\$ 487,000	\$ 20,011,000	\$ 5,107,000	\$ 3,243,000	\$ 1,864,000	360.0
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AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	14,150,000	15,475,000	14,716,000	-759,000
Employee Benefits	4,500,000	5,236,000	5,616,000	380,000
Total Salaries and Employee Benefits	18,650,000	20,711,000	20,332,000	-379,000
<u>Services and Supplies</u>				
Agricultural	300,000	300,000	300,000	0
Clothing and Personal Supplies	81,000	81,000	83,000	2,000
Communications	214,000	214,000	220,000	6,000
Computer Equipment-noncapital	50,000	10,000	10,000	0
Computer Software	10,000	10,000	10,000	0
Household Expenses	37,000	37,000	45,000	8,000
Insurance	5,000	5,000	6,000	1,000
Maintenance-Buildings and Improvements	344,000	244,000	244,000	0
Maintenance-Equipment	45,000	45,000	49,000	4,000
Medical Dental and Laboratory Supplies	300,000	259,000	261,000	2,000
Memberships	3,000	3,000	4,000	1,000
Office Expense-Other	63,000	63,000	70,000	7,000
Office Expense-Postage	8,000	8,000	9,000	1,000
Office Expense-Stat and Forms	46,000	46,000	37,000	-9,000
Professional and Specialized Services	574,000	424,000	459,000	35,000
Publication and Legal Notices	16,000	16,000	16,000	0
Rents and Leases-Equipment	1,499,000	1,499,000	1,904,000	405,000
Small Tools and Instruments	100,000	79,000	78,000	-1,000
Special Departmental Expense	54,000	54,000	51,000	-3,000
Transportation and Travel-Auto Mileage	93,000	93,000	90,000	-3,000
Transportation and Travel-Auto Service	412,000	623,000	512,000	-111,000
Transportation and Travel-Other	254,000	254,000	286,000	32,000
Transportation and Travel-Traveling	55,000	55,000	62,000	7,000
Utilities	232,000	232,000	231,000	-1,000
Total Services and Supplies	4,795,000	4,654,000	5,037,000	383,000
<u>Other Charges</u>				
Insurance - Indemnity Charges	30,000	30,000	30,000	0
Rent Expense - Capital Leases	17,000	17,000	201,000	184,000
Judgments and Damages	50,000	50,000	5,000	-45,000
Total Other Charges	97,000	97,000	236,000	139,000

Agricultural Commissioner/Weights and Measures (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Non-Medical Laboratory and Testing Equip	45,000	0	0	0
Vehicle-Automobile	35,000	0	0	0
Vehicle-Heavy Use	60,000	0	0	0
Total Equipment	140,000	0	0	0
 Total Fixed Assets	 140,000	 0	 0	 0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	23,682,000	25,462,000	25,605,000	143,000
Less: Intrafund Transfers	417,000	447,000	487,000	40,000
TOTAL NET REQUIREMENTS	23,265,000	25,015,000	25,118,000	103,000
REVENUES:				
Licenses, Permits and Franchises	3,322,000	3,838,000	3,478,000	-360,000
Intergovernmental Revenues-State	2,358,000	1,746,000	1,748,000	2,000
Charges for Services	12,608,000	14,454,000	14,695,000	241,000
Miscellaneous Revenues	94,000	94,000	90,000	-4,000
TOTAL REVENUES	18,382,000	20,132,000	20,011,000	-121,000
NET COUNTY COST	4,883,000	4,883,000	5,107,000	224,000

**AGRICULTURAL COMMISSIONER
DIRECTOR OF WEIGHTS & MEASURES**
2.0 Pos.

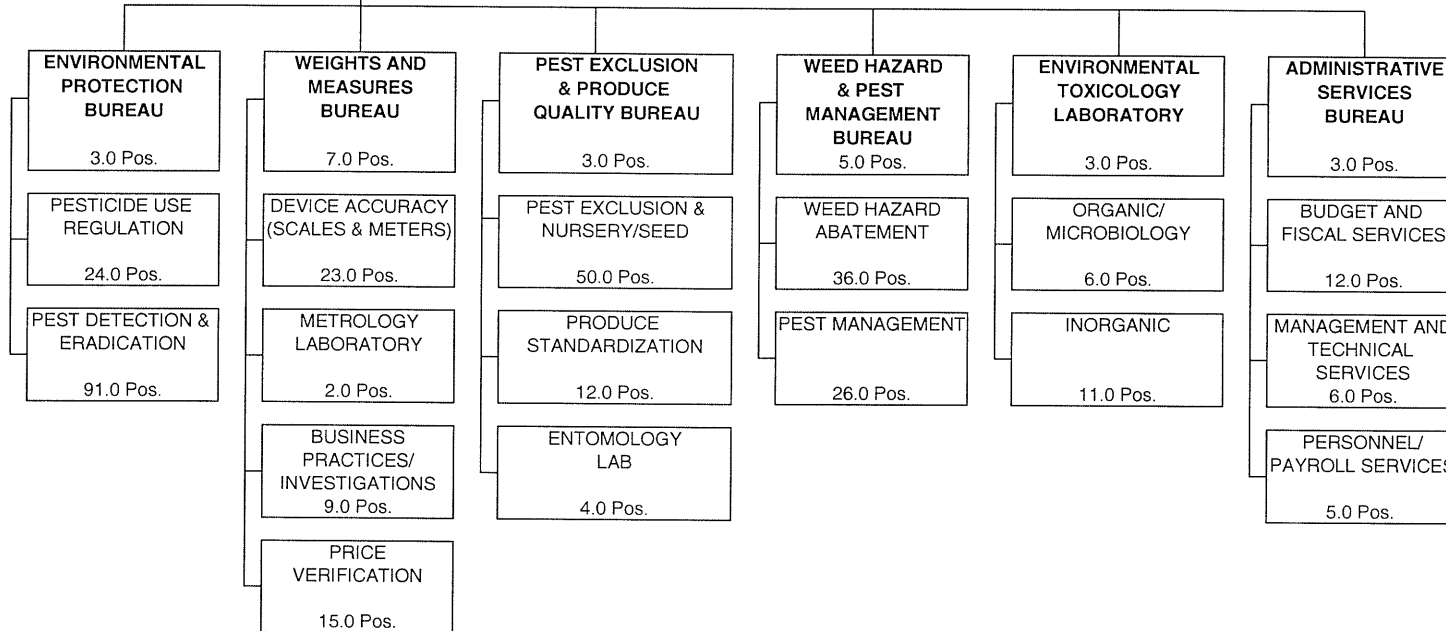
AGRICULTURAL COMMISSIONER/WEIGHTS AND MEASURES

Cato R. Fiksdal

Agricultural Commissioner/Weights and Measures Director

Total 2003-04 Proposed Budget Positions = 360.0

**CHIEF DEPUTY,
AGRICULTURAL COMMISSIONER/
WEIGHTS AND MEASURES**
2.0 Pos.



**ALTERNATE PUBLIC DEFENDER
JANICE Y. FUKAI, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 26,885,831	\$ 28,315,000	\$ 28,315,000	\$ 30,742,000	\$ 30,742,000	\$ 2,427,000
SERVICES & SUPPLIES	2,442,461	2,513,000	2,513,000	2,540,000	2,540,000	27,000
OTHER CHARGES	81,000	79,000	79,000	79,000	79,000	
FIXED ASSETS-EQUIP		44,000	44,000	44,000	44,000	
GROSS TOTAL	\$ 29,409,292	\$ 30,951,000	\$ 30,951,000	\$ 33,405,000	\$ 33,405,000	\$ 2,454,000
REVENUE	93,717	92,000	92,000	92,000	92,000	
NET COUNTY COST	\$ 29,315,575	\$ 30,859,000	\$ 30,859,000	\$ 33,313,000	\$ 33,313,000	\$ 2,454,000
BUDGETED POSITIONS	231.0	231.0	231.0	238.0	238.0	7.0
REVENUE DETAIL						

VEHICLE CODE FINES	\$ 163	\$	\$	\$	\$	\$
COURT FEES & COSTS	4,717	5,000	5,000	5,000	5,000	
MISCELLANEOUS	88,837	87,000	87,000	87,000	87,000	
TOTAL	\$ 93,717	\$ 92,000	\$ 92,000	\$ 92,000	\$ 92,000	
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		PUBLIC PROTECTION		JUDICIAL	

Mission Statement

To provide high quality and caring legal representation to indigent persons charged with a crime who the Public Defender is unable to represent in court proceedings in Superior Court and in appeals to appellate courts.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$2.4 million, primarily attributable to previously negotiated increases in salaries and employee benefits and funding for 7.0 positions to handle additional criminal adult cases at courthouses not currently being serviced by the Alternate Public Defender (APD).

Strategic Planning

The APD will fulfill its 2003-04 Strategic Plan by initiating programs designed to refine and improve performance through the implementation of goals and strategies consistent with the County Strategic Plan. The APD will develop an in-house "skills assessment" protocol which evaluates strengths and weaknesses of all staff services and quantifies "best practices" for delivery of service and will implement a training program to address identified deficiencies (County Strategic Plan Goal 2); its own set of in-house resource materials for attorneys engaged in capital litigation (County Strategic Plan Goal 3); an automated system for the distribution of critical information relating to corrupt police officers and tactics for attorneys (County Strategic Plan Goal 3); a new electronic data system for the creation and tracking of all employee performance evaluations that will reduce the time necessary for completion of the associated tasks (County Strategic Plan 3); and will continue to staff the Juvenile Mental Health Court designed to address the special needs and circumstances of a select number of juvenile offenders suffering from mental health disorders (County Strategic Plan Goal 5).

Critical Needs

The APD requires funding for membership in the Information Systems Advisory Body (ISAB), which provides efficient and cost-saving technologies such as the Proactive Information eXchange (PIX), Video Inmate Conferencing, the Justice Enterprise Document Management System (EDMS), and online legal resource materials. APD also requires funding for 1.0 Data System Supervisor position to oversee technology, 1.0 Attorney position to handle the Juvenile Mental Health Court, and 1.0 Supervising Paralegal position to assist in capital case defense.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 978,000	\$ --	\$ 978,000	7.0
	<u>Defense of Adults:</u> Reflects the addition of 6.0 Deputy Alternate Public Defenders and 1.0 Legal Office Support Assistant positions and services and supplies to handle the workload at courts not currently serviced by the Alternate Public Defender. <i>Supports Countywide Strategic Plan Goal 3.</i>			
<u>Other Changes</u>				
1.	\$ 1,485,000	\$ --	\$ 1,485,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 54,000	\$ --	\$ 54,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -2,000	\$ --	\$ -2,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -1,000	\$ --	\$ -1,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ -60,000	\$ --	\$ -60,000	--
	<u>Services and Supplies:</u> Reflects a reduction in services and supplies.			
Total \$	2,454,000	\$ 0	\$ 2,454,000	7.0

ALTERNATE PUBLIC DEFENDER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$31,787,000	\$ --	\$ 92,000	\$ 31,695,000	\$ 677,000	\$ 31,018,000	224.0

Authority: Mandated program - federal and State constitutions and Section 987.2 of the California Penal Code.

The program provides legal representation for indigent persons charged with felony and misdemeanor offenses.

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

Service Delivery Standard: Provide indigent defendants and their families caring and prompt service by establishing a two-business day standard for the Alternate Public Defender (APD) to: a) enter all case data in its Case Management System; b) review and assign the case; and c) provide the client with an APD attorney that is prepared to answer questions and commence case preparation.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total attorneys	140.0	142.0	142.0	148.0
Total attorney costs	\$21,600,000	\$21,900,000	\$21,942,000	\$25,214,000
<u>Workload/Output</u>				
Total cases	28,914	29,854	33,220	38,808
<u>Efficiency</u>				
Cost/case	\$747	\$734	\$661	\$650
<u>Quality⁽¹⁾</u>				
	--	--	--	--

Explanatory Note(s):

(1) This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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\$ 1,618,000	\$ --	\$ --	\$ 1,618,000	\$ --	\$ 1,618,000	14.0
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Authority: Non-mandated, discretionary program.

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

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

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

Alternate Public Defender (cont'd)

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>	
<u>Input</u>						
Administrative positions		\$1,327,000	\$1,358,000	\$1,368,000	\$1,368,000	
<u>Workload/Output</u>						
Provide support to departmental employees		211	212	217	224	
<u>Efficiency</u>						
Administrative cost per employee		\$6,289	\$6,406	\$6,304	\$6,107	
<u>Quality</u>						
Provide support to branch operations within two calendar days of receipt of request		93%	95%	95%	96%	
<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$33,405,000	\$ 0	\$92,000	\$33,313,000	\$677,000	\$32,636,000	238.0

ALTERNATE PUBLIC DEFENDER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	20,641,000	20,641,000	22,307,000	1,666,000
Employee Benefits	7,674,000	7,674,000	8,435,000	761,000
Total Salaries and Employee Benefits	28,315,000	28,315,000	30,742,000	2,427,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	3,000	3,000	3,000	0
Communications	284,000	284,000	306,000	22,000
Information Technology Services	81,000	81,000	81,000	0
Insurance	10,000	10,000	10,000	0
Maintenance-Buildings and Improvements	231,000	231,000	231,000	0
Maintenance-Equipment	46,000	46,000	46,000	0
Memberships	63,000	63,000	65,000	2,000
Office Expense-Other	511,000	511,000	478,000	-33,000
Office Expense-Stat and Forms	2,000	2,000	2,000	0
Professional and Specialized Services	131,000	131,000	131,000	0
Rents and Leases-Bldg and Improvemts	589,000	615,000	651,000	36,000
Rents and Leases-Equipment	90,000	64,000	68,000	4,000
Special Departmental Expense	20,000	20,000	20,000	0
Telecommunications	27,000	27,000	27,000	0
Training	2,000	2,000	2,000	0
Transportation and Travel-Auto Mileage	65,000	65,000	65,000	0
Transportation and Travel-Auto Service	5,000	5,000	5,000	0
Transportation and Travel-Traveling	40,000	40,000	40,000	0
Utilities	313,000	313,000	309,000	-4,000
Total Services and Supplies	2,513,000	2,513,000	2,540,000	27,000
<u>Other Charges</u>				
Capital Lease	79,000	79,000	79,000	0
Total Other Charges	79,000	79,000	79,000	0
<u>Fixed Assets</u>				
Equipment:				
Major Office Equipment	44,000	44,000	44,000	0
Total Equipment	44,000	44,000	44,000	0
Total Fixed Assets	44,000	44,000	44,000	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0

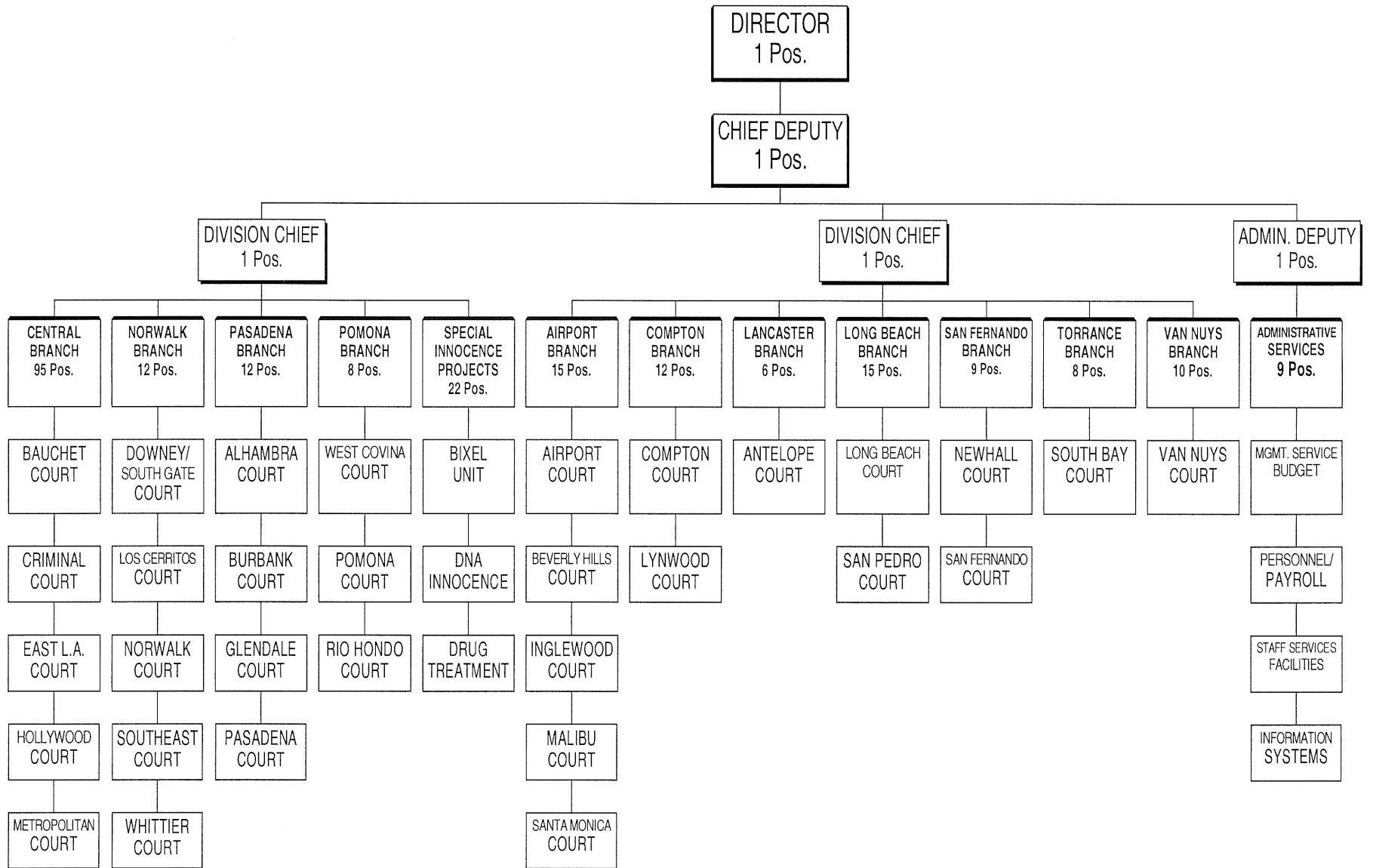
Alternate Public Defender (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	30,951,000	30,951,000	33,405,000	2,454,000
TOTAL NET REQUIREMENTS	30,951,000	30,951,000	33,405,000	2,454,000
REVENUES:				
Charges for Services	5,000	5,000	5,000	0
Miscellaneous Revenues	87,000	87,000	87,000	0
TOTAL REVENUES	92,000	92,000	92,000	0
NET COUNTY COST	30,859,000	30,859,000	33,313,000	2,454,000

LAW OFFICES OF THE ALTERNATE PUBLIC DEFENDER

Janice Y. Fukai, Director

2003-04 Proposed Budgeted Positions = 238.0



**ANIMAL CARE AND CONTROL
MARCIA MAYEDA, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 11,618,384	\$ 13,090,000	\$ 13,290,000	\$ 14,251,000	\$ 13,922,000	\$ 632,000
SERVICES & SUPPLIES	4,248,851	4,017,000	4,467,000	4,224,000	4,224,000	-243,000
OTHER CHARGES	125,028	164,000	215,000	164,000	164,000	-51,000
FIXED ASSETS-EQUIP	113,447		139,000			-139,000
OTHER FINANCING USES		396,000	396,000	396,000	396,000	
GROSS TOTAL	\$ 16,105,710	\$ 17,667,000	\$ 18,507,000	\$ 19,035,000	\$ 18,706,000	\$ 199,000
REVENUE	11,517,298	11,277,000	12,077,000	12,108,000	12,108,000	31,000
NET COUNTY COST	\$ 4,588,412	\$ 6,390,000	\$ 6,430,000	\$ 6,927,000	\$ 6,598,000	\$ 168,000
BUDGETED POSITIONS	273.0	281.0	281.0	302.0	281.0	
REVENUE DETAIL						
ANIMAL LICENSES	\$ 7,916,426	\$ 7,662,000	\$ 8,062,000	\$ 8,388,000	\$ 8,388,000	\$ 326,000
PERSONNEL SERVICES		2,065,000	2,500,000	2,120,000	2,120,000	-380,000
HUMANE SERVICES	436,956	500,000	415,000	500,000	500,000	85,000
CHRGs FOR SVCS-OTHER	2,914,997	900,000	900,000	900,000	900,000	
MISCELLANEOUS	191,673	150,000	200,000	200,000	200,000	
SALE OF FIXED ASSETS	4,690					
OPERATING TRANSFER IN	52,556					
TOTAL	\$ 11,517,298	\$ 11,277,000	\$ 12,077,000	\$ 12,108,000	\$ 12,108,000	\$ 31,000
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		PUBLIC PROTECTION		OTHER PROTECTION	

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$168,000 primarily for previously negotiated increases in salaries and employee benefits which are partially offset by decreased funding in services and supplies for one-time office relocation costs and cost saving programs, and the deletion of fixed assets funding for fleet vehicle replacements.

Strategic Planning

The Department completed the customer service training component of its Strategic Plan during fiscal year 2002-03. During 2003-04, the workforce excellence program will focus on safe and humane animal handling training for shelter employees. Work on other plan elements will include continued development of performance measurements to assist the Department to meet its long-range goal of placing 95 percent of all adoptable animals by 2010-11 and improving response times to field service requests.

Critical Needs

The Department has a critical need for 21.0 additional kennel staffing positions to fully meet State requirements for animal care and treatment in seven new animal kennel buildings which were completed in 2002-03. These positions also would help meet the Countywide Strategic Plan Goals of Service Excellence and Organizational Effectiveness.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 123,000	\$ --	\$ 123,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 36,000	\$ --	\$ 36,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -243,000	\$ --	\$ -243,000	--
	<u>Services and Supplies:</u> Reflects a decrease in funding due to the elimination of one-time office relocation costs and miscellaneous cost saving efficiencies and programs that were implemented in 2002-03.			
4.	\$ -60,000	\$ --	\$ -60,000	--
	<u>Other Charges:</u> Reflects a decrease in funding based upon a reduction in general liability claims.			
5.	\$ -139,000	\$ --	\$ -139,000	--
	<u>Fixed Assets:</u> Reflects the deletion of funding for the animal control fleet replacement program needed to absorb unavoidable cost increases.			
6.	\$ 9,000	\$ --	\$ 9,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
7.	\$ 473,000	\$ --	\$ 473,000	--
	<u>Other Employee Benefits:</u> Reflects an increase in workers' compensation and retiree health insurance costs and adjustments to various salaries and employee benefits based on actual experience.			
8.	\$ --	\$ 31,000	\$ -31,000	--
	<u>Revenue:</u> Reflects a net increase in revenue from animal license fees, partially offset by a decrease in charges for services to contract cities for animal housing and medical expenses.			
Total \$	199,000	\$ 31,000	\$ 168,000	0.0

ANIMAL CARE AND CONTROL

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Animal Housing and Field Services						
<u>Contract Cities</u>						
\$ 7,717,000	\$ --	\$ 7,717,000	\$ --	\$ --	\$ --	124.0
<u>Unincorporated Areas</u>						
\$ 7,485,000	\$ --	\$ 3,291,000	\$ 4,194,000	\$ --	\$ 4,194,000	119.0

Authority: Mandated program under California Food and Agricultural Code Sections 31105, 31602, 30501 and 31101 and California Penal Code Section 597.

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

Animal Licensing

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

Service Delivery Standard: Maximize pet license compliance.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Cost to conduct licensing program	\$1,759,346	\$1,796,183	\$1,820,000	\$1,830,000
<u>Workload/Output</u>				
Revenue generated from licensing program	\$3,726,915	\$3,707,169	\$3,822,000	\$3,879,000
<u>Efficiency</u>				
Revenue in excess of cost	\$1,967,569	\$1,910,986	\$2,002,000	\$2,049,000
<u>Quality</u>				
Money collected	\$2.12	\$2.06	\$2.10	\$2.12
Money spent	\$1.00	\$1.00	\$1.00	\$1.00

Impounded Animal Placement

Program Outcome: Placement of adoptable unclaimed or owner-surrendered animals.

Service Delivery Standard: Placement of 95 percent of adoptable animals by fiscal year 2010-11.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of healthy animals impounded	27,660	27,875	28,000	28,500
<u>Workload/Output</u>				
Number of healthy animals adopted	16,595	17,560	18,760	20,235
<u>Efficiency</u>				
Percent of healthy animals adopted	60%	63%	67%	71%
<u>Quality</u>				
Percent change in adoptions of healthy animals	5%	3%	4%	4%

Animal Care and Control (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Veterinary Services

\$ 1,404,000	\$ --	\$ 900,000	\$ 504,000	\$ --	\$ 504,000	12.0
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Authority: Mandated program under California Food and Agricultural Code Sections 30503 and 31760-31761, et al.

Provides spay and neuter service for impounded animals placed for adoption, evaluates animal abuse cases for animals impounded at County shelters and provides low-cost rabies vaccination clinics throughout service areas.

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of healthy animals adopted	16,595	17,560	18,760	20,235
<u>Workload/Output</u>				
Number of healthy animals altered	16,595	17,650	18,760	20,235
<u>Efficiency</u>				
Percentage of healthy animals altered	100%	100%	100%	100%
<u>Quality</u>				
Percentage of healthy animals altered and adopted	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Administration

\$ 2,100,000	\$ --	\$ 200,000	\$ 1,900,000	\$ --	\$ 1,900,000	26.0
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Authority: Non-mandated, discretionary program.

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

Program Outcome: Provide sexual harassment and anti-discrimination training for all administrative staff.

Service Delivery Standard: To achieve 100 percent in sexual harassment and anti-discrimination training for all administrative staff.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of administrative staff	n/a	n/a	n/a	34
<u>Workload/Output</u>				
Actual number of administrative staff that have completed training	n/a	n/a	n/a	34
<u>Efficiency</u>				
Percentage of administrative staff that have completed training	n/a	n/a	n/a	100%

Animal Care and Control (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
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<u>Quality</u> Percentage of administrative staff that viewed training as beneficial	n/a	n/a	n/a	100%
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Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$18,706,000	\$ 0	\$ 12,108,000	\$ 6,598,000	\$ 0	\$ 6,598,000	281.0

ANIMAL CARE AND CONTROL

DEPARTMENTAL DETAIL SUMMARY

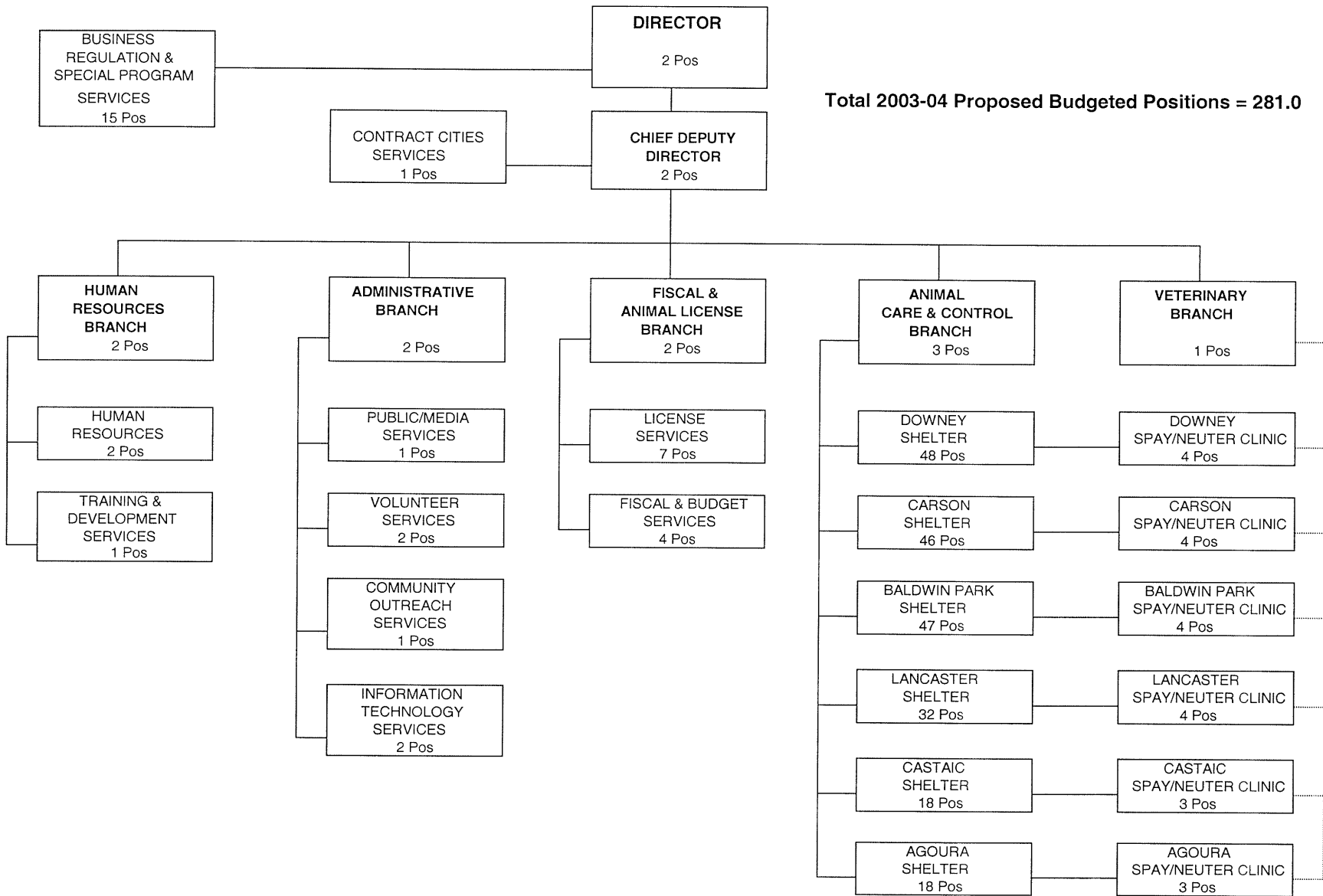
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	9,115,000	9,265,000	9,518,000	253,000
Employee Benefits	3,975,000	4,025,000	4,404,000	379,000
Total Salaries and Employee Benefits	13,090,000	13,290,000	13,922,000	632,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	50,000	50,000	50,000	0
Communications	324,000	371,000	446,000	75,000
Household Expenses	120,000	95,000	120,000	25,000
Insurance	15,000	70,000	61,000	-9,000
Maintenance-Buildings and Improvements	503,000	711,000	578,000	-133,000
Maintenance-Equipment	3,000	5,000	5,000	0
Memberships	1,000	0	0	0
Office Expense-Other	115,000	100,000	80,000	-20,000
Office Expense-Postage	112,000	160,000	115,000	-45,000
Office Expense-Stat and Forms	220,000	140,000	230,000	90,000
Professional and Specialized Services	583,000	650,000	478,000	-172,000
Publication and Legal Notices	1,000	1,000	1,000	0
Rents and Leases-Equipment	30,000	35,000	30,000	-5,000
Small Tools and Instruments	70,000	60,000	70,000	10,000
Special Departmental Expense	838,000	860,000	735,000	-125,000
Training	15,000	49,000	30,000	-19,000
Transportation and Travel-Auto Mileage	95,000	110,000	105,000	-5,000
Transportation and Travel-Auto Service	400,000	450,000	528,000	78,000
Transportation and Travel-Other	160,000	160,000	160,000	0
Transportation and Travel-Traveling	2,000	0	2,000	2,000
Utilities	360,000	390,000	400,000	10,000
Total Services and Supplies	4,017,000	4,467,000	4,224,000	-243,000
<u>Other Charges</u>				
Capital Leases	0	0	9,000	9,000
Judgments and Damages	164,000	215,000	155,000	-60,000
Total Other Charges	164,000	215,000	164,000	-51,000
<u>Fixed Assets</u>				
Equipment:				
Vehicle-Automobile	0	139,000	0	-139,000
Total Equipment	0	139,000	0	-139,000
Total Fixed Assets	0	139,000	0	-139,000
<u>Other Financing Uses</u>				
Operating Transfers Out	396,000	396,000	396,000	0
Total Other Financing Uses	396,000	396,000	396,000	0

Animal Care and Control (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	17,667,000	18,507,000	18,706,000	199,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	17,667,000	18,507,000	18,706,000	199,000
REVENUES:				
Licenses, Permits and Franchises	7,662,000	8,062,000	8,388,000	326,000
Charges for Services	3,465,000	3,815,000	3,520,000	-295,000
Miscellaneous Revenues	150,000	200,000	200,000	0
TOTAL REVENUES	11,277,000	12,077,000	12,108,000	31,000
NET COUNTY COST	6,390,000	6,430,000	6,598,000	168,000

DEPARTMENT OF ANIMAL CARE AND CONTROL
 Marcia Mayeda, Director
 2003-04 ORGANIZATION CHART

Total 2003-04 Proposed Budgeted Positions = 281.0



ARTS COMMISSION
LAURA ZUCKER, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 4,755,612	\$ 4,845,000	\$ 4,753,000	\$ 5,258,000	\$ 4,454,000	\$ -299,000
REVENUE	578,130	572,000	500,000	518,000	518,000	18,000
NET COUNTY COST	\$ 4,177,482	\$ 4,273,000	\$ 4,253,000	\$ 4,740,000	\$ 3,936,000	\$ -317,000
REVENUE DETAIL						
STATE-OTHER	\$ 108,500	\$ 200,000	\$ 203,000	\$ 181,000	\$ 181,000	\$ -22,000
FEDERAL-OTHER		95,000	175,000	162,000	162,000	-13,000
OTHER GOVT AGENCIES	40,000	40,000	40,000	40,000	40,000	
MISCELLANEOUS	354,630	162,000	82,000	135,000	135,000	53,000
OPERATING TRANSFER IN	75,000	75,000				
TOTAL	\$ 578,130	\$ 572,000	\$ 500,000	\$ 518,000	\$ 518,000	\$ 18,000
	FUND GENERAL FUND		FUNCTION RECREATION & CULTURAL SERVICES		ACTIVITY CULTURAL SERVICES	

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects an overall reduction in net County cost of \$317,000 as additional funding of \$17,000 for cost-of-living adjustments is more than offset by a curtailment of \$334,000 necessary to address the County's projected structural funding deficit for fiscal year 2003-04 which will reduce overall funding for organizational grants (\$279,000), fund fewer art internships (\$40,000), and reduce administrative overhead (\$15,000). The Proposed Budget continues support for a wide spectrum of cultural services provided to County residents, including contracts for services with non-profit arts organizations and management services for these organizations, free concerts at public sites, the annual free Holiday Celebration, the arts internship program, performances at the Ford Theatres, and an arts education program that is fully offset by grant revenue. This budget reflects the elimination of the annual Arts Open House and reallocates the funding to the new national broadcast of the Holiday Celebration, and transfers administration of the grant-funded Folk and Traditional Arts program to the Craft and Folk Arts Museum.

Strategic Planning

To improve the well-being of children (Goal 5), the Arts Commission, in collaboration with the Los Angeles County Office of Education, will begin implementation of the Los Angeles County Regional Blueprint for Arts Education, *Arts for All*, adopted by the Los Angeles County Board of Supervisors. To provide the public with easy access to quality information (Goal 1), the Arts Commission will continue to implement its strategic technology plan that will enable constituents to file applications for all programs electronically, integrate a web-based event management system for all aspects of the Ford Theatres, and create an interactive online resource directory of arts education services for County teachers. The Arts Commission will also actively participate in Goal 4, Strategy 3 to develop a plan that communicates positive County initiatives.

Critical Needs

As the number of non-profit arts organizations that provide quality services continues to increase, there is a critical need to increase the grant funding that supports these small, mid-size and large budget organizations to ensure services to diverse and geographically dispersed constituents. Funds are also needed to sustain operations of the Ford Theatres, for the expansion of the Holiday Celebration to a national program, and for an additional support person.

Changes from 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -334,000	\$ --	\$ -334,000	--
	<u>Curtailment:</u> Reflects a \$279,000 (12.0 percent) reduction in overall grant funding for small, mid-size and large budget art organizations, a \$40,000 reduction in the Internship Program which may result in 10.0 fewer internships placed, and a \$15,000 reduction in general administrative overhead needed to address the County's projected structural funding deficit for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -75,000	\$ -40,000	\$ -35,000	--
	<u>Arts Open House:</u> Reflects the elimination of Arts Open House with the reallocation of net County cost and revenue for this event to the Holiday Celebration program. <i>Supports Countywide Strategic Plan Goals 1 and 4.</i>			
3.	\$ 140,000	\$ 105,000	\$ 35,000	--
	<u>Holiday Celebration:</u> Reflects the reallocation of funds from the Arts Open House event and additional revenue to finance the national broadcast of a one hour highlight on Public Broadcasting Service (PBS) stations. <i>Supports Countywide Strategic Plan Goals 1 and 4.</i>			
4.	\$ -10,000	\$ --	\$ -10,000	--
	<u>Technical Assistance:</u> Reflects a reduction in workshops offered to community arts organizations. <i>Supports Countywide Strategic Plan Goal 4.</i>			
5.	\$ -5,000	\$ --	\$ -5,000	--
	<u>Musicians Trust Fund Concerts:</u> Reflects a corresponding reduction in the County's matching funds due to a decrease in the contribution from the Musicians Trust Fund to finance free concerts. <i>Supports Countywide Strategic Plan Goal 4.</i>			
6.	\$ 22,000	\$ --	\$ 22,000	--
	<u>Ford Theatre:</u> Reflects unavoidable cost increases in Ford Theatre programming. <i>Supports Countywide Strategic Plan Goals 3 and 4.</i>			
<u>Other Changes</u>				
1.	\$ 17,000	\$ --	\$ 17,000	--
	<u>Cost-of-Living Adjustment:</u> Reflects funding necessary to offset cost-of-living increases in previously negotiated salaries and employee benefits associated with the Commission's management and administrative positions.			
2.	\$ -15,000	\$ -15,000	\$ --	--
	<u>Administrative Changes:</u> Reflects the transfer of the Folk and Traditional Arts program to the Craft and Folk Arts Museum and the transfer of administrative oversight and funding for Arts Internship educational events previously administered and paid directly by the Getty Trust to the Arts Commission. Services to the public will continue uninterrupted through these changes in administrative oversight.			

Arts Commission (cont'd)

Changes from 2002-03 Budget

	<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>				
3.	\$ -39,000	\$ -32,000	\$ -7,000	--
<u>Revenue Adjustments:</u> Reflects adjustments in various revenue sources based on anticipated revenue and grant funding.				
Total \$	-299,000	\$ 18,000	\$ -317,000	0.0

ARTS COMMISSION

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 1,995,000	\$ --	\$ 42,000	\$ 1,953,000	\$ --	\$ 1,953,000	--

1. Organizational Grants Program

Authority: Non-mandated, discretionary program.

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

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

Service Delivery Standard: Ensure availability of grant applications at least 60 days prior to each submission deadline using eGRANT, an electronic on-line application system.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of grant applications received	174	187	217	216
<u>Workload/Output</u>				
Number of grant applications funded	146	166	196	194
<u>Efficiency</u> ⁽¹⁾				
Number of County residents receiving services through funded grants	n/a	n/a	n/a	3,088,335
<u>Quality</u> ⁽¹⁾				
Percentage of County residents receiving services	n/a	n/a	n/a	31%

Explanatory Note(s):

(1) This is a new measure and data collection began on October 2002 for 2003-04.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 665,000	\$ --	\$ 65,000	\$ 600,000	\$ --	\$ 600,000	--

2. Technical Assistance

Authority: Non-mandated, discretionary program.

Provides up to 120 paid internships for undergraduates with arts organizations, a leadership development program for artistic and executive directors, and consulting services and workshops for small and mid-size organizations.

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

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

Arts Commission (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of interns placed	149	127 ⁽¹⁾	128	118
<u>Workload/Output</u>				
Number of interns interested in arts administration careers at the start of program	65	72 ⁽²⁾	75	74
<u>Efficiency</u>				
Number of interns interested in arts administration careers at the end of program	120	109	110	101
<u>Quality</u>				
Percentage increase of students interested in arts administration careers at the end of program	37%	29%	27%	23%

Explanatory Note(s):

- (1) Stipend for interns was increased in 2001-02 without an increase in total program budget, resulting in fewer available internships.
- (2) As the program grows in recognition among prospective interns, more college students with an interest in arts administration careers are participating in the program. This trend is expected to continue.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. <u>John Anson Ford Theatres</u>						
\$ 396,000	\$ --	\$ 25,000	\$ 371,000	\$ --	\$ 371,000	--

Authority: Non-mandated, discretionary program.

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

Program Outcome: Affordable, high-quality performing arts programming that reflects the cultural diversity of the County, increases usage of a County regional park, and strengthens the event producing capabilities of performing arts organizations in the County.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
County subsidy to Ford Theatres	\$349,000	\$349,000	\$349,000	\$371,000
<u>Workload/Output</u>				
Total attendance ⁽¹⁾	52,544	40,324	55,500	60,000
<u>Efficiency</u>				
County subsidy per patron served	\$6.64	\$8.65	\$6.29	\$6.18
<u>Quality</u>				
Patron willingness to recommend Ford Theatres to a friend ⁽²⁾	n/a	n/a	99.6%	100%

Arts Commission (cont'd)

Explanatory Note(s):

(1) Attendance reflects amphitheatre summer season and indoor winter season.

(2) This is a new measure and patron survey began in 2002-03.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. **Community Programs**

\$ 483,000	\$ --	\$ 105,000	\$ 378,000	\$ --	\$ 378,000	--
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Authority: Non-mandated, discretionary program.

Provides funds for the free annual Holiday Celebration at the Dorothy Chandler Pavilion that is broadcast locally on KCET-TV and nationally on Public Broadcasting Service. Also, matches funds from the Recording Industries' Music Performance Trust Fund to pay musicians to present free concerts at more than 100 community sites.

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of requests for trust fund concerts	174	151	241 ⁽¹⁾	180
<u>Workload/Output</u>				
Number of trust fund concerts funded	132	130	163	140
<u>Efficiency</u>				
Average cost per trust fund concert	\$909	\$923	\$675	\$786
<u>Quality</u>				
Percentage of concert requests funded	76%	86%	68%	78%

Explanatory Note(s):

(1) Increase in applications due to expanded outreach.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. **Arts Education**

\$ 251,000	\$ --	\$ 251,000	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program.

Funds positions and initiatives for the Arts Commission and the Los Angeles County Office of Education to implement *Arts for All: Los Angeles County Regional Blueprint for Arts Education* (Blueprint); to create systemic change and advance kindergarten to twelfth grade (K-12) sequential arts education based on the Visual and Performing Arts Standards for California public schools.

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

Service Delivery Standard: Advertise the Countywide Artist Training program, a key strategy in the Blueprint, eight weeks prior to the start of each training session.

Arts Commission (cont'd)

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of artists trained in the content standards for California public schools	n/a	n/a	50	50
<u>Workload/Output</u>				
Number of students received arts instructions by approved artists	n/a	n/a	n/a	170,000
<u>Efficiency</u>				
Percentage of eligible artists who received content standards training	n/a	n/a	16%	33%
<u>Output Quality</u>				
Percentage of students in Los Angeles County received arts instructions by approved artists	n/a	n/a	n/a	10%

Explanatory Note(s):

(1) The Arts Education Program is a new initiative established in September 2001. From September 2001 through July 2002, the Commission engaged in a community-based, strategic planning process that resulted in *Arts for All: Los Angeles County Regional Blueprint for Arts Education*, which was adopted by the Board of Supervisors in August 2002. The Countywide Artist Training program was launched in January 2003 and the on-line arts education resource directory, which will centralize access to approved, content-based arts education programs of artists, will be launched in January 2004.

n/a=not available

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
6. Administration						
\$ 664,000	\$ --	\$ 30,000	\$ 634,000	\$ --	\$ 634,000	--
<u>Authority:</u> Non-mandated, discretionary program.						
Funds commission staff and general administrative expenses; including publications and information technology.						
Total Programs						
\$ 4,454,000	\$ 0	\$ 518,000	\$ 3,936,000	\$ 0	\$ 3,936,000	0.0

ARTS COMMISSION

DEPARTMENTAL DETAIL SUMMARY

<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Administrative and General	20,000	20,000	20,000	0
Computer Equipment-noncapital	6,000	6,000	2,000	-4,000
Computer Software	1,000	1,000	1,000	0
Food	15,000	2,000	4,000	2,000
Information Technology Services	25,000	40,000	25,000	-15,000
Maintenance-Buildings and Improvements	40,000	41,000	35,000	-6,000
Maintenance-Equipment	25,000	23,000	20,000	-3,000
Memberships	6,000	6,000	6,000	0
Miscellaneous Expense	21,000	21,000	21,000	0
Office Expense-Other	30,000	30,000	18,000	-12,000
Professional and Specialized Services	4,647,000	4,554,000	4,293,000	-261,000
Small Tools and Instruments	2,000	2,000	2,000	0
Transportation and Travel-Auto Mileage	1,000	1,000	1,000	0
Transportation and Travel-Traveling	6,000	6,000	6,000	0
Total Services and Supplies	4,845,000	4,753,000	4,454,000	-299,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	4,845,000	4,753,000	4,454,000	-299,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	4,845,000	4,753,000	4,454,000	-299,000

Arts Commission (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Intergovernmental Revenues-Federal	95,000	175,000	162,000	-13,000
Intergovernmental Revenues-State	200,000	203,000	181,000	-22,000
Intergovernmental Revenues-Other	40,000	40,000	40,000	0
Miscellaneous Revenues	162,000	82,000	135,000	53,000
Other Financing Sources	75,000	0	0	0
TOTAL REVENUES	572,000	500,000	518,000	18,000
NET COUNTY COST	4,273,000	4,253,000	3,936,000	-317,000

ASSESSOR
RICK AUERBACH, ASSESSOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 87,281,124	\$ 92,800,000	\$ 96,799,000	\$ 99,323,000	\$ 99,155,000	\$ 2,356,000
SERVICES & SUPPLIES	23,439,634	27,530,000	28,045,000	28,045,000	25,576,000	-2,469,000
OTHER CHARGES	834,389	965,000	917,000	917,000	866,000	-51,000
FIXED ASSETS-EQUIP	28,138	494,000	494,000	900,000	900,000	406,000
GROSS TOTAL	\$ 111,583,285	\$ 121,789,000	\$ 126,255,000	\$ 129,185,000	\$ 126,497,000	\$ 242,000
LESS INTRAFD TRANSFER	192,357	103,000	103,000	116,000	116,000	13,000
NET TOTAL	\$ 111,390,928	\$ 121,686,000	\$ 126,152,000	\$ 129,069,000	\$ 126,381,000	\$ 229,000
REVENUE	52,967,204	55,856,000	55,993,000	59,545,000	59,545,000	3,552,000
NET COUNTY COST	\$ 58,423,724	\$ 65,830,000	\$ 70,159,000	\$ 69,524,000	\$ 66,836,000	\$ -3,323,000
BUDGETED POSITIONS	1,515.0	1,515.0	1,515.0	1,515.0	1,515.0	
REVENUE DETAIL						

BUSINESS LICENSES	\$ 1,900	\$	\$	\$	\$	
PEN/INT/COSTS-DEL TAX	51,047			50,000	50,000	50,000
STATE-OTHER	19,161,765	19,468,000	22,065,000	20,520,000	20,520,000	-1,545,000
ASSESS/TAX COLL FEES	30,971,621	33,530,000	31,071,000	36,188,000	36,188,000	5,117,000
AUDITING-ACCTG FEES	40,956					
LEGAL SERVICES	62,819					
COURT FEES & COSTS	1,319					
RECORDING FEES	1,046					
CHRGs FOR SVCS-OTHER	181,266	681,000	674,000	660,000	660,000	-14,000
OTHER SALES	284,593					
MISCELLANEOUS	2,208,872	2,177,000	2,183,000	2,127,000	2,127,000	-56,000
TOTAL	\$ 52,967,204	\$ 55,856,000	\$ 55,993,000	\$ 59,545,000	\$ 59,545,000	\$ 3,552,000
FUND						
GENERAL FUND						
FUNCTION						
GENERAL						
ACTIVITY						
FINANCE						

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a decrease in net County cost of \$3,323,000 primarily due to the elimination of one-time carryover funding and revenue increases that more than offset program cost increases. The Proposed Budget will allow the Department to: 1) meet the maintenance of effort goals delineated in the State-County Property Tax Administration Grant Program (PTAP); and 2) continue with the Assessor's portion of the Property Tax Departments' Re-engineering Project.

Strategic Planning

In fiscal year (FY) 2002-03 all remaining regional office consolidations were completed, the Department's web-site was expanded to include printable maps and comparable sales, and backlogs were reduced due to training provided to staff, expanding the use of automation, and the enhanced on-line Property Statement filing system for business personnel property. The Re-engineering Project efforts to convert the Department to more efficient processing methods will continue in FY 2003-04 with the selection of a vendor to develop a replacement solution for the Real Estate Property System. The Assessor will also pursue legislation to allow for improved efficiency with no loss in county revenue and identify alternative sources of non-tax revenue, such as sales of data to offset operating costs.

Critical Needs

The need to upgrade the County's property tax system remains a critical and expensive item facing the Department. Funding will be partially provided by PTAP monies and improved Departmental efficiencies, but additional funding sources must be identified to provide for continuation and completion of this project.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 72,000	\$ 72,000	\$ --	--
	<u>Ownership Services:</u> Reflects the addition of 6.0 supervisory positions in Ownership Services to standardize the span of control within that operation. Six obsolete items that are currently vacant are deleted as offsets. The cost differential is offset with Senate Bill (SB) 2557 revenues. <i>Supports Countywide Strategic Plan Goal 2, Strategy 1; and Goal 4, Strategy 1.</i>			
2.	\$ -2,503,000	\$ --	\$ -2,503,000	--
	<u>One-time Funding:</u> Reflects the elimination of one-time carryover funding to comply with the Maintenance of Effort requirement under the State-County Property Tax Administration Grant Program (PTAP). <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ --	\$ 2,000,000	\$ -2,000,000	--
	<u>Revenue:</u> Reflects anticipated increases in SB 813 and SB 2557 revenues. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
<u>Other Changes</u>				
1.	\$ 993,000	\$ --	\$ 993,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 328,000	\$ --	\$ 328,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -59,000	\$ --	\$ -59,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			

Changes From 2002-03 Budget

	<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.	\$ -82,000	\$ --	\$ -82,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget Claiming guidelines.			
5.	\$ 175,000	\$ 175,000	\$ --	--
	<u>Services and Supplies:</u> Reflects an increase in services and supplies to more accurately reflect the Department's spending pattern, offset by miscellaneous revenue increases.			
6.	\$ 406,000	\$ 406,000	\$ --	--
	<u>Fixed Assets/Equipment:</u> Reflects an increase in fixed assets to purchase server hardware and related peripherals needed in part for the Re-engineering Project. These costs are offset with PTAP revenue.			
7.	\$ --	\$ 13,000	\$ -13,000	--
	<u>Intrafund Transfer:</u> Reflects an increase in intrafund transfers to more accurately reflect services billed to other County departments.			
8.	\$ 963,000	\$ 899,000	\$ 64,000	--
	<u>Employee Benefits:</u> Reflects an increase in employee benefits to more accurately reflect the Department's actual expenditures which is partially offset by increased SB 2557 revenue.			
9.	\$ -51,000	\$ --	\$ -51,000	--
	<u>Other Charges:</u> Reflects a decrease in indemnity expense for plaintiff attorney fees.			
Total \$	242,000	\$ 3,565,000	\$ -3,323,000	0.0

ASSESSOR

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$78,428,000	\$ 72,000	\$ 36,918,000	\$ 41,438,000	\$ 41,438,000	\$ --	944.0

1. Appraisal

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

The primary function of this program is to appraise real estate properties that undergo a change of ownership or are subject to new construction as well as to appraise business personal properties. This includes well over 2.2 million parcels in Los Angeles County and over 300,000 business properties, which together have a revenue producing assessment value of \$533.0 billion. This program performs work that is critical for meeting contractual obligations under the State-County Property Tax Administration Grant Program (PTAP) which provides \$13.45 million in funding; it also provides public services in all the Assessor's regional area offices.

Program Outcome: Appraise properties in a timely manner, provide accurate assessment information and satisfy PTAP requirements.

Service Delivery Standard: Complete 95 percent of all workloads and provide outstanding public service.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
New construction (NC) assessments staff	106	109	110	110
Reappraisable transfer staff	42	42	48	48
Appeals defended staff	69	63	53	49
Personal property assessments staff	90	85	84	85
Proposition 8 reviews staff	19	16	12	8
Correct parcel data lines staff	5	5	5	5
<u>Workload/Output</u>				
Total number of completed NC assessments	85,893	85,897	86,400	86,400
Total number of completed reappraisable transfers	207,781	212,697	237,950	237,950
Total number of appeals defended	20,826	19,596	15,100	13,600
Total number of personal property assessments	508,673	509,449	508,358	510,325
Total number of Proposition 8 reviews	265,935	212,059	153,955	102,000
Total number of correct parcel data lines	44,927	49,947	44,422	50,000
<u>Efficiency</u>				
Completed NC assessments per staff	810	788	785	785
Completed reappraisable transfers per staff	4,947	5,064	4,957	4,957
Defended appeals per staff	302	311	285	278
Completed personal property assessments per staff	5,652	5,994	6,052	6,004
Completed Proposition 8 reviews	13,997	13,254	12,830	12,750
Completed correct parcel data lines	8,985	9,989	8,884	10,000

Assessor (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>				
NC assessment backlog	538	472	600	600
Re-appraisable transfers backlog	608	369	550	400
Appeals not defended	3,114	4,871	1,400	1,200
Personal property assessments backlog	3,308	5,719	3,312	3,331
Uncompleted Proposition 8 reviews	0	0	0	0
Correct parcel data lines backlog	0	0	0	0
Percent NC assessment backlog	0.6%	0.5%	0.7%	0.7%
Percent re-appraisable backlog	0.3%	0.2%	0.2%	0.2%
Percent of appeals not defended	15.0%	25.0%	9.3%	8.8%
Percent of personal property assessment backlog	0.7%	1.1%	0.7%	0.7%

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
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2. Roll Services

\$30,359,000 \$ 28,000 \$ 14,291,000 \$ 16,040,000 \$ 16,040,000 \$ -- 371.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of personnel answering calls	14	14	14	14
<u>Workload/Output</u>				
Number of calls received	319,554	235,956 ⁽¹⁾	248,436	248,436
<u>Efficiency</u>				
Number of calls received per personnel answering calls	22,825	16,854	17,745	17,745
<u>Quality</u>				
Number of calls answered within 3 minutes	303,516	235,956	248,436	248,436
Percent of calls answered within 3 minutes	95%	100%	100%	100%

Explanatory Note(s):

(1) Number of calls decreased in fiscal year (FY) 2001-2002 due to the implementation of the Interactive Voice Response system (IVR). IVR provides information regarding property-tax related issues to the public, decreasing the number of calls answered by a staff member. If calls answered by IVR were included in the Workload/Output, the total would be 380,207.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Information Technology

\$8,855,000	\$ 8,000	\$ 4,168,000	\$ 4,679,000	\$ 4,679,000	\$ --	102.0
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Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and established audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

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

Program Outcome: Provide reliable and prompt customer support.

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

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of customer inquires	n/a	n/a	1,412	1,412
<u>Workload/Output</u>				
Number of hours spent on customer inquiries	n/a	n/a	4,590	4,590
<u>Efficiency</u>				
Number of inquiries responded to within 2 days	n/a	n/a	1,274	1,274
<u>Quality</u>				
Percentage of customer inquiries responded in 2 days	n/a	n/a	90%	90%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Administration

\$ 6,325,000	\$ 6,000	\$ 2,977,000	\$ 3,342,000	\$ 3,342,000	\$ --	69.0
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Authority: Mandated program with discretionary service levels limited by statutory Maintenance of Effort - Article XIII of the State Constitution and the California Revenue and Taxation Code require local assessment of property and established audit standards for retention of certain revenues. Actual avoidable costs cannot be determined.

Provides administrative support to the Department. This program is made up of: the executive office, budget services, accounting, research and development, personnel/payroll, and procurement. Also includes allocable rents, utilities and miscellaneous services and supplies.

Program Outcome: Process vendor payments timely.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of invoices received	n/a	n/a	2,226	2,226
<u>Workload/Output</u>				
Number of invoices processed	n/a	n/a	2,226	2,226
<u>Efficiency</u>				
Number of invoices processed within 30 days	n/a	n/a	2,096	2,096
<u>Quality</u>				
Percentage of invoices processed within 30 days of receipt	n/a	n/a	94%	94%

Explanatory Note(s):
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
5. Support Services						
\$ 2,530,000	\$ 2,000	\$ 1,191,000	\$ 1,337,000	\$ 1,337,000	\$ --	29.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of training staff involved in the SBE advanced certification requirement courses	n/a	4	4	4
<u>Workload/Output</u>				
Number of appraisers who received SBE advanced certification	n/a	423	461	516
<u>Efficiency</u>				
Average number of appraisers qualifying for the SBE advanced certification per training staff	n/a	106	114	117
<u>Quality</u>				
Increase percentage of appraisers qualified for SBE advanced certification	n/a	n/a	9% ⁽¹⁾	12%

Explanatory Note(s):

(1) For fiscal year (FY) 2002-03, the standard was not achieved due to those Appraisers that retired in FY 2001-02 who had the advance certification. If those retirees had been included in FY 2002-03, the standard would have been met.
n/a=not available

Assessor (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$126,497,000	\$ 116,000	\$ 59,545,000	\$ 66,836,000	\$ 66,836,000	\$ 0	1,515.0

ASSESSOR

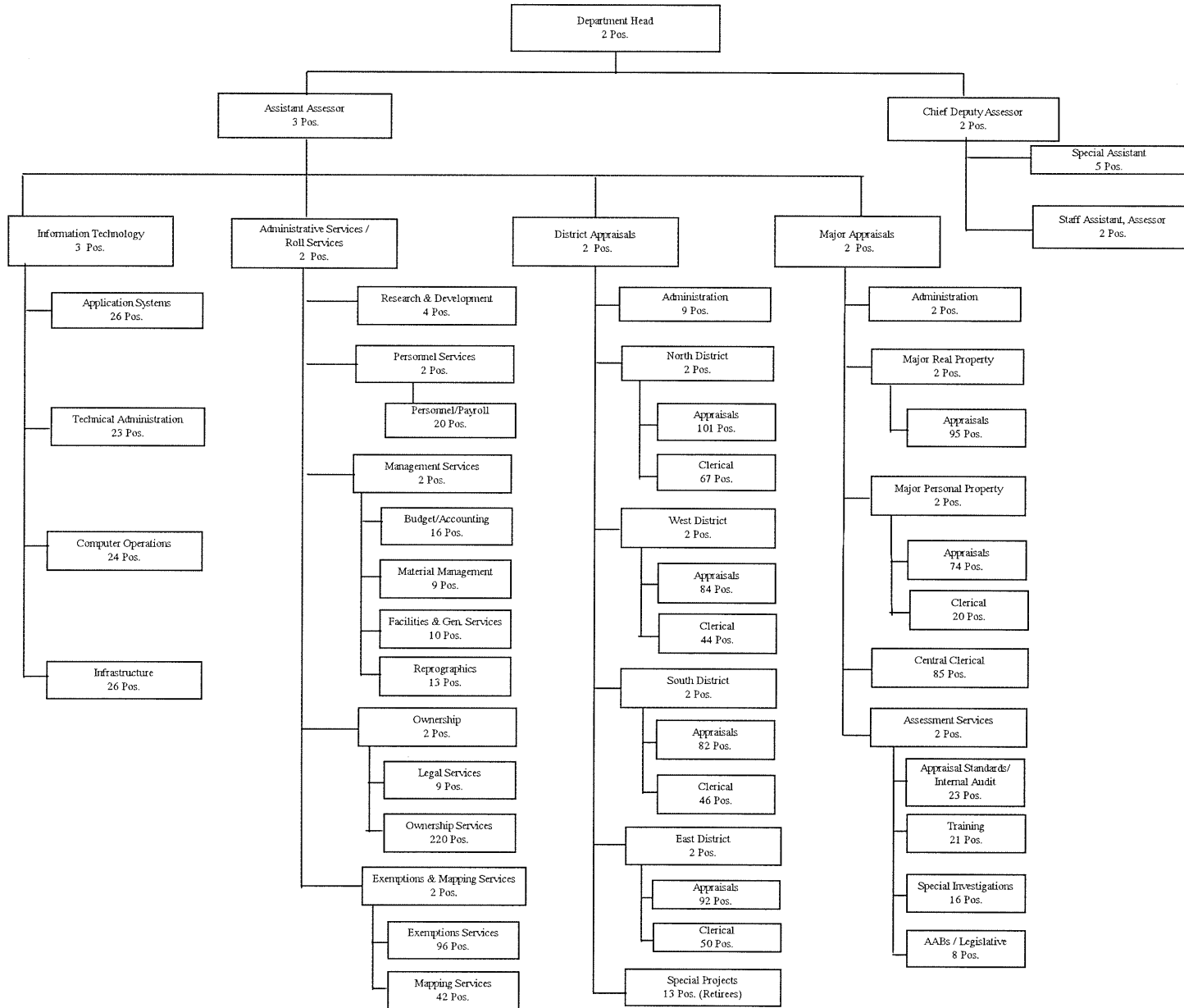
DEPARTMENTAL DETAIL SUMMARY

Sub-account	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	67,600,000	71,578,000	72,838,000	1,260,000
Employee Benefits	25,200,000	25,221,000	26,317,000	1,096,000
Total Salaries and Employee Benefits	92,800,000	96,799,000	99,155,000	2,356,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	4,000	4,000	3,000	-1,000
Communications	1,453,000	1,475,000	1,352,000	-123,000
Household Expense	2,432,000	2,569,000	2,215,000	-354,000
Insurance	130,000	132,000	121,000	-11,000
Maintenance Equipment	14,000	15,000	13,000	-2,000
Maintenance-Buildings and Improvements	1,174,000	1,192,000	1,093,000	-99,000
Medical Dental and Laboratory Supplies	2,000	1,000	1,000	0
Memberships	17,000	17,000	16,000	-1,000
Postage	527,000	535,000	491,000	-44,000
Office Expense-Stat and Forms	85,000	86,000	79,000	-7,000
Office Expense-Other	306,000	311,000	285,000	-26,000
Professional and Specialized Services	4,945,000	5,019,000	4,603,000	-416,000
Rents and Leases-Equipment	616,000	625,000	573,000	-52,000
Small Tools and Instruments	4,000	4,000	4,000	0
Rents and Leases-Bldg and Improvements	3,119,000	3,166,000	2,903,000	-263,000
Special Departmental Expense	271,000	275,000	252,000	-23,000
Transportation and Travel-Auto Mileage	993,000	1,008,000	925,000	-83,000
Transportation and Travel-Auto Service	64,000	65,000	59,000	-6,000
Transportation and Travel-Traveling	422,000	428,000	392,000	-36,000
Transportation and Travel-Other	2,000	2,000	2,000	0
Utilities	2,703,000	2,744,000	2,516,000	-228,000
Other Operations	16,000	16,000	15,000	-1,000
Administrative and General	267,000	271,000	249,000	-22,000
Training	221,000	225,000	206,000	-19,000
Computer Equipment-noncapital	761,000	772,000	708,000	-64,000
Telecommunications	716,000	727,000	667,000	-60,000
Computer Software	20,000	21,000	19,000	-2,000
Information Technology Services	6,246,000	6,340,000	5,814,000	-526,000
Total Services and Supplies	27,530,000	28,045,000	25,576,000	-2,469,000
<u>Other Charges</u>				
Judgments and Damages	125,000	42,000	50,000	8,000
Capital Lease	840,000	875,000	816,000	-59,000
Total Other Charges	965,000	917,000	866,000	-51,000

Assessor (cont'd)

Sub-account	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	494,000	494,000	900,000	406,000
Total Equipment	494,000	494,000	900,000	406,000
Total Fixed Assets	494,000	494,000	900,000	406,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	121,789,000	126,255,000	126,497,000	242,000
Less: Intrafund Transfers	103,000	103,000	116,000	13,000
TOTAL NET REQUIREMENTS	121,686,000	126,152,000	126,381,000	229,000
REVENUES:				
Fines, Forfeitures and Penalties	0	0	50,000	50,000
Intergovernmental Revenues-State	19,468,000	22,065,000	20,520,000	-1,545,000
Charges for Services	34,211,000	31,745,000	36,848,000	5,103,000
Miscellaneous Revenues	2,177,000	2,183,000	2,127,000	-56,000
TOTAL REVENUES	55,856,000	55,993,000	59,545,000	3,552,000
NET COUNTY COST	65,830,000	70,159,000	66,836,000	-3,323,000

COUNTY OF LOS ANGELES
OFFICE OF THE ASSESSOR
 FY 2003-04 Proposed Budgeted Positions = 1,515.0
 Rick Auerbach, Assessor



AUDITOR-CONTROLLER
J. TYLER McCAULEY, AUDITOR-CONTROLLER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 28,476,466	\$ 31,395,000	\$ 34,343,000	\$ 35,743,000	\$ 33,993,000	\$ -350,000
SERVICES & SUPPLIES	15,709,102	18,061,000	17,951,000	19,504,000	19,198,000	1,247,000
OTHER CHARGES	211,072	220,000	220,000	219,000	219,000	-1,000
FIXED ASSETS-EQUIP	123,009	217,000	217,000	103,000	103,000	-114,000
GROSS TOTAL	\$ 44,519,649	\$ 49,893,000	\$ 52,731,000	\$ 55,569,000	\$ 53,513,000	\$ 782,000
LESS INTRAFD TRANSFER	19,851,668	20,788,000	22,923,000	23,530,000	23,070,000	147,000
NET TOTAL	\$ 24,667,981	\$ 29,105,000	\$ 29,808,000	\$ 32,039,000	\$ 30,443,000	\$ 635,000
REVENUE	12,245,306	14,095,000	13,107,000	14,618,000	15,008,000	1,901,000
NET COUNTY COST	\$ 12,422,675	\$ 15,010,000	\$ 16,701,000	\$ 17,421,000	\$ 15,435,000	\$ -1,266,000
BUDGETED POSITIONS	447.0	446.0	446.0	460.0	433.0	-13.0
REVENUE DETAIL						
STATE-OTHER	\$	\$ 188,000	\$	\$ 381,000	\$ 361,000	\$ 361,000
ASSESS/TAX COLL FEES	4,265,093	5,143,000	4,321,000	5,376,000	5,786,000	1,465,000
AUDITING-ACCTG FEES	2,148,487	1,978,000	2,172,000	1,688,000	1,688,000	-484,000
CIVIL PROCESS SERVICE	38,050	48,000	48,000	48,000	48,000	
COURT FEES & COSTS	15					
CHRGs FOR SVCS-OTHER	5,399,283	6,357,000	6,220,000	6,733,000	6,733,000	513,000
MISCELLANEOUS	393,198	381,000	346,000	392,000	392,000	46,000
SALE OF FIXED ASSETS	1,180					
TOTAL	\$ 12,245,306	\$ 14,095,000	\$ 13,107,000	\$ 14,618,000	\$ 15,008,000	\$ 1,901,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			GENERAL		FINANCE	

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$1,266,000 primarily due to the elimination of 13.0 positions and identification of new revenues needed to address the County's projected structural deficit for fiscal year 2003-04. The Proposed Budget provides for continuation of the Department's information technology program, as well the reallocation of staffing resources to address changing workload requirements which will allow the Department to: 1) improve service effectiveness to the welfare direct deposit system; and 2) implement operational efficiencies in the countywide payroll, disbursements and tax programs.

Strategic Planning

In conjunction with other key departments, the Auditor-Controller will implement a process to monitor County contracts to minimize the number of payments generated to contractors who provide contracted services after contract expiration dates. The process will include establishing a database of all County contracts, working with departments to update the status of contracts and implementing procedures to formally notify department heads prior to contract termination. In addition, as part of the County Strategic Plan Guiding Coalition Service Excellence cluster group, the Auditor-Controller will perform a feasibility study to determine whether there is a need for expanding oversight of department financial management in certain areas.

Strategic Planning (cont'd)

Information technology enhancements will include completing Phase II of the Intergrated Data Warehouse project to further increase departments' access to financial data by providing access to information from the Countywide Payroll System (CWPAY) and Countywide Timekeeping and Payroll Personnel System (CWTAPPS); the expansion of the direct deposit system to vendors and other client departments; and the expansion of the Department's internet and intranet sites to provide more meaningful data to our customers both external and internal.

Other initiatives include continued participation, as needed, in the Los Angeles County Administrative System (LACAS), issuance of the County's first Comprehensive Annual Financial Report (CAFR) in accordance with new Governmental Accounting Standards Board (GASB) Statement 34, continued evaluation of benchmarked key business processes and, as in past years, additional strategic plan initiatives will be addressed by completing program audits to provide the Board of Supervisors and departments with an independent analysis of program outcomes.

Strategic goals accomplished in FY 2002-03 include implementing a direct deposit module for welfare recipients as required by Senate Bill 962, implementing the new financial reporting requirements mandated by GASB Statement 34, completion of Phase I of the Integrated Data Warehouse project which increased departments' access to financial data, development of a Community Redevelopment Agency Property Tax Accounting System design document, full implementation of the Department's customer service orientation plan, completion of scheduled program audits, continued participation in the Fiscal Technical Service Training Program for County departments, and updating the County Fiscal Manual and benchmarking key business processes.

Critical Needs

The Department has a critical need for additional positions in the Systems program to develop, implement, and maintain support of central databases and their associated applications. Moving forward with the Department's Business Automation Plan requires additional staffing to provide the County with up-to-date technology, the ability to provide customers with access to integrated information, and to improve the County's business processes.

Changes From 2002-03 Budget

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

1.	\$ -982,000	\$ 518,000	\$ -1,500,000	-13.0
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Curtailment: Reflects a reduction of salaries and employee benefits by eliminating 13.0 vacant budgeted positions affecting the Auditing, Systems and Administration programs and an increase of \$518,000 in revenue collections needed to address the County's projected structural funding deficit for fiscal year 2003-04. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

2.	\$ 185,000	\$ --	\$ 185,000	--
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Staffing Alignment: Reflects the addition of 7.0 positions, including 3.0 management level positions to allow the Department to implement new requirements and programs, offset by the elimination of 7.0 vacant obsolete positions. The staffing reallocation will facilitate the Department in accomplishing strategic plan goals. *Supports Countywide Strategic Plan Goal 2.*

Other Changes

1.	\$ 363,000	\$ 143,000	\$ 220,000	--
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Salaries and Employee Benefits: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
2.	\$ 84,000	\$ 31,000	\$ 53,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -18,000	\$ --	\$ -18,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -21,000	\$ --	\$ -21,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ --	\$ 1,356,000	\$ -1,356,000	--
	<u>Revenue:</u> Reflects increases in Senate Bill 813, Community Redevelopment Agency, Property Tax Administration, and other revenues.			
6.	\$ -114,000	\$ --	\$ -114,000	--
	<u>Fixed Assets/Equipment:</u> Reflects a decrease in requirements for equipment replacement and computer information purchases.			
7.	\$ 590,000	\$ --	\$ 590,000	--
	<u>Miscellaneous:</u> Reflects an increase in services provided by other County departments and various supplies and equipment based on experience, offset by an anticipated decrease in capital lease and risk management charges.			
8.	\$ 695,000	\$ --	\$ 695,000	--
	<u>Information Technology:</u> Reflects an increase for information technology services related to implementation of the business automation plan.			
Total \$	782,000	\$ 2,048,000	\$ -1,266,000	-13.0

TRANSPORTATION CLEARING ACCOUNT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 10,842,773	\$ 10,000,000	\$ 10,000,000	\$ 11,000,000	\$ 11,000,000	\$ 1,000,000
LESS EXPENDITURE DIST	10,842,773	10,000,000	10,000,000	11,000,000	11,000,000	1,000,000
TOT S & S						
GROSS TOTAL	\$	\$	\$	\$	\$	\$
NET COUNTY COST	\$	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY FINANCE	

2003-04 Budget Message

The Transportation Clearing Account is a central receiving point for charges for transportation costs incurred by departments. All charges are then distributed to the appropriate departments leaving this budget unit with no net appropriation. The 2003-04 Proposed Budget reflects an increase due to anticipated rising transportation costs.

Changes From 2002-03 Budget

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

AUDITOR-CONTROLLER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 6,462,000	\$ 827,000	\$ 1,413,000	\$ 4,222,000	\$ 2,296,000	\$ 1,926,000	56.0

1. Accounting and Reporting

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Staff hours to prepare the CAFR	n/a	4,572	4,272	3,440
Training hours requested	n/a	25	30	35
<u>Workload/Output</u>				
Number of adjusting entries required to prepare the CAFR	n/a	117	200	200
Training hours provided	n/a	25	30	35
<u>Efficiency</u>				
Cost of preparing the CAFR	n/a	\$325,000	\$301,000	\$246,000
Number of persons trained	n/a	353	420	450
<u>Quality</u>				
Percent of time GFOA certificate attained	100%	100%	100%	100%
Percent of training hours delivered	n/a	n/a	100%	100%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Property Tax

\$ 7,708,000 \$ 387,000 \$ 8,405,000 \$ -1,084,000 \$ 1,494,000 \$ -2,578,000 80.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Property tax related funding	\$3,159,335	\$3,408,362	\$3,300,000	\$3,775,000
<u>Workload/Output</u>				
Number of property tax transactions apportionments, roll changes and direct assessments only	17,662,314	17,106,907	17,016,361	19,328,000 ⁽²⁾
Number of apportionment and roll changes only	1,174,300	1,101,116	1,075,895	1,149,941
<u>Efficiency</u>				
Cost per 1,000 property tax transactions	\$178.87	\$199.25	\$193.94	\$195.31
Cost per apportionment and roll changes only	\$2.69	\$3.09	\$3.07	\$3.28
<u>Quality</u>				
Percent of approved refund claims processed within 30 days	95%	95%	95%	95%
Percent of property tax roll changes processed	95%	95%	95%	95%
Percent of property tax apportionment/distribution processed within established timeframes	100%	100%	100%	100%
Tax roll extended by mandated timeframes	Yes	Yes	-- ⁽¹⁾	Yes

Explanatory Note(s):

- (1) Delivery of the secured assessment roll as required by Section 2601 of the California Revenue and Taxation Code was delayed until October 2, 2001. This was due to a Board motion in September 2001, that would allow Flood Control the ability to possibly reduce their assessments. Changes to direct assessments delay tax extension.
- (2) Significant increase due to passage of Measure B, resulting in additional direct assessment transactions to be added to the tax roll.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Countywide Payroll

\$ 9,010,000 \$ 6,687,000 \$ 1,229,000 \$ 1,094,000 \$ 894,000 \$ 200,000 34.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of established County paydays	24	24	24	24
Staff hours for payroll issuances	43,500	45,000	46,000	49,500
<u>Workload/Output</u>				
Number of issued payrolls	24	24	24	24
Number of issued tax withholdings	24	24	24	24
Payroll warrants issued	2,200,000	2,250,000	2,275,000	2,300,000
<u>Efficiency</u>				
Transactions per staff hour for payroll warrants issued	50	50	49	46
Labor cost per 1,000 payroll warrants issued	\$690	\$775	\$835	\$869
<u>Quality</u>				
Percent of time payroll issued to meet established paydays	100%	100%	100%	100%
Percent of time tax withholdings issued to meet established paydays and amounts.	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Disbursements

\$ 7,282,000 \$ 4,211,000 \$ 562,000 \$ 2,509,000 \$ 1,507,000 \$ 1,002,000 76.0

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

4. **Disbursements** (cont'd)

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of warrants printed	4,823,770	5,090,428	5,240,000	5,345,000
Number of stop payment requests	n/a	12,105	12,470	12,800
Number of forged warrants	n/a	730	770	790
Staff hours for warrants issued	34,743	39,206	40,620	41,432
<u>Workload/Output</u>				
Number of warrants mailed	n/a	5,031,691	5,160,000	5,265,000
Number of stop payments issued	n/a	12,105	12,470	12,800
Number of forged warrants replaced	n/a	730	770	790
<u>Efficiency</u>				
Transactions per staff hour for warrants issued	139	129	129	129
Labor cost per 1,000 warrants issued	\$153	\$165	\$176	\$181
<u>Quality</u>				
Percent of warrants mailed (in one working day)	n/a	99%	100%	100%
Percent of stop payments issued to meet established timeframe	n/a	100%	100%	100%
Percent of forged warrants replaced to meet established timeframe	n/a	100%	100%	100%

Explanatory Note(s):
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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5. **Auditing**

\$ 9,492,000	\$ 5,594,000	\$ 740,000	\$ 3,158,000	\$ 858,000	\$ 2,300,000	83.0
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Authority: Mandated program - California Government Code Sections 26909, 26923, 29321.1, 25252.6 and 25250 and County Code Sections 2.10 and 16.62.

5. **Auditing** (cont'd)

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of special requests received	66	74	72	68
Number of program audits planned	n/a	3	3	3
<u>Workload/Output</u>				
Number of special request responses ⁽¹⁾	53	64	91	69
Number of program audits completed	3	3	5	4
<u>Efficiency</u>				
Labor hours for Board requests	n/a	20,765	26,594	25,000
Labor hours for program audits	n/a	7,059	4,000	5,000
<u>Quality</u>				
Percent of responses to Board of Supervisors special requests within established timeframe ⁽²⁾	75%	72%	79%	90%
Percent of planned program audits completed within established timeframe.	n/a	100%	100%	100%

Explanatory Note(s):

- (1) This data represents the special requests completed during the fiscal year, regardless of when the request was received. Prior fiscal year data was recalculated using information from a new reporting system implemented in FY 2001-02 that allows data to be captured more accurately.
- (2) Percentage is computed by dividing the number of special request responses completed timely (not presented) by the "Number of special request responses" (Workload/Output) completed during the fiscal year. Prior fiscal year data was recalculated using more complete information available, see explanatory note (1) for further details.
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
\$ 357,000	\$ 392,000	\$ --	\$ -35,000	\$ 24,000	\$ -59,000	3.0

6. **Children's Services Inspector General**

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

6. Children's Services Inspector General (cont'd)

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

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

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

The Children's Services Inspector General resigned in December 2000, leaving behind unresolved cases requiring investigation and as of date, this position has not yet been filled. During the fiscal year, 77 referrals of deceased children were received and reviewed, 25 cases were opened for further investigation, 9 cases were completed and 5 reports were submitted to the Board. At year-end, approximately 16 cases remained open in various stages of investigation.

The CSIG office monitored Board-ordered recommendation numbers 105 - 128 to ensure that DCFS continues to work toward full compliance. The CSIG office also reached disposition on cases awaiting the Coroner's reports, not requiring additional reports to the Board.

Two Board special assignments were completed. One was a four month investigation into the management of a specific case resulting in far reaching recommendations concerning the actions of County Counsel and the Adoptions Division of DCFS. The second assignment involved a month long investigation alleging mishandling by social workers on a specific case in DCFS.

In addition to the completion of child death reports, completion of special assignments, and the implementation of a filing and record-keeping system, a computer-based child death referral database was developed and implemented. This database was reconciled with numbers on file at DCFS (a lengthy process involving time to compile correct information for the database). The CSIG office resolved differences with DCFS regarding the reporting of child death numbers and established criteria for the timely and ongoing reporting of child death involving children with prior DCFS contact.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 9,441,000	\$ 4,474,000	\$ 2,373,000	\$ 2,594,000	\$ 788,000	\$ 1,806,000	74.0

7. Systems

Authority: Non-mandated, discretionary program.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of systems/programs scheduled	70,230	70,340	71,000	73,000
Number of Help Desk calls received	2,304	2,731	3,000	3,000
<u>Workload/Output</u>				
Number of systems/programs run successfully	69,754	69,783	70,000	72,000
Number of Help Desk responses within 8 hours	2,147	2,562	2,700	2,700
<u>Efficiency</u> ⁽¹⁾				
To be determined	--	--	--	--
<u>Quality</u>				
Percent of systems/programs run successfully within established timeframe	99.3%	99.2%	99.0%	99.0%
Percent of service calls to Help Desk repaired within established timeframe	93.2%	93.8%	90.0%	90.0%

Explanatory Note(s):

(1) Performance measure is under review and development as this is primarily a support function.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
8. <u>Children's Services Ombudsman</u>						
\$ 418,000	\$ 498,000	\$ --	\$ -80,000	\$ 28,000	\$ -108,000	4.0

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

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

Program Outcome: Contributes to the five outcome areas of Strategic Plan Goal 5: Children and Families' Well-being, including: good health, economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

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

<u>Performance Measures</u>	<u>Actual⁽²⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of children in group homes	2,167	2,133	2,026	1,925
Number of group homes	369	371	378	370
Number of MCC agreement elements monitored ⁽¹⁾	81	81	n/a	n/a
Number of children sheltered monthly in MCC ⁽¹⁾	131	147	n/a	n/a

Auditor-Controller (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual⁽²⁾</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Workload/Output</u>				
Number of hotline calls per month	42	64	87	117
Number of group homes monitored	225	339	378	370
Number of MCC children surveyed quarterly ⁽¹⁾	40	45	--	--
Number of MCC agreement elements reviewed ⁽¹⁾	81	36	--	--
<u>Efficiency</u>				
Percent of children using hotline	2%	3%	4%	6%
Percent of group homes monitored	61%	91%	100%	100%
Percent of MCC residents surveyed ⁽¹⁾	52%	66%	--	--
<u>Quality</u>				
Percent of reports on group home compliance completed within timeframe	61%	87%	90%	92%
Percent of follow up reports on group home corrective action plans completed within timeframe	51%	53%	55%	55%
Percent of reports completed on MCC compliance with operating agreements within timeframe ⁽¹⁾	100%	100%	--	--
Percent of reports on MCC residents perception of quality of services completed within timeframe ⁽¹⁾	100%	100%	--	--

Explanatory Note(s):

(1) MCC population is below 35 residents and the current residents are in the process of being re-placed. MCC staff are being re-deployed, programs have been suspended, and no new programs are being scheduled for implementation at this time. Therefore, the Department is unable to report sufficient data.

(2) FY 2000-01 data has been corrected from previous year.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
9. <u>Administration</u>						
\$ 3,343,000	\$ --	\$ 286,000	\$ 3,057,000	\$ 1,182,000	\$ 1,875,000	23.0

Authority: Non-mandated, discretionary program.

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

Program Outcome: Provide timely and effective support services.

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

<u>Performance Measures</u>	<u>Actual⁽²⁾</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of service requests	n/a	171	200	200
Number of exams	21	26	29	25

Auditor-Controller (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual⁽²⁾</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Workload/Output</u>				
Number of service requests confirmed within established timeframe	n/a	162	190	190
Number of exams completed in 45-60 days	19	23	26	25
<u>Efficiency⁽¹⁾</u>				
To be determined	--	--	--	--
<u>Effectiveness/Outcome</u>				
Percent of service requests confirmed within established timeframe	n/a	95%	95%	95%
Percent of time lists provided within established timeframe	90%	88%	90%	100%

Explanatory Note(s):

(1) Performance measure is under review and development as this is primarily a support function.

(2) FY 2000-01 data has been corrected from previous year.

n/a=not available.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$53,513,000	\$ 23,070,000	\$ 15,008,000	\$ 15,435,000	\$ 9,071,000	\$ 6,364,000	433.0

AUDITOR-CONTROLLER

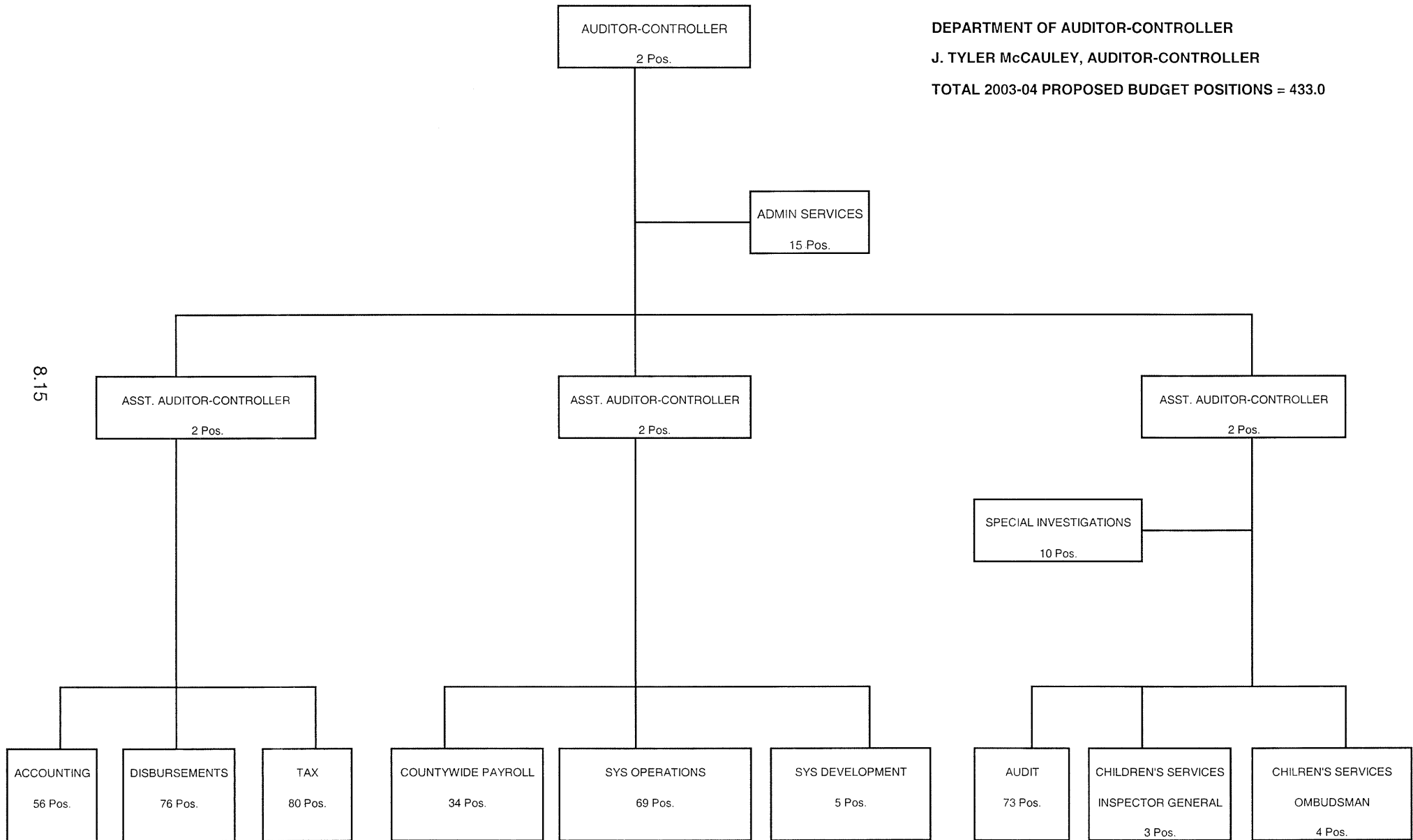
DEPARTMENTAL DETAIL SUMMARY

<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	22,208,000	25,320,000	24,829,000	-491,000
Employee Benefits	9,187,000	9,023,000	9,164,000	141,000
Total Salaries and Employee Benefits	31,395,000	34,343,000	33,993,000	-350,000
<u>Services and Supplies</u>				
Communications	466,000	466,000	396,000	-70,000
Information Technology Services	11,386,000	11,386,000	12,081,000	695,000
Insurance	60,000	60,000	93,000	33,000
Maintenance-Buildings and Improvements	645,000	645,000	694,000	49,000
Maintenance-Equipment	60,000	60,000	52,000	-8,000
Memberships	13,000	13,000	13,000	0
Office Expense	1,971,000	1,971,000	2,105,000	134,000
Professional and Specialized Services	2,050,000	1,940,000	2,064,000	124,000
Rents and Leases-Bldg and Improvemts	51,000	51,000	317,000	266,000
Rents and Leases-Equipment	105,000	105,000	89,000	-16,000
Special Departmental Expense	110,000	110,000	116,000	6,000
Training	79,000	79,000	79,000	0
Transportation and Travel-Traveling	105,000	105,000	104,000	-1,000
Utilities	960,000	960,000	995,000	35,000
Total Services and Supplies	18,061,000	17,951,000	19,198,000	1,247,000
<u>Other Charges</u>				
Capital Lease Payments	212,000	212,000	210,000	-2,000
Judgments and Damages	3,000	3,000	3,000	0
Other	5,000	5,000	6,000	1,000
Total Other Charges	220,000	220,000	219,000	-1,000
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	84,000	84,000	30,000	-54,000
Major Office Equipment	99,000	99,000	73,000	-26,000
Vehicle-Automobile	34,000	34,000	0	-34,000
Total Equipment	217,000	217,000	103,000	-114,000
Total Fixed Assets	217,000	217,000	103,000	-114,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0

Auditor-Controller (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	49,893,000	52,731,000	53,513,000	782,000
Less: Intrafund Transfers	20,788,000	22,923,000	23,070,000	147,000
TOTAL NET REQUIREMENTS	29,105,000	29,808,000	30,443,000	635,000
REVENUES:				
Intergovernmental Revenues-State	188,000	361,000	361,000	0
Charges for Services	13,526,000	12,400,000	14,255,000	1,855,000
Miscellaneous Revenues	381,000	346,000	392,000	46,000
TOTAL REVENUES	14,095,000	13,107,000	15,008,000	1,901,000
NET COUNTY COST	15,010,000	16,701,000	15,435,000	-1,266,000

DEPARTMENT OF AUDITOR-CONTROLLER
 J. TYLER McCAULEY, AUDITOR-CONTROLLER
 TOTAL 2003-04 PROPOSED BUDGET POSITIONS = 433.0



8.15

BEACHES AND HARBORS
STAN WISNIEWSKI, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 11,151,273	\$ 12,284,000	\$ 12,563,000	\$ 12,802,000	\$ 12,695,000	\$ 132,000
SERVICES & SUPPLIES	10,352,836	12,548,000	12,549,000	17,055,000	12,743,000	194,000
OTHER CHARGES	2,906,479	3,258,000	3,301,000	2,891,000	2,875,000	-426,000
FIXED ASSETS-EQUIP	575,257	626,000	626,000	363,000	363,000	-263,000
OTHER FINANCING USES	647,309	86,000	146,000	268,000	268,000	122,000
GROSS TOTAL	\$ 25,633,154	\$ 28,802,000	\$ 29,185,000	\$ 33,379,000	\$ 28,944,000	\$ -241,000
LESS INTRAFD TRANSFER	3,307	3,000				
NET TOTAL	\$ 25,629,847	\$ 28,799,000	\$ 29,185,000	\$ 33,379,000	\$ 28,944,000	\$ -241,000
REVENUE	22,372,879	23,151,000	23,537,000	23,490,000	24,737,000	1,200,000
NET COUNTY COST	\$ 3,256,968	\$ 5,648,000	\$ 5,648,000	\$ 9,889,000	\$ 4,207,000	\$ -1,441,000
BUDGETED POSITIONS	217.0	218.0	218.0	223.0	218.0	
REVENUE DETAIL						
BUSINESS LICENSES	\$ 188,250	\$ 207,000	\$ 200,000	\$ 200,000	\$ 200,000	
CONSTRUCTION PERMITS	31,794	60,000				
VEHICLE CODE FINES	86,472	150,000	150,000	150,000	150,000	
RENTS AND CONCESSIONS	2,242,880	2,269,000	2,250,000	2,250,000	2,250,000	
STATE-OTHER	-25,526	185,000	185,000			-185,000
OTHER GOVT AGENCIES		114,000				
PLANNING & ENG SVCS	5,029					
CHRGs FOR SVCS-OTHER	7,282,615	7,927,000	7,542,000	7,845,000	8,867,000	1,325,000
OTHER SALES	1,632					
MISCELLANEOUS	634,759	1,584,000	1,496,000	1,531,000	1,496,000	
SALE OF FIXED ASSETS	58,314	5,000				
OPERATING TRANSFER IN	11,866,660	10,650,000	11,714,000	11,514,000	11,774,000	60,000
TOTAL	\$ 22,372,879	\$ 23,151,000	\$ 23,537,000	\$ 23,490,000	\$ 24,737,000	\$ 1,200,000
FUND	GENERAL FUND		FUNCTION	RECREATION & CULTURAL SERVICES	ACTIVITY	RECREATION FACILITIES

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$1,441,000 primarily due to a projected increase in parking fees revenue to address the County's projected structural funding deficit for fiscal year 2003-04. The Proposed Budget also reflects the full year cost of previously negotiated salaries and employee benefits and an increase in services and supplies offset by an increase in revenue.

Strategic Planning

Implementation of the County's and Department's Strategic Plans will accomplish the following outcomes: 1) Visitors to our beaches and Marina del Rey will experience world renowned recreational opportunities and quality customer service through accessible, clean, attractive and safe facilities; and 2) Marina boaters, visitors and residents will enjoy beautiful and well-maintained public amenities, such as Marina Beach, the Waterfront Walk, waterways, roads and parks in one of the largest small craft harbors in the world.

The Department will continue efforts toward Service Excellence through continued implementation of the Asset Management Strategy in Marina del Rey and the upgrade and ongoing maintenance of public facilities at County beaches.

Critical Needs

The Department's critical needs consist of: replacement of leach fields at Malibu and Topanga beaches; construction of unfunded Marina and beach capital improvement projects; institution of a deferred and preventative maintenance program; and establishment of an adequate reserve for Marina infrastructure repairs and replacement.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost		Budgeted Positions
<u>Program Changes</u>							
1.	\$ --	\$	1,233,000	\$	-1,233,000		--
	<u>Parking Fee Increase:</u> Reflects an increase in revenue from an anticipated 20 percent increase in parking fees at beach and marina parking lots needed to address the County's projected structural funding deficit for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>						
2.	\$ -185,000	\$	-185,000	\$	--		--
	<u>Oil Spill Contingency Plan:</u> Reflects the elimination of a State grant to complete the Oil Spill Contingency Plan. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>						
<u>Other Changes</u>							
1.	\$ 105,000	\$	--	\$	105,000		--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.						
2.	\$ 27,000	\$	--	\$	27,000		--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.						
3.	\$ -340,000	\$	--	\$	-340,000		--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.						

Beaches and Harbors (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u> (cont'd)				
4.	\$ 179,000	\$ --	\$ 179,000	--
	<u>Lifeguard Towers</u> : Reflects an increase in services and supplies of \$379,000, partially offset by a \$200,000 reduction in fixed assets to fund lifeguard towers.			
5.	\$ 122,000	\$ --	\$ 122,000	--
	<u>Productivity Investment Fund (PIF)</u> : Reflects an increase due on the first year payment of two PIF loans, partially offset by the elimination of two other PIF loans.			
6.	\$ -63,000	\$ --	\$ -63,000	--
	<u>Fixed Assets</u> : Reflects a reduction in fixed assets.			
7.	\$ -86,000	\$ --	\$ -86,000	--
	<u>Other Charges</u> : Reflects a net decrease in LAC-CAL lease payments.			
8.	\$ --	\$ -100,000	\$ 100,000	--
	<u>Other Financing Sources</u> : Reflects a decrease in operating transfers in from the Marina del Rey Debt Service Fund.			
9.	\$ --	\$ 252,000	\$ -252,000	--
	<u>Revenue</u> : Reflects an increase in revenue from sewer services charged to the Department of Public Works and parking citations as a result of increased parking enforcement.			
Total \$	-241,000	\$ 1,200,000	\$ -1,441,000	0.0

BEACHES AND HARBORS

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 7,201,000	\$ --	\$ 11,522,000	\$ -4,321,000	\$ 7,201,000	\$ -11,522,000	33.0

1. Marina Program

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Leases scheduled for rent adjustment	0	4	9	8
<u>Workload/Output</u>				
Lease rent adjustments completed	1	1	14	18
<u>Efficiency</u>				
Scheduled rent adjustments completed	0	25%	155%	225%
<u>Quality</u>				
Year-end lease rent adjustment backlog	15	15	10	0

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Beach Program

\$15,269,000	\$ --	\$ 13,215,000	\$ 2,054,000	\$ 777,000	\$ 1,277,000	145.0
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Authority: Non-mandated, discretionary program.

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

Program Outcome: Reduce beach parking lot staffing costs.

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

Beaches and Harbors (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Annual number of staffing hours	n/a	46,523	79,000	77,000
<u>Workload/Output</u>				
Parking revenue from beach parking lots	\$4,958,872	5,045,477	5,700,629	6,873,000
<u>Efficiency</u> ⁽¹⁾				
Amount of revenue per staff hour	n/a	\$108.45	\$72.16	\$89.26
<u>Quality</u>				
Increase revenue share to Department	n/a	n/a	-\$36.29	\$17.10

Explanatory Note(s):

(1) Actual staff hours for fiscal year 2001-02 is for the period 10/16/01 through 6/30/02 only. Information is not available for 7/1/01 through 10/15/01. The contract that was in effect from 7/1/01 through 10/15/01 was a concession agreement and was not based on staff hours.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. Administration						
\$ 4,698,000	\$ --	\$ --	\$ 4,698,000	\$ 1,181,000	\$ 3,517,000	32.0

Authority: Non-mandated, discretionary program.

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

Program Outcome: Increased timeliness of audit process.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Parcels scheduled for audit	16	18	18	17
<u>Workload/Output</u>				
Audit reports administered	10	22	30	35
<u>Efficiency</u>				
Scheduled audits completed	62.5%	122%	167%	206%
<u>Quality</u>				
Year-end backlog	34	30	18	0
Average number of days between the last audited month and the administration of the audit report	233	488	300	180

Beaches and Harbors (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Unincorporated Services

\$ 1,776,000 \$ -- \$ -- \$ 1,776,000 \$ 214,000 \$ 1,562,000 8.0

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Improved public acreage available	18.2	18.2	18.2	18.2
<u>Workload/Output</u>				
Number of new improved public acreage	n/a	n/a	n/a	4.5
<u>Efficiency</u>				
Percent increase in improved public acreage	n/a	n/a	n/a	24.7%
<u>Quality</u>				
Total number of public acreage	18.2	18.2	18.2	22.7

Explanatory Note(s):
n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$28,944,000	\$ 0	\$ 24,737,000	\$ 4,207,000	\$ 9,373,000	\$ -5,166,000	218.0

BEACHES AND HARBORS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	8,691,000	9,325,000	9,253,000	-72,000
Employee Benefits	3,593,000	3,238,000	3,442,000	204,000
Total Salaries and Employee Benefits	12,284,000	12,563,000	12,695,000	132,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	28,000	75,000	65,000	-10,000
Communications	365,000	388,000	393,000	5,000
Computer Equipment-noncapital	59,000	121,000	125,000	4,000
Computer Software	22,000	50,000	50,000	0
Household Expenses	31,000	94,000	77,000	-17,000
Information Technology Services	116,000	126,000	126,000	0
Insurance	150,000	150,000	87,000	-63,000
Maintenance-Buildings and Improvements	3,865,000	3,507,000	3,507,000	0
Maintenance-Equipment	249,000	102,000	102,000	0
Memberships	8,000	2,000	2,000	0
Office Expense-Other	173,000	86,000	117,000	31,000
Office Expense-Postage	23,000	22,000	22,000	0
Office Expense-Stat and Forms	32,000	79,000	77,000	-2,000
Professional and Specialized Services	5,556,000	5,519,000	5,644,000	125,000
Rents and Leases-Bldg and Improvemts	2,000	2,000	202,000	200,000
Rents and Leases-Equipment	27,000	31,000	36,000	5,000
Small Tools and Instruments	67,000	23,000	23,000	0
Special Departmental Expense	513,000	710,000	708,000	-2,000
Telecommunications	4,000	90,000	90,000	0
Training	36,000	33,000	32,000	-1,000
Transportation and Travel-Auto Mileage	9,000	12,000	12,000	0
Transportation and Travel-Auto Service	316,000	340,000	320,000	-20,000
Transportation and Travel-Other	301,000	317,000	317,000	0
Transportation and Travel-Traveling	1,000	4,000	2,000	-2,000
Utilities	595,000	666,000	607,000	-59,000
Total Services and Supplies	12,548,000	12,549,000	12,743,000	194,000
<u>Other Charges</u>				
Interest on Notes and Warrants	1,047,000	1,048,000	1,048,000	0
Judgments and Damages	100,000	100,000	100,000	0
Other Charges	34,000	36,000	36,000	0
Retirement of Other Long-Term Debt	2,064,000	2,103,000	1,677,000	-426,000
Taxes and Assessments	13,000	14,000	14,000	0
Total Other Charges	3,258,000	3,301,000	2,875,000	-426,000

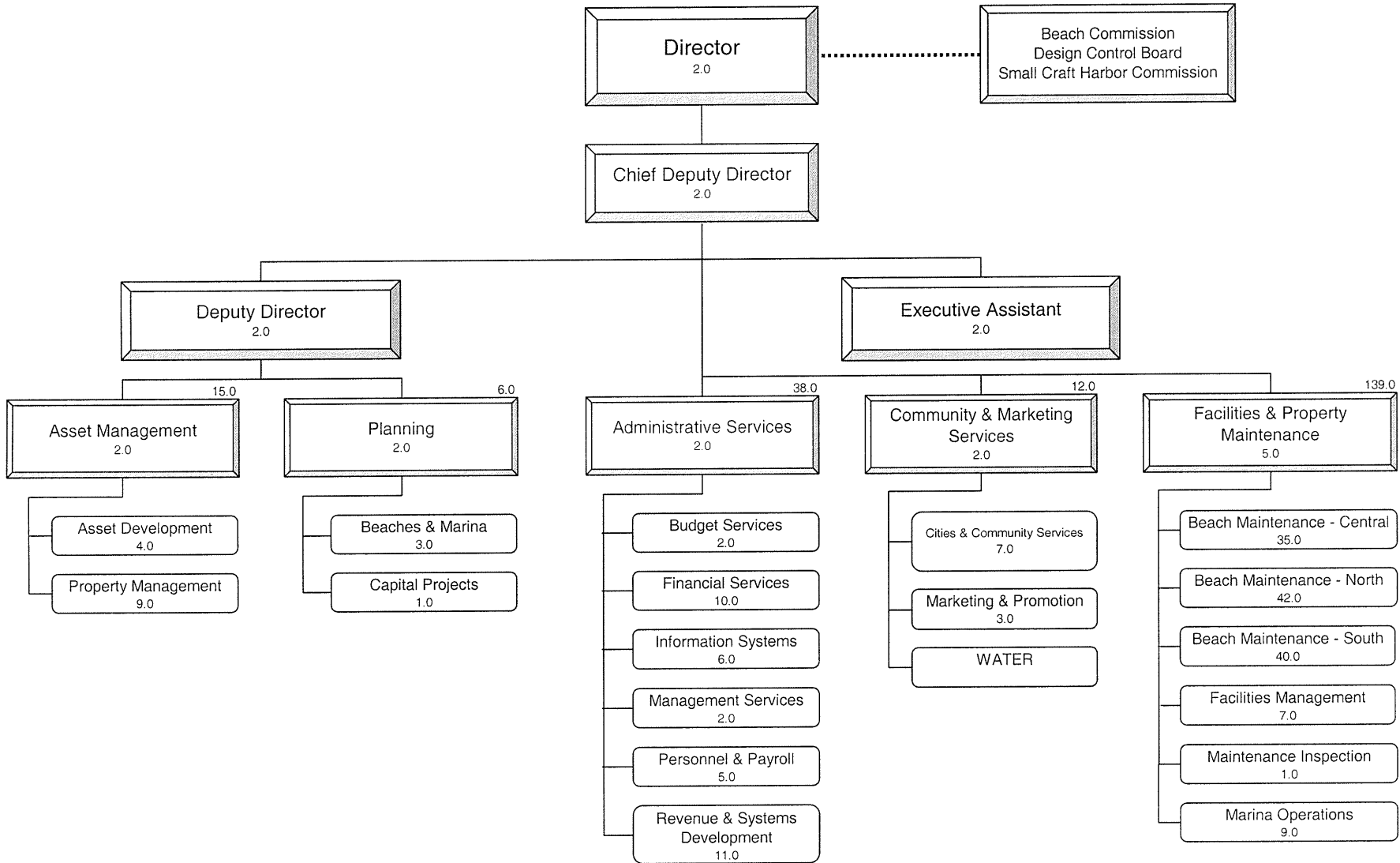
Beaches and Harbors (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	15,000	50,000	30,000	-20,000
Construction and Heavy Maintenance	100,000	100,000	25,000	-75,000
Electronic Equipment	0	0	25,000	25,000
Food Preparation Equipment	62,000	50,000	56,000	6,000
Major Office Equipment	23,000	0	21,000	21,000
Vehicle-Automobile	426,000	426,000	206,000	-220,000
Total Equipment	626,000	626,000	363,000	-263,000
Total Fixed Assets	626,000	626,000	363,000	-263,000
<u>Other Financing Uses</u>				
Operating Transfers Out	86,000	146,000	268,000	122,000
Total Other Financing Uses	86,000	146,000	268,000	122,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	28,802,000	29,185,000	28,944,000	-241,000
Less: Intrafund Transfers	3,000	0	0	0
TOTAL NET REQUIREMENTS	28,799,000	29,185,000	28,944,000	-241,000
REVENUES:				
Licenses, Permits and Franchises	267,000	200,000	200,000	0
Fines, Forfeitures and Penalties	150,000	150,000	150,000	0
Revenue from Use of Money and Property	2,269,000	2,250,000	2,250,000	0
Intergovernmental Revenues-State	185,000	185,000	0	-185,000
Intergovernmental Revenues-Other	114,000	0	0	0
Charges for Services	7,927,000	7,542,000	8,867,000	1,325,000
Miscellaneous Revenues	1,584,000	1,496,000	1,496,000	0
Other Financing Sources	10,655,000	11,714,000	11,774,000	60,000
TOTAL REVENUES	23,151,000	23,537,000	24,737,000	1,200,000
NET COUNTY COST	5,648,000	5,648,000	4,207,000	-1,441,000

BEACHES AND HARBORS
 STAN WISNIEWSKI, DIRECTOR

2003-04 PROPOSED BUDGET
 218 Positions

9.8



BOARD OF SUPERVISORS
VIOLET VARONA-LUKENS, EXECUTIVE OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 25,922,382	\$ 28,751,000	\$ 28,751,000	\$ 29,729,000	\$ 29,650,000	\$ 899,000	
SERVICES & SUPPLIES	22,015,363	41,540,000	41,886,000	24,709,000	22,319,000	-19,567,000	
LESS EXPENDITURE DIST	5,330,281	5,816,000	5,816,000	5,869,000	5,869,000	53,000	
TOT S & S	16,685,082	35,724,000	36,070,000	18,840,000	16,450,000	-19,620,000	
OTHER CHARGES	301,289	391,000	391,000	481,000	371,000	-20,000	
FIXED ASSETS-EQUIP	84,465						
OTHER FINANCING USES	34,800						
GROSS TOTAL	\$ 43,028,018	\$ 64,866,000	\$ 65,212,000	\$ 49,050,000	\$ 46,471,000	\$ -18,741,000	
LESS INTRAFD TRANSFER	5,583,433	5,419,000	5,419,000	4,662,000	4,662,000	-757,000	
NET TOTAL	\$ 37,444,585	\$ 59,447,000	\$ 59,793,000	\$ 44,388,000	\$ 41,809,000	\$ -17,984,000	
REVENUE	4,195,174	3,346,000	3,346,000	3,423,000	3,526,000	180,000	
NET COUNTY COST	\$ 33,249,411	\$ 56,101,000	\$ 56,447,000	\$ 40,965,000	\$ 38,283,000	\$ -18,164,000	
BUDGETED POSITIONS	298.0	297.0	297.0	308.0	300.0	3.0	
REVENUE DETAIL							
BUSINESS LICENSES	\$ 6,200						
STATE-OTHER	52,718						
STATE-TRIAL COURTS	434,876	388,000		385,000	385,000	385,000	
FEDERAL-OTHER	437	99,000	487,000	65,000	65,000	-422,000	
ASSESS/TAX COLL FEES	1,136,678	1,100,000	1,100,000	1,100,000	1,100,000		
CIVIL PROCESS SERVICE	122,043	100,000	100,000	100,000	100,000		
CHRGs FOR SVCS-OTHER	813,478	3,000	3,000	3,000	3,000		
MISCELLANEOUS	1,520,145	1,656,000	1,656,000	1,770,000	1,873,000	217,000	
SALE OF FIXED ASSETS	5,834						
OPERATING TRANSFER IN	102,765						
TOTAL	\$ 4,195,174	\$ 3,346,000	\$ 3,346,000	\$ 3,423,000	\$ 3,526,000	\$ 180,000	
FUND	GENERAL FUND		FUNCTION	GENERAL		ACTIVITY	LEGISLATIVE AND ADMINISTRATIVE

Mission Statement

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

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects an overall reduction in net County cost of \$18.2 million primarily due to the deletion of one-time carryover funding (\$17.9 million) which supports programs of community interest and benefit and a curtailment in services and supplies (\$400,000) which is partially offset by additional funding for previously negotiated increases in salaries and employee benefits. The Proposed Budget also maintains programs at the current service level, and reflects the addition of reimbursable positions for the Commission for Children and Families and the Arts Commission.

Strategic Planning

The Executive Office will update its departmental strategic plan to more closely align it with the recently revised County of Los Angeles Strategic Plan and bring the departmental plan up-to-date. Since nearly all of the departmental strategies and objectives established in the plan revision three years ago are completed, the Department will also update strategies and objectives to reflect new challenges for the coming three to five year period. In accordance with the departmental strategic plan, three objectives for 2003-04 will include reducing the time required to produce the Statement of Proceedings of the weekly meetings of the Board of Supervisors; developing a multi-year plan to convert departmental records to digital format; and making more information and services available to the public and County staff.

Critical Needs

The Department's critical needs primarily consist of funding for technical support and other information technology related expenditures to maintain and enhance current network and web-based applications, and convert department documents to digital format. The additional resources in these areas would promote the Countywide Strategic Plan Goals of Service Excellence, Workforce Excellence and Organizational Effectiveness.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -400,000	\$ --	\$ -400,000	--
	<u>Services and Supplies:</u> Reflects a reduction in services and supplies to be applied to all program areas which may reduce the Department's flexibility to address operational and client service requirements needed to address the County's projected structural funding deficit for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -17,958,000	\$ --	\$ -17,958,000	--
	<u>Community Programs:</u> Reflects a reduction in carryover funding which supports various programs of community interest and benefit. <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ -1,044,000	\$ -1,044,000	\$ --	--
	<u>Client Services:</u> Reflects decreases in reimbursable services associated with temporary clerical services contracts (-\$512,000) for client departments, a reduction in grant funding for drug court testing (-\$37,000) and the expiration of a service agreement with the Children's Planning Council (-\$495,000). <i>Supports Countywide Strategic Plan Goal 4.</i>			
4.	\$ 182,000	\$ 182,000	\$ --	2.0
	<u>Commission for Children and Families Services:</u> Reflects the transfer of reimbursable positions from the Department of Children and Family Services to support the Commission for Children and Families and ensure effective and efficient delivery of services. <i>Supports Countywide Strategic Plan Goal 3.</i>			
5.	\$ 90,000	\$ 90,000	\$ --	1.0
	<u>Arts Commission:</u> Reflects the addition of a reimbursable grant-funded position to direct the Arts Education Program. <i>Supports Countywide Strategic Plan Goals 1 and 5.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
6.	\$ --	\$ --	\$ --	--
	<u>Staffing Alignment:</u> Reflects the addition of 9.0 positions (\$761,000), offset by the deletion of 9.0 positions (-\$438,000) and a reduction in services and supplies (-\$323,000), to reallocate staffing resources to address changing workload requirements and to meet strategic planning goals. <i>Supports Countywide Strategic Plan Goals 1, 2 and 3.</i>			
<u>Other Changes</u>				
1.	\$ 200,000	\$ --	\$ 200,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 72,000	\$ --	\$ 72,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -32,000	\$ --	\$ -32,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -46,000	\$ --	\$ -46,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ 195,000	\$ 195,000	\$ --	--
	<u>Miscellaneous Adjustments:</u> Reflects ministerial adjustments in salaries and employee benefits (\$32,000), services and supplies (\$137,000), capital leases (\$26,000), intrafund transfers (-\$22,000), and revenues (\$217,000) based on current and anticipated trends.			
Total \$	-18,741,000	\$ -577,000	\$ -18,164,000	3.0

BOARD OF SUPERVISORS

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. County Government Administration

\$22,461,000	\$ 55,000	\$ 1,268,000	\$ 21,138,000	\$ 3,304,000	\$ 17,834,000	145.0
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Authority: Mandated program with discretionary service levels - California Constitution.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Board Operations staff to process agendas, staff meetings, and communicate official actions	18	18	18	18
<u>Workload/Output</u>				
Number of agenda items processed	3,200	3,300	3,200	3,200
<u>Efficiency</u>				
Number of agenda items processed per staff person	178	183	178	178
<u>Quality</u>				
Percentage of weekly Board agendas prepared by 9:00 a.m. Thursday	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Assessment Appeals

\$ 3,563,000	\$ --	\$ 1,103,000	\$ 2,460,000	\$ 1,272,000	\$ 1,188,000	23.0
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Authority: Mandated program with discretionary service levels - Article XII of the California Constitution.

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

Program Outcome: Resolution of assessment appeals.

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of assessment appeals staff to process applications	21	21	21	23
<u>Workload/Output</u>				
Number of hearings scheduled for assessment appeals	n/a	12,745	12,000	13,000
<u>Efficiency</u>				
Number of assessment appeals applications processed and scheduled for hearings per staff person	n/a	607	571	565
<u>Quality</u>				
Percentage of assessment appeal applications with initial hearing within one year of filing	n/a	99.98%	100%	100%

Number of hearings on assessment appeals not available for 2000-01; actual data has been gathered beginning 2001-02.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Committees and Commissions

\$ 7,745,000	\$ 1,608,000	\$ 733,000	\$ 5,404,000	\$ 761,000	\$ 4,643,000	50.0
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Authority: Non-mandated, discretionary program.

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of commission services central staff to support commissions	12	13	14	15
<u>Workload/Output</u>				
Number of commission meetings supported	365	406	426	426
<u>Efficiency</u>				
Number of commission meetings supported per staff person	30	31	30	28
<u>Quality</u>				
Percentage of commission agendas developed and posted at least seven days in advance of the meeting	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Support Services/Administration

\$12,702,000	\$ 2,999,000	\$ 422,000	\$ 9,281,000	\$ 1,168,000	\$ 8,113,000	82.0
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Authority: Non-mandated, discretionary program.

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

Program Outcome: Efficient payroll and accounting services to client departments.

Service Delivery Standard:

- Process all payroll documents within established deadlines, 100 percent of the time.
- Pay vendor invoices with discounts in time to avoid losing discounts, 100 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of payroll staff to process payroll documents for the Board and client departments	5	5	5	5
Number of accounting staff to process invoices for client departments	6	6	7	6
<u>Workload/Output</u>				
Number of employees on payroll	1,895	2,300	2,350	2,400
Number of invoices processed	35,343	41,504	46,000	46,000
<u>Efficiency</u>				
Number of employees on payroll processed by each payroll staff	379	460	470	480
Number of invoices processed per accounting staff	5,891	6,917	6,571	7,666
<u>Quality</u>				
Percentage of all payroll documents processed within the Auditor-Controller's established deadlines	100%	100%	100%	100%
Percentage of all completed accounts payable processed within 30 calendar days of receipt	95%	95%	95%	95%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$46,471,000	\$ 4,662,000	\$ 3,526,000	\$ 38,283,000	\$ 6,505,000	\$ 31,778,000	300.0
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BOARD OF SUPERVISORS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	20,678,000	20,678,000	21,116,000	438,000
Employee Benefits	8,073,000	8,073,000	8,534,000	461,000
Total Salaries and Employee Benefits	28,751,000	28,751,000	29,650,000	899,000
<u>Services and Supplies</u>				
Communications	1,186,000	1,163,000	1,191,000	28,000
Computer Equipment-noncapital	449,000	300,000	570,000	270,000
Computer Software	37,000	11,000	30,000	19,000
Information Technology Services	200,000	110,000	259,000	149,000
Insurance	100,000	46,000	128,000	82,000
Maintenance-Buildings and Improvements	5,414,000	5,590,000	5,257,000	-333,000
Maintenance-Equipment	25,000	25,000	25,000	0
Memberships	5,000	3,000	5,000	2,000
Office Expense-Other	1,357,000	1,500,000	1,200,000	-300,000
Office Expense-Postage	400,000	400,000	380,000	-20,000
Professional and Specialized Services	28,401,000	28,143,000	9,349,000	-18,794,000
Publication and Legal Notices	1,217,000	1,800,000	1,199,000	-601,000
Rents and Leases-Bldg and Improvements	458,000	490,000	458,000	-32,000
Rents and Leases-Equipment	305,000	299,000	305,000	6,000
Special Departmental Expense	141,000	100,000	100,000	0
Telecommunications	286,000	441,000	286,000	-155,000
Training	61,000	61,000	61,000	0
Transportation and Travel-Auto Mileage	34,000	30,000	34,000	4,000
Transportation and Travel-Auto Service	366,000	280,000	281,000	1,000
Transportation and Travel-Other	30,000	40,000	30,000	-10,000
Transportation and Travel-Traveling	34,000	20,000	34,000	14,000
Utilities	1,034,000	1,034,000	1,137,000	103,000
Less: Expense Distribution	5,816,000	5,816,000	5,869,000	53,000
Total Services and Supplies	35,724,000	36,070,000	16,450,000	-19,620,000
<u>Other Charges</u>				
Judgments and Damages	75,000	75,000	75,000	0
Other Charges	30,000	30,000	31,000	1,000
Retirement of Other Long-Term Debt	284,000	284,000	263,000	-21,000
Taxes and Assessments	2,000	2,000	2,000	0
Total Other Charges	391,000	391,000	371,000	-20,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0

Board of Supervisors (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	64,866,000	65,212,000	46,471,000	-18,741,000
Less: Intrafund Transfers	5,419,000	5,419,000	4,662,000	-757,000
TOTAL NET REQUIREMENTS	59,447,000	59,793,000	41,809,000	-17,984,000
REVENUES:				
Intergovernmental Revenues-Federal	99,000	487,000	65,000	-422,000
Intergovernmental Revenues-State	388,000	0	385,000	385,000
Charges for Services	1,203,000	1,203,000	1,203,000	0
Miscellaneous Revenues	1,656,000	1,656,000	1,873,000	217,000
Other Financing Sources	0	0	0	0
TOTAL REVENUES	3,346,000	3,346,000	3,526,000	180,000
NET COUNTY COST	56,101,000	56,447,000	38,283,000	-18,164,000

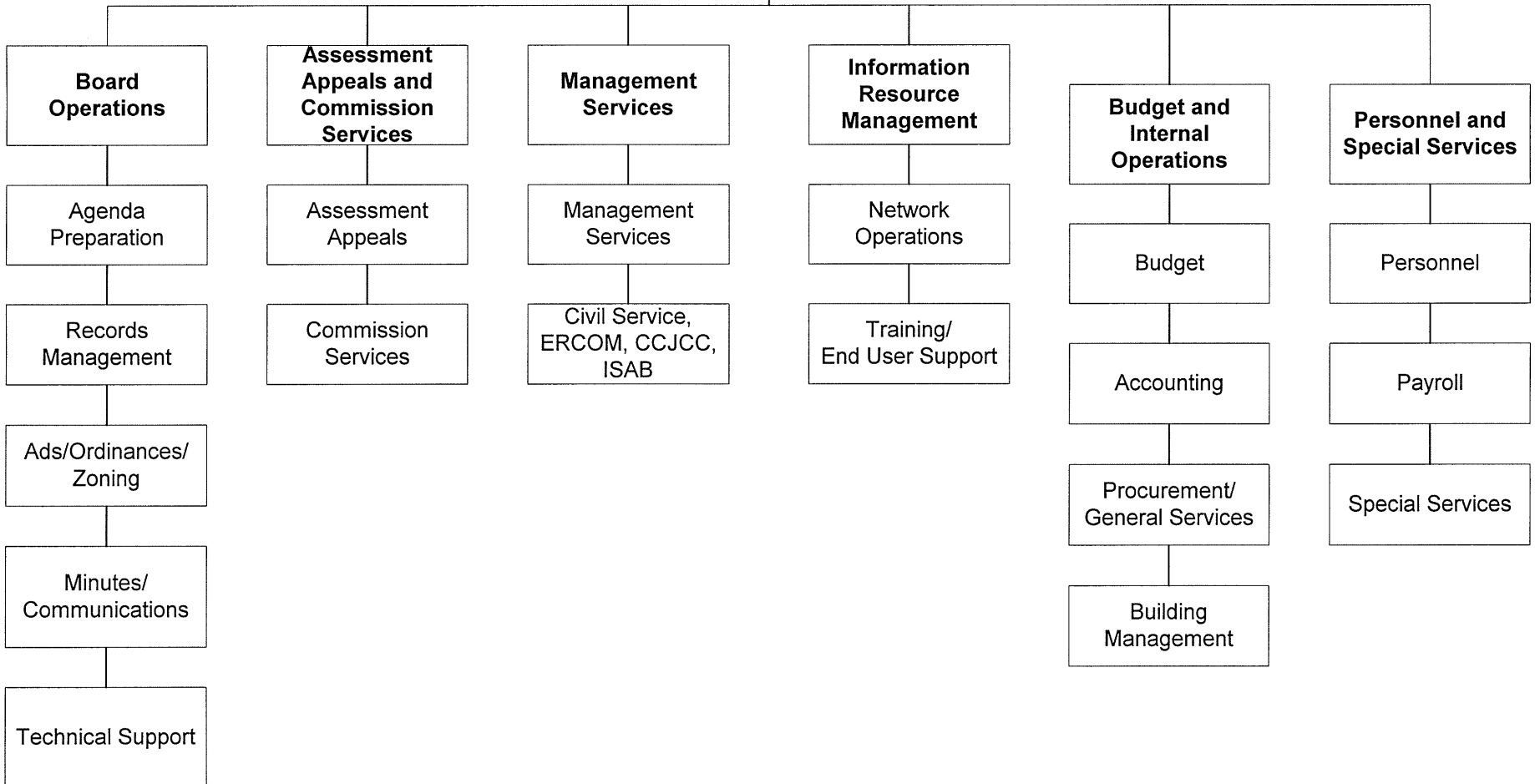
**BOARD OF SUPERVISORS ORGANIZATION CHART
 PROPOSED BUDGET FISCAL YEAR 2003-04
 300.0 BUDGETED POSITIONS
 VIOLET VARONA-LUKENS, EXECUTIVE OFFICER**

BOARD OF SUPERVISORS

EXECUTIVE OFFICER

Arts Commission

CHIEF DEPUTY EXECUTIVE OFFICER



10.8

CAPITAL PROJECTS/REFURBISHMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FIXED ASSETS-LAND	\$ 642,894	\$ 2,050,000	\$ 6,023,000	\$ 12,763,000	\$ 5,909,000	\$ -114,000
FIXED ASSETS-B & I	77,814,952	101,314,000	403,988,000	1,156,036,000	346,414,000	-57,574,000
TOT CAP PROJ	78,457,846	103,364,000	410,011,000	1,168,799,000	352,323,000	-57,688,000
GROSS TOTAL	\$ 78,457,846	\$ 103,364,000	\$ 410,011,000	\$ 1,168,799,000	\$ 352,323,000	\$ -57,688,000
REVENUE	23,154,710	54,817,000	191,995,000	174,415,000	167,793,000	-24,202,000
NET COUNTY COST	\$ 55,303,136	\$ 48,547,000	\$ 218,016,000	\$ 994,384,000	\$ 184,530,000	\$ -33,486,000
REVENUE DETAIL						
ST AID-EARTHQUAKE/CP	\$ 53,490	\$	\$	\$	\$	\$
STATE AID-CONSTR/CP	4,101,854	15,352,000	43,895,000	55,951,000	51,507,000	7,612,000
FED AID-CONSTRUCT/CP	4,598,896	5,142,000	7,573,000	16,448,000	16,090,000	8,517,000
FED AID-EARTHQUAKE/CP	481,409	1,080,000	1,694,000			-1,694,000
OTHER GOVTL AGENCY/CP	9,136,024	14,027,000	79,817,000	67,650,000	57,612,000	-22,205,000
CHARGES FOR SVCS/CP	502,456	2,716,000	9,492,000	8,069,000	8,033,000	-1,459,000
MISCELLANEOUS/CP	429,333	11,773,000	32,292,000	13,407,000	19,246,000	-13,046,000
LT DEBT PROCEEDS/CP				3,438,000		
SALE-FIXED ASSETS/CP	2					
OPERATING TRANS IN/CP	3,851,246	4,727,000	17,232,000	9,452,000	15,305,000	-1,927,000
TOTAL	\$ 23,154,710	\$ 54,817,000	\$ 191,995,000	\$ 174,415,000	\$ 167,793,000	\$ -24,202,000

Mission Statement

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

The 2003-04 Capital Projects/Refurbishments Addendum provides more specific information regarding capital projects and refurbishments funded in the General Fund, Special Funds and Special Districts. The Addendum includes detailed descriptions, schedules, project costs and financing sources for individual projects. The Addendum also includes a listing of departmental capital needs for which funding has not been identified.

2003-04 Budget Message

The Proposed 2003-04 Capital Projects/Refurbishments Budget reflects the Board of Supervisors' continuing commitment to allocate a significant amount of available one-time funding to expand, replace and refurbish the County's capital assets and infrastructure. From 1998-99 through 2002-03, the Board of Supervisors has allocated \$342.1 million of one-time General Fund funding to address the County's General Fund capital asset and infrastructure needs. The Proposed 2003-04 Capital Projects/Refurbishments Budget includes the ongoing appropriation of \$166.2 million allocated in prior fiscal years, as well as \$18.3 million in additional one-time funding to support ongoing capital projects and the conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center/Skilled Nursing Facility. In addition, the Proposed 2003-04 Capital Projects/Refurbishments Budget includes \$167.8 million in projects that are funded from grant funds or other revenue sources.

2003-04 Budget Message

The Proposed 2003-04 General Fund appropriation of \$352.3 million represents the budgetary requirements of 253 General Fund projects currently under development, design or construction. The Proposed 2003-04 Capital Projects/Refurbishments Budget reflects the following changes from the 2002-03 Budget:

- A net decrease of \$57.7 million in appropriation due to the completion of 72 projects and the encumbrance of design and construction contracts on other projects. These decreases are partially offset by the inclusion of 15 new projects and increases in appropriation for the County Data Center and the Athens, Palmdale and San Dimas Sheriff Stations.
- A net decrease of \$24.2 million in revenue due to the completion of projects that were partially or fully offset by revenue, as well as continuing progress on projects that are funded from grant revenues. The decrease is partially offset by the inclusion of new projects funded by the State's Proposition 12 Bond Act and other grant and revenue sources.
- A net decrease of \$33.5 million in net County cost due to the completion of projects as well as continuing progress on projects funded in the past several fiscal years. The decrease is partially offset by additional General Fund support for the County Data Center and the Athens, Palmdale and San Dimas Sheriff Stations, as well as the use of one-time tobacco settlement funds to convert High Desert Hospital to a Multi-Service Ambulatory Care Center/Skilled Nursing Facility.

Strategic Planning

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

Since 1998-99, the County has expended \$328.3 million to upgrade the physical plant of General Fund departments. The \$352.3 million in appropriation in the Proposed 2003-04 Capital Projects/Refurbishments Budget reflects the continuation of 238 projects and the addition of 15 new projects that are scheduled to be completed within the next five years. Project scopes, schedules, costs and budgetary requirements are continuously reviewed and adjusted annually in the Capital Projects/Refurbishments Budget.

Critical Needs

Departments identified more than \$800 million in unfunded capital needs during the 2003-04 budget process. These unfunded needs include projects to renovate, replace and expand the departments' capital assets to meet projected service requirements, obtain operational efficiencies and improve workplace conditions. There continues to be a critical need to address the County's aging capital assets and infrastructure through renovation or replacement to meet current code requirements, accommodate technological changes, and replace inefficient building systems.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,235,000	\$ -726,000	\$ -509,000	--

Animal Care and Control: The reduction in appropriation, revenue and net County cost reflects the completion of the Downey animal shelter and the renovation of office space in Long Beach to accommodate the relocation of the department's administrative and management staff. *Supports Countywide Strategic Plan Goal 2, Strategy 2 and Goal 4, Strategy 2.*

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
2.	\$ -3,232,000	\$ -1,030,000	\$ -2,202,000	--
	<u>Beaches and Harbors:</u> The reduction in appropriation, revenue and net County cost reflects the award of design and consultant agreements for projects at Dockweiler, Torrance, Venice and Will Rogers beaches and the continuing replacement of 158 lifeguard towers at all the County's beaches. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2 and Goal 4, Strategy 2.</i>			
3.	\$ -9,498,000	\$ --	\$ -9,498,000	--
	<u>East Los Angeles Civic Center:</u> The reduction in appropriation, revenue and net County cost reflects the award of construction contracts for the East Los Angeles Library Replacement and the first phase of other Civic Center improvements, as well as additional design costs. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2 and Goal 6, Strategy 3.</i>			
4.	\$ 1,784,000	\$ 7,422,000	\$ -5,638,000	--
	<u>Health Services:</u> The increase in appropriation and revenue and reduction in net County cost reflects the realignment of Health Services' capital projects to support the department's System Redesign. The increase in appropriation and revenue reflects the addition of funding to convert High Desert Hospital to a Multi-Service Ambulatory Care Center/Skilled Nursing Facility, funded by tobacco settlement funds, and the relocation of the Public Health laboratory to the 1100 Building on the south campus of Rancho Los Amigos, funded by a federal bio-terrorism grant. This increase in appropriation is largely offset by the discontinuation of projects to meet seismic standards for acute care inpatient facilities under Senate Bill 1953 at High Desert Hospital and Rancho Los Amigos National Rehabilitation Center, as well as the completion of 10 projects at Martin Luther King/Drew Medical Center, Olive View Medical Center, Hollywood-Wilshire Health Center, and other Health Services' facilities, resulting in an overall reduction in net County cost. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2; Goal 4, Strategy 1; and Goal 4, Strategy 2.</i>			
5.	\$ 1,802,000	\$ --	\$ 1,802,000	--
	<u>Internal Services:</u> The increase in appropriation and net County costs reflects the allocation of an additional \$6.0 million to support design activities on the County Data Center, partially offset by expenditures on programming and design of the data center in 2002-03. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2 and Goal 4, Strategy 2.</i>			
6.	\$ -431,000	\$ -135,000	\$ -296,000	--
	<u>Museum of Natural History:</u> The reduction in appropriation, revenue and net County cost reflects the completion of the electrical panel upgrade project and access improvements required by the American with Disabilities Act. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
7.	\$ -28,794,000	\$ -19,841,000	\$ -8,953,000	--
	<u>Parks and Recreation:</u> The reduction in appropriation, revenue and net County cost reflects the completion of 33 projects throughout the County, the award of design and construction contracts on other projects, and the transfer of grant funding to the Los Angeles Philharmonic for the renovation of the Hollywood Bowl shell. The reduction in appropriation and revenue is offset, in part, by the addition of nine projects funded from the State Proposition 12 Bond Act grants and other revenue sources. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			

Capital Projects/Refurbishments (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
8.	\$ -5,692,000	\$ 10,553,000	\$ -16,245,000	--
	<u>Probation:</u> The reduction in appropriation and a portion of the reduction in net County cost reflect the award of a construction contract for the Eastlake Court entry project, the continuation of the Central Juvenile Hall housing unit replacement project, the award of a demolition contract as the first phase of the Los Padrinos Juvenile Hall housing unit replacement project and the completion of the construction of female showers at seven probation camps. The increase in revenue and further reduction in net County cost reflects the anticipated receipt of State grant funds in support of the Central Juvenile Hall housing unit replacement project. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
9.	\$ -3,367,000	\$ -2,350,000	\$ -1,017,000	--
	<u>Public Library:</u> The reduction in appropriation, revenue and net County cost reflects the cancellation of the Lennox Library Replacement Project, and the completion of programming and environmental studies necessary to support State bond act applications for new libraries in Lawndale and the East San Gabriel Valley. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
10.	\$ -12,540,000	\$ -7,560,000	\$ -4,980,000	--
	<u>Sheriff:</u> The reduction in appropriation, revenue and net County cost reflects the completion of various hazard mitigation projects funded by the Federal Emergency Management Agency, the award of a construction contract for the San Dimas Sheriff Station, and the award of a contract for closure and remediation of the Pitchess Honor Rancho landfill. These reductions are offset in part by the allocation of an additional \$8.3 million in support of the construction of the San Dimas and Palmdale Sheriff Stations and programming and design of a Sheriff station in the unincorporated area of Athens as a cost-effective alternative to the replacement of the Lennox Sheriff Station. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
11.	\$ 3,515,000	\$ -10,535,000	\$ 14,050,000	--
	<u>Various Facilities:</u> The increase in appropriation and net County cost reflects the carryover of fund balance in the Capital Projects/Refurbishment Budget for high priority capital projects, environmental and hazardous material remediation, and demolition of vacant structures that represent a public safety hazard or attractive nuisance. The increase in appropriation and net County cost is offset in part by the completion of six projects, including the Altadena Community Center and refurbishment of office space for the various departments, and the transfer of \$4 million to the Project and Facility Development Fund to provide for environmental investigations in support of ongoing and proposed capital improvements. The reduction in revenue reflects the award of a construction contract for the Grand Avenue Realignment Project, which was funded by the Music Center and State and federal transportation funds. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2 and Goal 4, Strategy 2.</i>			
Total \$	-57,688,000	\$ -24,202,000	\$ -33,486,000	0.0

CHIEF INFORMATION OFFICER
JON W. FULLINWIDER, CHIEF INFORMATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,780,908	\$ 2,324,000	\$ 2,572,000	\$ 2,593,000	\$ 2,480,000	\$ -92,000
SERVICES & SUPPLIES	836,939	3,571,000	3,577,000	952,000	946,000	-2,631,000
OTHER CHARGES	11,888	20,000	20,000	20,000	20,000	
FIXED ASSETS-EQUIP	74,099	907,000	922,000	165,000	165,000	-757,000
GROSS TOTAL	\$ 2,703,834	\$ 6,822,000	\$ 7,091,000	\$ 3,730,000	\$ 3,611,000	\$ -3,480,000
REVENUE	44,643	17,000	17,000	17,000	17,000	
NET COUNTY COST	\$ 2,659,191	\$ 6,805,000	\$ 7,074,000	\$ 3,713,000	\$ 3,594,000	\$ -3,480,000
BUDGETED POSITIONS	18.0	18.0	18.0	18.0	17.0	-1.0
REVENUE DETAIL						
MISCELLANEOUS	\$ 44,643	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	
TOTAL	\$ 44,643	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

The Chief Information Officer (CIO) is responsible to the Board of Supervisors for developing and implementing strategic direction and vision for the effective application of Information Technology (I/T) throughout the County of Los Angeles. The CIO guides the countywide business automation planning process, develops enterprise computer and telecommunications standards to ensure compatibility, reviews all automation initiatives to ensure alignment with departmental and County objectives, and develops strategies that promote County “electronic government” technologies to provide more efficient means of delivering services to the public.

In the area of information security and privacy, the CIO provides countywide leadership and is responsible for developing, implementing and monitoring I/T privacy and security policies and practices throughout the County. The Information Security and Privacy Office (ISPO) ensures that County departments comply with internal policies, best practices, and regulatory standards for the protection, security, and privacy of I/T assets. In a broader capacity, the ISPO coordinates the County’s compliance under the Health Insurance Portability and Accountability Act (HIPAA) of 1996, regulating the protection and security of patient health data for all affected County entities.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$3,480,000 primarily due to deletions of one-time funding for the HIPAA Compliance Initiatives (\$1,500,000) and the Security Action Plan (\$1,882,000) for network security, cyber terrorism, and anti-virus initiatives, and the deletion of on-going funding for 1.0 Senior Information Technology Consultant to address the County’s projected structural deficit funding for fiscal year (FY) 2003-04. The Proposed Budget provides for higher costs from previously negotiated salaries and employee benefits increases.

Strategic Planning

The CIO continues to support the County’s Strategic Planning effort through its oversight role of reviewing I/T contracts and business automation plans to ensure alignment with departmental and countywide goals. In the FY 2003-04 budget year, the CIO will publish an Enterprise Information Technology Strategic Plan that further guides the County in better management of I/T resources towards improving service delivery and increasing organizational effectiveness.

Critical Needs

The Department's critical needs include: 1) \$1,000,000 in funding to broaden activities implemented under the Security Action Plan and implementation costs in response to more defined security regulations enacted under HIPAA; 2) \$500,000 in funding to provide for ongoing HIPAA Privacy costs such as training and outside attorney fees; 3) \$127,000 in funding to initiate an At-Risk Youth Projects A+ Certification Program for selected youth detained at the Probation Camps to receive A+ Certification and hands-on training; and 4) \$95,000 in funding to cover higher lease costs to relocate to a facility that would accommodate all CIO staff.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -113,000	\$ --	\$ -113,000	-1.0
	<u>Geographic Information System:</u> Reflects the deletion of funding for 1.0 Senior Information Technology Consultant that would have provided countywide coordination for Geographic Information Systems activities needed to address the County's projected structural deficit funding for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -1,500,000	\$ --	\$ -1,500,000	--
	<u>Health Insurance Portability and Accountability Act (HIPAA) of 1996:</u> Reflects the deletion of one-time services and supplies funding for the assessment and planning of countywide compliance with HIPAA. <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ -1,882,000	\$ --	\$ -1,882,000	--
	<u>Security Action Plan:</u> Reflects the deletion of one-time services and supplies funding of \$1,125,000 and fixed assets funding of \$757,000 for network security, cyber terrorism, and anti-virus initiatives. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 19,000	\$ --	\$ 19,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 2,000	\$ --	\$ 2,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -6,000	\$ --	\$ -6,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
Total \$	-3,480,000	\$ 0	\$ -3,480,000	-1.0

CHIEF INFORMATION OFFICER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 3,611,000	\$ --	\$ 17,000	\$ 3,594,000	\$ 21,000	\$ 3,573,000	17.0

1. Information Technology Planning/Oversight

Authority: Non-mandated, discretionary program - strategic leadership for the effective application of Information Technology (I/T) within the County and assisting in compliance with the Health Insurance Portability and Accountability Act (HIPAA) of 1996, Federal Regulation §164.530.

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

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

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

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

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
HIPAA Compliance				
<u>Input</u>				
Number of actual assigned technology consultants	n/a	n/a	3	3
<u>Workload/Output</u>				
Number of compliant entities	n/a	n/a	3	3
<u>Efficiency</u>				
Number of compliant entities per technology consultant	n/a	n/a	1	1
<u>Quality</u>				
Percentage of entities in compliance with HIPAA Privacy Regulations and Transaction and Code Sets	n/a	n/a	100%	100%
General Oversight				
<u>Input</u>				
Number of actual assigned technology consultants	n/a	8	9	9
<u>Workload/Output</u>				
Number of Board actions, requests, and referrals	n/a	104	118	120
<u>Efficiency</u>				
Number of Board actions, requests, and referrals per technology consultant	n/a	13	13	13

Chief Information Officer (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u> Percentage of Chief Information Officer responses provided to Board office and client departments within schedule	n/a	80%	85%	90%

Explanatory Note(s):
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$ 3,611,000	\$ 0	\$ 17,000	\$ 3,594,000	\$ 21,000	\$ 3,573,000	17.0

CHIEF INFORMATION OFFICER

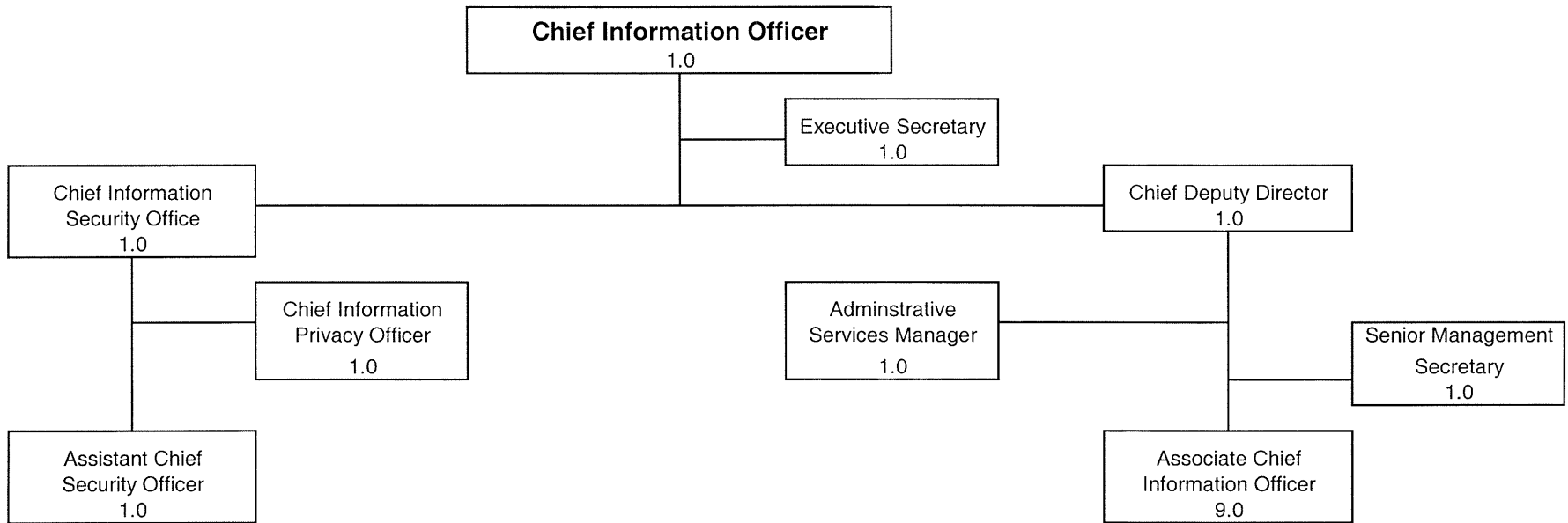
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	1,809,000	1,890,000	1,811,000	-79,000
Employee Benefits	515,000	682,000	669,000	-13,000
Total Salaries and Employee Benefits	2,324,000	2,572,000	2,480,000	-92,000
<u>Services and Supplies</u>				
Communications	36,000	27,000	30,000	3,000
Computer Equipment-noncapital	74,000	1,000	25,000	24,000
Computer Software	149,000	149,000	149,000	0
Information Technology Services	21,000	75,000	56,000	-19,000
Insurance	5,000	5,000	5,000	0
Maintenance-Equipment	68,000	61,000	68,000	7,000
Maintenance-Buildings and Improvements	36,000	0	0	0
Memberships	5,000	5,000	5,000	0
Miscellaneous Expense	52,000	0	15,000	15,000
Office Expense-Other	63,000	63,000	28,000	-35,000
Professional and Specialized Services	2,739,000	2,791,000	164,000	-2,627,000
Publication and Legal Notices	10,000	0	12,000	12,000
Rents and Leases-Bldg and Improvements	1,000	4,000	2,000	-2,000
Rents and Leases-Equipment	234,000	293,000	306,000	13,000
Training	20,000	27,000	20,000	-7,000
Transportation and Travel-Auto Mileage	3,000	3,000	3,000	0
Transportation and Travel-Auto Service	1,000	0	1,000	1,000
Transportation and Travel-Traveling	15,000	35,000	15,000	-20,000
Utilities	39,000	38,000	42,000	4,000
Total Services and Supplies	3,571,000	3,577,000	946,000	-2,631,000
<u>Other Charges</u>				
Judgments and Damages Expenses	6,000	6,000	6,000	0
Capital Leases	14,000	14,000	14,000	0
Total Other Charges	20,000	20,000	20,000	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	882,000	882,000	125,000	-757,000
Major Office Equipment	25,000	40,000	40,000	0
Total Equipment	907,000	922,000	165,000	-757,000
Total Fixed Assets	907,000	922,000	165,000	-757,000

Chief Information Officer (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	6,822,000	7,091,000	3,611,000	-3,480,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	6,822,000	7,091,000	3,611,000	-3,480,000
REVENUES:				
Miscellaneous Revenues	17,000	17,000	17,000	0
TOTAL REVENUES	17,000	17,000	17,000	0
NET COUNTY COST	6,805,000	7,074,000	3,594,000	-3,480,000

CHIEF INFORMATION OFFICER
Jon W. Fullinwider, Chief Information Officer
Total 2003-04 Proposed Budget Positions = 17.0



**CHILD SUPPORT SERVICES
PHILIP L. BROWNING, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 96,813,505	\$ 110,132,000	\$ 114,795,000	\$ 116,754,000	\$ 116,754,000	\$ 1,959,000
SERVICES & SUPPLIES	70,554,935	68,446,000	69,260,000	66,741,000	66,741,000	-2,519,000
OTHER CHARGES	5,925	401,000	151,000	151,000	151,000	
FIXED ASSETS-EQUIP	95,158	15,000				
GROSS TOTAL	\$ 167,469,523	\$ 178,994,000	\$ 184,206,000	\$ 183,646,000	\$ 183,646,000	\$ -560,000
REVENUE	172,215,205	183,865,000	184,206,000	183,646,000	183,646,000	-560,000
NET COUNTY COST	\$ -4,745,682	\$ -4,871,000	\$	\$	\$	\$
BUDGETED POSITIONS	2,034.0	2,035.0	2,035.0	2,028.0	2,028.0	-7.0
REVENUE DETAIL						
STATE-OTHER	\$ 74,367,176	\$ 62,258,000	\$ 62,446,000	\$ 62,440,000	\$ 62,440,000	\$ -6,000
FEDERAL-OTHER	96,508,017	120,975,000	121,580,000	121,206,000	121,206,000	-374,000
OTHER GOVT AGENCIES	58,360	66,000				
CHRGs FOR SVCS-OTHER	12,197		180,000			-180,000
OTHER SALES	2,594					
MISCELLANEOUS	1,266,861	566,000				
TOTAL	\$ 172,215,205	\$ 183,865,000	\$ 184,206,000	\$ 183,646,000	\$ 183,646,000	\$ -560,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC PROTECTION		JUDICIAL	

Mission Statement

The Child Support Services Department will improve the quality of life for children and families by providing timely, accurate, and responsive child support services.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a reduction in appropriation to offset a reduction in State revenue. The Department anticipates that further funding adjustments, including potential curtailments, may be required when the State issues its 2003-04 allocation. The Proposed Budget also includes increased charges for workers' compensation, retirement, and other overhead costs, reducing the Department's spending ability within the fixed State allocation. The Proposed Budget also reflects position changes to move the Department away from dependence on attorney managers and toward professional child support personnel in administrative and management positions. Additionally, the Department seeks to decrease dependence upon contract clerical personnel by hiring temporary employees.

Strategic Planning

The Department has recently completed its Departmental Strategic Plan, which supports the Countywide Strategic Plan goals and strategies. The Department is also working closely with the State Department of Child Support Services executive team to develop a Performance Improvement Plan, which is required of all counties under the State's Quality Assurance and Performance Improvement (QAPI) program.

Critical Needs

The Department's Proposed Budget supports the electronic data processing (EDP) needs of two other counties, Orange and San Diego. Statewide, all of the counties have requested additional funding in EDP which may not be available from the State. In the event of a cutback of the EDP consortium budget, Los Angeles County may be exposed to the risk of absorbing a disproportionate cutback unless there is a successful negotiation with the other two counties to share this cost.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 376,000	\$ 376,000	\$ --	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits. <i>Supports Countywide Strategic Plan Goal 2 and Goal 4, Strategy 1.</i>			
2.	\$ 1,811,000	\$ 1,811,000	\$ --	--
	<u>Unavoidable Cost Increases:</u> Reflects increased costs for retirement, dental insurance, disability, health insurance, Megaflex, Options, workers' compensation and retirement debt services. <i>Supports Countywide Strategic Plan Goal 2 and Goal 4, Strategy 1.</i>			
3.	\$ -228,000	\$ -228,000	\$ --	-7.0
	<u>Administration and Support:</u> Reflects the Department's decision to decrease dependence on attorney staff and managers and temporary clerical workers while strengthening the Department's facilities planning, employee relations, safety, customer service, and quality assurance capabilities. <i>Supports Countywide Strategic Plan Goal 2 and Goal 3.</i>			
4.	\$ -2,519,000	\$ -2,519,000	\$ --	--
	<u>Services and Supplies:</u> Reflects a reduction in various services and supplies accounts needed to absorb unavoidable cost increases including salaries and employee benefits, workers' compensation, and retirement debt services and to absorb a revenue reduction of \$560,000 based upon the Department's fiscal year 2002-03 State allocation (finalized on December 17, 2002). Reduced services include fewer investigations with the District Attorney and a reduction in the Department's ability to contract for services from private sector sources, such as supplemental locate services. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
Total \$	-560,000	\$ -560,000	\$ 0	-7.0

CHILD SUPPORT SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$140,953,000	\$ --	\$ 140,953,000	\$ --	\$ --	\$ --	1,791.0

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

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

Program Outcome: To locate parents who owe support, establish paternity, establish support orders, secure health insurance coverage, modify court orders, and enforce court orders for child and spousal support.

Service Delivery Standard: Establishment of targeted efforts to improve performance related to the federal performance measures below.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Families served	576,070	495,396	553,000	570,000
<u>Workload/Output</u>				
Total collections	\$425,000,000	\$455,987,234	\$487,898,000	\$512,293,000
<u>Efficiency</u>				
Percentage of paternity established	58.51%	110.70%	110.70%	110.70%
Percentage of cases with a child support order	62.38%	70.85%	70.85%	70.85%
<u>Quality</u> ⁽¹⁾				
Percentage of current support collected	32.08%	33.30%	45.00%	45.00%
Percentage of cases with arrearage collections	46.60%	45.35%	50.00%	55.00%

Explanatory Note(s):

(1) The Quality measures will provide the foundation for new baseline data.

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

- Paternity Establishment - The total number of children in the open active federal Title IV-D caseload (not including emancipated or over age 18) born out-of-wedlock for whom paternity has been established compared to the total number of children born out-of-wedlock in the open active caseload who require the establishment of paternity (during the reporting period).
- Cases with a Child Support Order - The total number of cases in the federal Title IV-D caseload with support orders (including orders for zero cash support, child support reserved, or health insurance/medical support only) compared with the total open active caseload, with and without support orders (last day of reporting period).
- Current Support Collected - The total amount of current support disbursed (including voluntary payments) compared to the amount of current support due (during the reporting period).
- Cases Paying Towards Arrears - The total number of cases in the federal Title IV-D caseload for which any arrears payment was disbursed compared to the total number of cases for which there are any arrears due (during the reporting period).

Child Support Services (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Administration

\$ 6,506,000 \$ -- \$ 6,506,000 \$ -- \$ -- \$ -- 110.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes executive office, fiscal management (budget, procurement, accounting), human resources (personnel/payroll), facilities management, employee relations, and contract management.

Program Outcome: Provide adequate staffing, funding, and facilities to carry out the Department's mission.

Service Delivery Standard: Maintain vacancy factor of 7.0 percent or less of budgeted items.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted positions	n/a	2,034	2,035	2,028
<u>Workload/Output</u>				
Average monthly number of employees hired	n/a	10	6	6
<u>Efficiency</u>				
Number of vacant items	n/a	284	147	100
<u>Quality</u>				
Percentage of vacant items	n/a	13.9%	7.2%	4.9%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Information Technology

\$36,187,000 \$ -- \$ 36,187,000 \$ -- \$ -- \$ -- 127.0

Authority: Non-mandated, discretionary program, inclusive of a mandated child support enforcement system and administrative support systems.

Provides automation technology to the Department in order to continually enhance productivity and cost-effectiveness.

Program Outcome: To provide a broad range of information technology services to the Department and the ACSES Replacement System (ARS) Consortium, including primary support for ARS, new applications development, and management information systems.

Service Delivery Standard: Maintain the automated child support enforcement system for the consortium that includes Orange, San Diego and Los Angeles Counties.

Child Support Services (cont'd)

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>	
<u>Input</u>						
Number of staff		n/a	n/a	n/a	127.0	
<u>Workload/Output</u>						
Number of major systems		n/a	n/a	n/a	4	
<u>Efficiency</u>						
Number of improvements to systems		n/a	n/a	n/a	15	
<u>Quality</u>						
Percent of "up" time of the major systems		n/a	n/a	n/a	99%	
Explanatory Note(s): n/a=not available						
<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$183,646,000	\$ 0	\$ 183,646,000	\$ 0	\$ 0	\$ 0	2,028.0

CHILD SUPPORT SERVICES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	81,362,000	84,724,000	85,149,000	425,000
Employee Benefits	28,770,000	30,071,000	31,605,000	1,534,000
Total Salaries and Employee Benefits	110,132,000	114,795,000	116,754,000	1,959,000
<u>Services and Supplies</u>				
Communications	2,697,000	2,930,000	3,136,000	206,000
Computer Equipment-noncapital	1,091,000	1,128,000	1,319,000	191,000
Computer Software	349,000	590,000	561,000	-29,000
Household Expenses	12,000	48,000	7,000	-41,000
Information Technology Services	20,015,000	20,021,000	19,747,000	-274,000
Insurance	137,000	100,000	100,000	0
Jury and Witness Expense	0	1,000	0	-1,000
Maintenance-Buildings and Improvements	53,000	50,000	50,000	0
Maintenance-Equipment	70,000	60,000	56,000	-4,000
Memberships	155,000	159,000	148,000	-11,000
Miscellaneous Expense	332,000	332,000	333,000	1,000
Office Expense-Other	1,994,000	1,960,000	1,638,000	-322,000
Office Expense-Postage	1,512,000	1,519,000	1,519,000	0
Office Expense-Stat and Forms	748,000	761,000	661,000	-100,000
Professional and Specialized Services	24,151,000	23,225,000	20,457,000	-2,768,000
Rents and Leases-Bldg and Improvements	10,032,000	11,020,000	11,181,000	161,000
Rents and Leases-Equipment	612,000	581,000	681,000	100,000
Special Departmental Expense	165,000	196,000	85,000	-111,000
Telecommunications	3,769,000	4,011,000	4,579,000	568,000
Training	0	15,000	0	-15,000
Transportation and Travel-Auto Mileage	140,000	140,000	140,000	0
Transportation and Travel-Auto Service	14,000	14,000	14,000	0
Transportation and Travel-Other	20,000	20,000	20,000	0
Transportation and Travel-Traveling	249,000	250,000	250,000	0
Utilities	129,000	129,000	59,000	-70,000
Total Services and Supplies	68,446,000	69,260,000	66,741,000	-2,519,000

Child Support Services (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Charges</u>				
Judgments and Damages	401,000	151,000	151,000	0
Total Other Charges	401,000	151,000	151,000	0
<u>Fixed Assets</u>				
Equipment:				
Electronic Equipment	15,000	0	0	0
Total Equipment	15,000	0	0	0
Total Fixed Assets	15,000	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	178,994,000	184,206,000	183,646,000	-560,000
TOTAL NET REQUIREMENTS	178,994,000	184,206,000	183,646,000	-560,000
REVENUES:				
Intergovernmental Revenues-Federal	120,975,000	121,580,000	121,206,000	-374,000
Intergovernmental Revenues-State	62,258,000	62,446,000	62,440,000	-6,000
Intergovernmental Revenues-Other	66,000	180,000	0	-180,000
Miscellaneous Revenues	566,000	0	0	0
TOTAL REVENUES	183,865,000	184,206,000	183,646,000	-560,000
NET COUNTY COST	-4,871,000	0	0	0

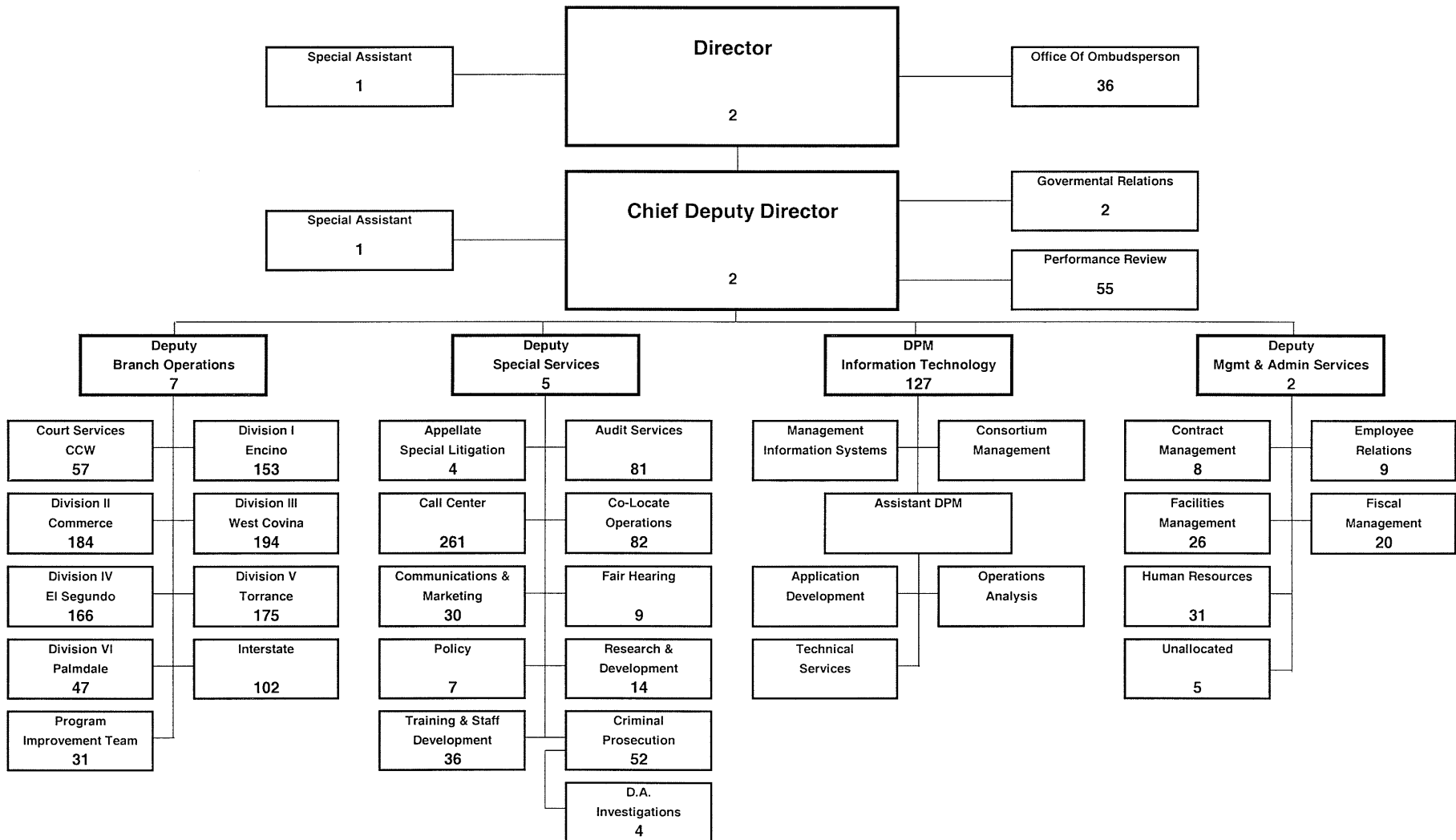
CHILD SUPPORT SERVICES DEPARTMENT

Philip L. Browning, Director

ORGANIZATION CHART

Fiscal Year 2003-04

Proposed Positions = 2,028



CHILDREN AND FAMILY SERVICES
DAVID B. SANDERS, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 390,698,443	\$ 410,431,000	\$ 429,187,000	\$ 448,131,000	\$ 418,562,000	\$ -10,625,000
SERVICES & SUPPLIES	160,699,780	155,832,000	183,395,000	125,587,000	151,691,000	-31,704,000
OTHER CHARGES	769,526,141	801,559,000	790,577,000	866,431,000	813,254,000	22,677,000
FIXED ASSETS-EQUIP	1,570,866	1,175,000	1,175,000	1,455,000	960,000	-215,000
OTHER FINANCING USES		1,300,000	1,300,000	1,300,000	2,776,000	1,476,000
GROSS TOTAL	\$ 1,322,495,230	\$ 1,370,297,000	\$ 1,405,634,000	\$ 1,442,904,000	\$ 1,387,243,000	\$ -18,391,000
LESS INTRAFD TRANSFER	8,448,169	5,695,000	4,072,000	1,675,000	1,675,000	-2,397,000
NET TOTAL	\$ 1,314,047,061	\$ 1,364,602,000	\$ 1,401,562,000	\$ 1,441,229,000	\$ 1,385,568,000	\$ -15,994,000
REVENUE	1,152,337,026	1,183,890,000	1,257,769,000	1,227,305,000	1,216,865,000	-40,904,000
NET COUNTY COST	\$ 161,710,035	\$ 180,712,000	\$ 143,793,000	\$ 213,924,000	\$ 168,703,000	\$ 24,910,000
BUDGETED POSITIONS	6,922.0	6,956.0	6,956.0	6,885.0	6,655.0	-301.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 185,222,128	\$ 208,829,000	\$ 209,744,000	\$ 212,401,000	\$ 198,678,000	\$ -11,066,000
ST AID-PUB ASST PROG	195,327,416	214,611,000	195,661,000	227,567,000	223,499,000	27,838,000
STATE-OTHER	4,296,545	2,987,000	2,987,000	3,070,000	3,070,000	83,000
STATE-REALIGNMENT REV	178,075,000	179,455,000	193,643,000	178,075,000	178,075,000	-15,568,000
FEDERAL-PUB ASST-ADM	321,021,125	304,313,000	368,665,000	318,444,000	336,236,000	-32,429,000
FED AID-PUB ASST PROG	263,284,158	267,987,000	279,045,000	281,184,000	270,743,000	-8,302,000
FEDERAL-OTHER	214,728	2,146,000	3,405,000	3,405,000	3,405,000	
ADOPTION FEES	567,089	550,000	550,000	550,000	550,000	
INSTIT CARE & SVS	7,134					
CHRGs FOR SVCS-OTHER	63,106					
OTHER SALES	1,039					
MISCELLANEOUS	4,252,151	2,846,000	3,328,000	2,600,000	2,600,000	-728,000
SALE OF FIXED ASSETS	5,407					
OPERATING TRANSFER IN		166,000	741,000	9,000	9,000	-732,000
TOTAL	\$ 1,152,337,026	\$ 1,183,890,000	\$ 1,257,769,000	\$ 1,227,305,000	\$ 1,216,865,000	\$ -40,904,000

CHILDREN AND FAMILY SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 365,740,372	\$ 390,449,000	\$ 401,766,000	\$ 448,131,000	\$ 418,562,000	\$ 16,796,000
SERVICES & SUPPLIES	152,037,224	146,037,000	168,155,000	122,517,000	148,621,000	-19,534,000
OTHER CHARGES	67,809,352	66,410,000	86,068,000	96,206,000	65,801,000	-20,267,000
FIXED ASSETS-EQUIP	1,476,126	1,175,000	1,175,000	1,455,000	960,000	-215,000
OTHER FINANCING USES		1,300,000	1,300,000	1,300,000	2,776,000	1,476,000
GROSS TOTAL	\$ 587,063,074	\$ 605,371,000	\$ 658,464,000	\$ 669,609,000	\$ 636,720,000	\$ -21,744,000
LESS INTRAFD TRANSFER	8,448,169	4,250,000	3,335,000	230,000	230,000	-3,105,000
NET TOTAL	\$ 578,614,905	\$ 601,121,000	\$ 655,129,000	\$ 669,379,000	\$ 636,490,000	\$ -18,639,000
REVENUE	509,316,687	522,247,000	578,533,000	549,996,000	554,065,000	-24,468,000
NET COUNTY COST	\$ 69,298,218	\$ 78,874,000	\$ 76,596,000	\$ 119,383,000	\$ 82,425,000	\$ 5,829,000
BUDGETED POSITIONS	6,486.0	6,516.0	6,516.0	6,885.0	6,655.0	139.0
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 182,789,455	\$ 207,179,000	\$ 205,172,000	\$ 212,401,000	\$ 198,678,000	\$ -6,494,000
STATE-OTHER	1,006,860					
STATE-REALIGNMENT REV	14,287,000	15,667,000	15,667,000	14,287,000	14,287,000	-1,380,000
FEDERAL-PUB ASST-ADM	308,283,496	295,897,000	351,450,000	318,444,000	336,236,000	-15,214,000
FEDERAL-OTHER	398,168	2,146,000	3,405,000	3,405,000	3,405,000	
ADOPTION FEES	567,089	550,000	550,000	550,000	550,000	
CHRGs FOR SVCS-OTHER	63,037					
OTHER SALES	1,039					
MISCELLANEOUS	1,915,136	642,000	1,548,000	900,000	900,000	-648,000
SALE OF FIXED ASSETS	5,407					
OPERATING TRANSFER IN		166,000	741,000	9,000	9,000	-732,000
TOTAL	\$ 509,316,687	\$ 522,247,000	\$ 578,533,000	\$ 549,996,000	\$ 554,065,000	\$ -24,468,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC ASSISTANCE		ADMINISTRATION	

Mission Statement

The Department of Children and Family Services (DCFS) will, with its community partners, provide a comprehensive child protection system of prevention, preservation and permanency to ensure that children grow up safely, physically and emotionally healthy, educated, and in permanent homes.

2003-04 Budget Message

The 2003-04 Proposed Budget for Administration reflects a decrease of \$21.7 million in gross appropriation and a net County cost (NCC) increase of \$5.8 million, as well as a net increase of 139.0 positions. Major changes are attributable to the closure of MacLaren Children's Center (MCC). Approximately \$8.3 million of the \$17.8 million NCC previously included in the MCC Budget has been transferred to the Administration Budget to enable the Department to provide services/programs to the type of youth previously served at MCC. Approximately \$9.5 million of the \$17.8 million NCC previously included in the MCC Budget has been transferred to the Provisional Financing Uses (PFU) Budget pending identification of additional services/programs to serve the population of youth formerly served by MCC.

2003-04 Budget Message (cont'd)

Other major components of the changes are:

- \$19.0 million decrease in gross appropriation and \$4.7 million in NCC to transfer the funding for Wraparound contracts to the DCFS - Assistance Budget. A corresponding increase in appropriation and NCC is reflected in the Proposed Budget.
- \$13.2 million decrease in gross appropriation and a redirection of \$3.4 million in NCC due to a reduction in federal Emergency Assistance (EA) Temporary Assistance for Needy Families (TANF) funding.
- \$7.3 million increase in gross appropriation and \$0.9 million in NCC due to previously negotiated increases in salaries and employee benefit costs.

The Department is currently refining its federal revenue estimates for 2003-04 which they believe may be overstated. If material changes are identified, the revisions will be incorporated in the final changes phase of the budget process.

Strategic Planning

The Department has begun the process of preparing its Strategic Plan for the next three fiscal years.

Critical Needs

The Department's unmet critical needs include additional positions and operating costs for Board and Court mandates, as well as the need to implement recommendations from the Inspector General, the Foster Care Task Force and the Auditor-Controller.

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>		<u>Revenue/IFT</u>		<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>						
1.	\$ 8,685,000		\$ 4,450,000		\$ 4,235,000	90.0
	<i>Alternative Uses for MCC Funding-Family Reception and Conferencing Centers: Reflects funding to operate three centers (24 hours per day, 7 days per week) to provide a place where children can wait comfortably while social workers perform activities necessary to identify appropriate placements, as well as a supportive environment to conduct family conferences. Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>					
2.	\$ 2,347,000		\$ 1,202,000		\$ 1,145,000	21.0
	<i>Alternative Uses for MCC Funding-Permanency Teams: Reflects funding to staff five permanency teams to assist case-carrying social workers to find appropriate placements, stabilize existing placements, help create case plans to achieve permanency, and ensure mental health and educational services are accessed. Supports Countywide Strategic Plan Goal 5.</i>					
3.	\$ 1,505,000		\$ 771,000		\$ 734,000	24.0
	<i>Alternative Uses for MCC Funding-Team Decision-Making (TDM): Reflects funding for 24.0 positions for the TDM function which provides for multi-disciplinary conferences to determine the best case plans and placement alternatives. Supports Countywide Strategic Plan Goal 5.</i>					

Children and Family Services (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
4.	\$ 1,375,000	\$ 704,000	\$ 671,000	22.0
	<u>Alternative Uses for MCC Funding-Family Group Decision-Making (FGDM):</u> Reflects funding to add 22.0 additional positions for the FGDM function. <i>Supports Countywide Strategic Plan Goal 5.</i>			
5.	\$ 1,030,000	\$ 528,000	\$ 502,000	20.0
	<u>Alternative Uses for MCC Funding-Family Stabilization:</u> Reflects funding for 20.0 staff for the Emergency Response function to provide emergency child supervision in order to minimize the need for emergency placements and to assist Emergency Response social workers. <i>Supports Countywide Strategic Plan Goal 5.</i>			
6.	\$ 910,000	\$ 466,000	\$ 444,000	14.0
	<u>Alternative Uses for MCC Funding-Public Wraparound:</u> Reflects the transfer of funding and 12.0 positions from the MCC Budget, as well as the addition of 2.0 positions, to the Administration Budget to continue the Public Wraparound program. <i>Supports Countywide Strategic Plan Goal 5.</i>			
7.	\$ 277,000	\$ 208,000	\$ 69,000	2.0
	<u>Alternative Uses for MCC Funding-Medical Director:</u> Reflects funding for a Medical Director and secretary to assist in formulating and developing clinical plans, policies, practices and programs. <i>Supports Countywide Strategic Plan Goal 5.</i>			
8.	\$ 250,000	\$ 128,000	\$ 122,000	4.0
	<u>Alternative Uses for MCC Funding-Triage Teams:</u> Reflects funding to add 4.0 additional positions for the Triage function to identify high-risk child abuse and neglect referrals and to provide Emergency Response investigators with information to conduct comprehensive investigations resulting in positive outcomes for children and families. <i>Supports Countywide Strategic Plan Goal 5.</i>			
9.	\$ -2,413,000	\$ -2,413,000	\$ --	--
	<u>Family Preservation Programs:</u> Reflects the elimination of intrafund transfer revenue from the Department of Public Social Services for the portion of Family Preservation services that was previously funded by the Long-Term Family Self-Sufficiency Program. <i>Supports Countywide Strategic Plan Goal 4.</i>			
10.	\$ -3,832,000	\$ -3,832,000	\$ --	--
	<u>Child Health and Education Passport:</u> Reflects elimination of State, federal and Information Technology Fund funding for the Child Health and Education Passport system. <i>Supports Countywide Strategic Plan Goal 4</i>			
11.	\$ -648,000	\$ -648,000	\$ --	--
	<u>United Friends of the Children (UFC)-Housing and Urban Development (HUD):</u> Reflects the termination of HUD funding from the UFC. <i>Supports Countywide Strategic Plan Goal 4.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ -13,227,000	\$ -16,612,000	\$ 3,385,000	-96.0
	<u>Loss of Emergency Assistance (EA) Temporary Assistance for Needy Families (TANF) Funding:</u> Reflects a reduction in overtime, services and supplies accounts (training/recruitment, information technology, and miscellaneous accounts) and fixed assets accounts; and elimination of 96.0 positions due to a reduction in EA TANF funding, partially offset by a redirection of NCC. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -18,960,000	\$ -14,260,000	\$ -4,700,000	--
	<u>Wraparound Contracts:</u> Reflects the transfer of funding for Wraparound contracts to the Assistance Budget. <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ -7,490,000	\$ -3,837,000	\$ -3,653,000	--
	<u>Other County Departments:</u> Reflects a reduction of funding for services provided by other County departments. <i>Supports Countywide Strategic Plan Goal 4.</i>			
4.	\$ 6,017,000	\$ 5,304,000	\$ 713,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits. <i>Supports Countywide Strategic Plan Goal 2.</i>			
5.	\$ 600,000	\$ 307,000	\$ 293,000	--
	<u>Alternative Uses for MCC Funding-Pension Bond Costs:</u> Reflects transfer of appropriation and NCC previously included in the MCC Budget to the Administration Budget to fund pension bond costs associated with the absorption of a majority of MCC staff into departmental vacancies. <i>Supports Countywide Strategic Plan Goal 4.</i>			
6.	\$ 189,000	\$ 97,000	\$ 92,000	--
	<u>Alternative Uses for MCC Funding-Unavoidable Residual Costs:</u> Reflects funding to maintain the MCC facility (i.e., grounds maintenance, minimal utilities, minimal custodial services, etc.) pending removal of the facility from the County inventory or identification of alternative use for the facility. <i>Supports Countywide Strategic Plan Goal 4.</i>			
7.	\$ -1,492,000	\$ -764,000	\$ -728,000	--
	<u>Unavoidable Cost Increases:</u> Reflects a reduction in overtime needed to absorb unavoidable cost increases such as workers' compensation, long-term disability, etc. <i>Supports Countywide Strategic Plan Goal 4.</i>			
8.	\$ 5,276,000	\$ 2,703,000	\$ 2,573,000	--
	<u>Miscellaneous Salaries and Employee Benefits:</u> Reflects an increase in employee benefits costs and reduced salary savings resulting from the transfer of MCC staff to fill vacancies in the Department. <i>Supports Countywide Strategic Plan Goal 4.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u> (cont'd)				
9.	\$ --	\$ -1,380,000	\$ 1,380,000	--
	<u>Realignment Sales Tax:</u> Reflect the reduction of Realignment Sales Tax revenue. <i>Supports Countywide Strategic Plan Goal 4.</i>			
10.	\$ -2,173,000	\$ -1,113,000	\$ -1,060,000	--
	<u>Rents and Leases:</u> Reflects a reduction in appropriation budgeted for rents and leases to align with anticipated expenditures. <i>Supports Countywide Strategic Plan Goal 4.</i>			
11.	\$ 1,278,000	\$ 1,128,000	\$ 150,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system. <i>Supports Countywide Strategic Plan Goal 4.</i>			
12.	\$ -899,000	\$ -461,000	\$ -438,000	37.0
	<u>Computer Assistance Technicians (CAT):</u> Reflects the savings resulting from migrating this function from contracted staff to in-house staff. <i>Supports Countywide Strategic Plan Goal 4.</i>			
13.	\$ -157,000	\$ -157,000	\$ --	--
	<u>Productivity Investment Fund (PIF) Grants:</u> Reflects full utilization of PIF Grants in fiscal year (FY) 2002-03. <i>Supports Countywide Strategic Plan Goal 4.</i>			
14.	\$ -89,000	\$ -46,000	\$ -43,000	--
	<u>Case Aid:</u> Reflects a reduction in the salary level for the 70 Case Aid positions included in the FY 2002-03 Adopted Budget based on the Department of Human Resources' (DHR) initial determination of the appropriate salary level. <i>Supports Countywide Strategic Plan Goal 4.</i>			
15.	\$ -83,000	\$ -43,000	\$ -40,000	--
	<u>Reclassification of Secretarial Positions:</u> Reflects the reclassification of Secretary II positions for the Department to Senior Typist Clerk positions as a result of DHR's review of the Department's secretarial support staff. <i>Supports Countywide Strategic Plan Goal 4.</i>			
16.	\$ -19,000	\$ --	\$ -19,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines. <i>Supports Countywide Strategic Plan Goal 4.</i>			
17.	\$ 9,000	\$ 5,000	\$ 4,000	--
	<u>Bureau of Children and Family Services (BCFS) Restructure:</u> Reflects the split of BCFS into three bureaus resulting in the addition of 2.0 Bureau Director positions, partially offset by the elimination of 2.0 positions. <i>Supports Countywide Strategic Plan Goal 3.</i>			

Children and Family Services (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
18.	\$ -10,000	\$ -8,000	\$ -2,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases. <i>Supports Countywide Strategic Plan Goal 4.</i>			
19.	\$ --	\$ --	\$ --	2.0
	<u>Sign Language Specialists and Graphic Artists:</u> Reflects 4.0 additional Sign Language Specialist positions offset by a reduction in contracted services, and elimination of 2.0 Graphic Artist positions offset by an increase in contracted services. <i>Supports Countywide Strategic Plan Goal 2.</i>			
20.	\$ --	\$ --	\$ --	-1.0
	<u>Commission for Children and Families:</u> Reflects the transfer of 1.0 Executive Assistant position and 15.0 Commission for Children and Families members to the Board of Supervisors' Executive Office. <i>Supports Countywide Strategic Plan Goal 3.</i>			
Total \$	-21,744,000	\$ -27,573,000	\$ 5,829,000	139.0

CHILDREN AND FAMILY SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Children and Family Services

\$ 337,383,000 \$ -- \$ 293,232,000 \$ 44,151,000 \$ 44,151,000 \$ -- 4,606.0

Authority: Mandated program - California Welfare and Institutions (W&I) Codes 16000 and 16500 - 16515.

Provides services to children and their families when children are at risk due to actual or potential abuse, neglect, abandonment, or exploitation. Emergency response services are available 24 hours every day. Services can be provided when the children remain in the home with their families, as well as when they have been placed in out-of-home care. Services also include the provision of case management and support and medical case management services to ensure that the children for whom the Department is responsible receive adequate, early, and comprehensive medical assessments in accordance with Child Health Disability Prevention (CHDP) requirements. Also, provides for the training of the Children's Social Workers (CSWs) who provide these services and the foster parents who care for the children.

Program Outcome: Children's safety and survival; emotional and social well-being; good health; economic well-being; and educational/workforce readiness.

Service Delivery Standard: 99.4 percent of children in out-of-home care will be safe and not re-victimized by subsequent substantiated child abuse/neglect (CA/N).

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Children in foster care ⁽²⁾	38,273	33,591	30,785	30,000
<u>Workload/Output</u>				
Children in homes assigned by foster care agencies (FCAs) ⁽²⁾	11,487	11,539	11,017	10,590
<u>Efficiency</u>				
Incidents of subsequent CA/N substantiated in homes assigned by FCAs	308	730	400	375
<u>Quality</u>				
Percent of FCAs assigned homes with no subsequent substantiated CA/N	97.3%	93.7%	96.4%	96.5%

Explanatory Note(s):

(1) Based on calendar year.

(2) Previously reported data was extracted from a State report which represents children in the system at any time during the calendar year. This data, based on a point-in-time, was extracted from Child Welfare Services/Case Management System (CWS/CMS) Datamart. The Department is developing a database that will count children versus homes by end of fiscal year 2003.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Adoption Services

\$26,839,000 \$ -- \$ 26,545,000 \$ 294,000 \$ 294,000 \$ -- 391.0

Authority: Mandated program - California W&I Codes 16000, 16130, and 16140 - 16144.

Children and Family Services (cont'd)

2. Adoption Services (cont'd)

Provides adoption services which include the evaluation of children for adoption, the recruitment and placement of children in adoptive homes, the supervision of adoptive placement until the adoption is finalized, post-adoptive services to birth parents and the adoptive parents, services to the Superior Court on independent adoptions arranged by birth parents, and the provision of recommendations to the Superior Court on petitions of persons seeking to legally adopt a stepchild.

Program Outcome: Children's emotional and social well-being.

Service Delivery Standard: 95 percent of children in finalized adoptions will not experience a dissolution of their adoptive home.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Budgeted staff in Adoptions	579	527	398 ⁽²⁾	398 ⁽²⁾
<u>Workload/Output</u>				
Number of finalized adoptions	2,661	2,949	2,121	1,972
<u>Efficiency</u>				
Months between termination of parental rights (TPR) to finalization of adoption	n/a	23.2 ⁽³⁾	22.0	16.0
<u>Quality</u>				
Percent of children placed in out-of-home care exiting through adoption ⁽⁴⁾	7.0%	8.8%	7.5%	6.6%

Explanatory Note(s):

- (1) Based on calendar year.
 - (2) Includes 13 Placement and Recruitment Staff.
 - (3) Data reflects substantial finalizations of long-term backlog cases, which inflated the average time between TPR and finalization of Adoption.
 - (4) The focus is permanency and returning youth to their family safely. A standard goal is that 10 percent of youth in foster care exit the system through adoption.
- n/a=not available

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
\$ 28,489,000	\$ 230,000	\$ 24,123,000	\$ 4,136,000	\$ 4,136,000	\$ --	657.0

3. Foster Care Eligibility Services

Authority: Mandated program - California W&I Codes 11400 - 11469.

Provides for the determination of eligibility, including Medi-Cal, for children placed in out-of-home care. Processes payments to caregivers and provides support to CSWs by completing placement searches and other eligibility related services.

Program Outcome: Children's good health and economic well-being.

Service Delivery Standard: 95 percent of foster care providers shall receive initial payment within 45 days of child's placement.

Children and Family Services (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of staff performing foster care eligibility services	38	49	50	51
<u>Workload/Output</u>				
Number of payments budgeted per month	1,963	2,540	2,600	2,700
<u>Efficiency</u>				
Average payments processed per staff	52	52	52	53
<u>Quality</u>				
Percent of payments made timely within 45 days ⁽¹⁾	n/a	80%	80%	80%

Explanatory Note(s):

(1) Reflects an estimate of payment timeliness. The Department is developing a database that will track timeliness of payments.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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4. Emancipation/Independent Living Program (ILP) Services

\$24,847,000 \$ -- \$ 24,356,000 \$ 491,000 \$ 491,000 \$ -- 143.0

Authority: Non-mandated, discretionary program.

Provides emancipation services to current and former foster care youth who are between the ages of 14 and 21. Training and services are provided to prepare/help emancipating youth to live successfully on their own. Services include assessing the needs of each youth, identifying the type of skills training required, providing counseling, vocational training, and career development. Also includes services provided through a grant from the Weingart Foundation, Housing and Urban Development funding, and other public and private partnerships such as the YMCA and the Covenant House. These services are not funded under the State's ILP and include housing assistance, job training and placement, mentoring, and continuing education.

Program Outcome: Children's safety and survival; educational/workforce readiness; emotional and social well-being; and economic well-being.

Service Delivery Standard: 80 percent of age-appropriate youth will receive ILP services and will have their Transitional Independent Living Plan (TILP) updated every six months.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Department of Children and Family Services and Probation emancipation staff	204	86 ⁽¹⁾	86 ⁽¹⁾	86 ⁽¹⁾
<u>Workload/Output</u>				
Eligible youth	14,054	20,550	21,000	21,500
<u>Efficiency</u>				
Youth receiving ILP services	4,936	6,489	8,500	11,000
<u>Quality</u>				
Percent of youth served	35.1%	31.6% ⁽²⁾	40.5%	51.1%

Children and Family Services (cont'd)

Performance Measures (cont'd)

Explanatory Note(s):

- (1) Number includes 13 Probation ILP staff.
- (2) Decrease due to the identification of a large number of eligible youth which were previously not counted.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Family Preservation (FP) and Support Services

\$ 40,192,000	\$ --	\$ 31,333,000	\$ 8,859,000	\$ 8,859,000	\$ --	18.0
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Authority: Non-mandated, discretionary program.

Provides coordinated multi-disciplinary, community-based service delivery systems for families who have experienced abuse/neglect within their homes, or whose children are unable to remain in the community due to severe emotional disturbance or delinquency. This program is designed to strengthen families thereby preventing placement of children in out-of-home care or limiting out-of-home stays by expediting the safe return of children to their families, homes, and communities.

Program Outcome: Children's safety and survival and social well-being.

Service Delivery Standard: 95 percent of children and families served by Family Preservation will be safe and not re-victimised by subsequent substantiated CA/N within 12 months of case closure.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Families referred for Family Preservation services	3,838	2,590	2,600	2,600
<u>Workload/Output</u>				
Families served	3,761	2,539	2,540	2,540
<u>Efficiency</u>				
Families with no subsequent substantiated CA/N within 12 months of case closure	1,132	-- (1)	1,130	1,130
<u>Quality</u>				
Percent of families with no subsequent substantiated CA/N within 12 months of case closure	91%	-- (1)	91%	91%

Explanatory Note(s):

- (1) Data pending future survey

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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6. Foster Family Home (FFH)/Recruitment Services

\$12,299,000	\$ --	\$ 10,223,000	\$ 2,076,000	\$ 2,076,000	\$ --	86.0
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Authority: Non-mandated, discretionary program.

Recruits foster family homes in Los Angeles County to meet the needs of children who require foster home placement and provides training for foster parents.

Children and Family Services (cont'd)

6. Foster Family Home (FFH)/Recruitment Services (cont'd)

Program Outcome: Children's safety and survival; emotional and social well-being and economic well-being.

Service Delivery Standard: 98 percent of foster family home evaluations will be completed within 90 days of receipt from the State of California Community Care Licensing Agency.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of foster family homes	2,198	2,868	2,500	2,300
<u>Workload/Output</u>				
Assigned foster family homes evaluations	718	688	500 ⁽¹⁾	300
<u>Efficiency</u>				
Completed foster family home evaluations ⁽²⁾	612	695	500	300
<u>Quality</u>				
Percent of timely completed evaluations	n/a	99%	99%	99%

Explanatory Note(s):

(1) Number of requests for home evaluations reduced as a result of changes in State Legislation regarding the type of home that requires an evaluation.

(2) Evaluations may carry over from previous fiscal year.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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7. Community Support Services

\$ 14,403,000	\$ --	\$ 14,378,000	\$ 25,000	\$ 25,000	\$ --	57.0
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Authority: Non-mandated, discretionary program.

Provides a wide variety of services offered through contracts with community agencies to support and strengthen families while children are residing in their own homes, as well as in foster care. These services include childcare and the administrative cost of the Assembly Bill (AB) 1733 and AB 2994 contracts.

Program Outcome: Children's safety and survival; emotional and social well-being; educational/workforce readiness; and economic well-being.

Service Delivery Standard: 100 percent of childcare funds will be used each fiscal year to better meet the childcare needs of families.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of children referred to childcare	8,694	9,194	8,000	8,000
<u>Workload/Output</u>				
Number of children enrolled in childcare	4,671	4,181	4,000	4,000
<u>Efficiency</u>				
Percent of children enrolled in childcare	53.7%	45.5%	50.0%	50.0%

Children and Family Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Change in percent of children in childcare ⁽¹⁾	30.7%	-10.5%	-4.3%	0.0%

Explanatory Note(s):

(1) Projection of enrollment drop is to prevent overspending and to prepare for possible reduction in grants.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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8. Administrative Services

\$ 61,396,000 \$ -- \$ 52,415,000 \$ 8,981,000 \$ 8,981,000 \$ -- 406.0

Authority: Non-mandated, discretionary program.

Provides administrative services to the Department, including budget, fiscal, and personnel/payroll activities.

Program Outcome: Workforce excellence.

Service Delivery Standard: 96 percent of all payments to contractors and vendors will be paid within 30 days of receipt of a completed and approved invoice.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Finance staff	58	58	62 ⁽¹⁾	62 ⁽¹⁾
<u>Workload/Output</u>				
Number of accounts monitored	870	871	781	800
<u>Efficiency</u>				
Average number of accounts per staff	15.0	15.0	12.6	12.9
<u>Quality</u>				
Percent paid within 30 days of receipt of approved invoice	n/a	n/a	96%	96%

Explanatory Note(s):

(1) Finance staff includes 5 Internal Controls staff and 2 Revenue Enhancement staff.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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9. Support Services

\$54,298,000 \$ -- \$ 46,307,000 \$ 7,991,000 \$ 7,991,000 \$ -- 115.0

Authority: Non-mandated, discretionary program.

Provides administrative support services to the Department including space, contracts, program and policy development, training, strategic planning, internal audit, disaster preparedness, and legislation services; also, includes rents and utilities.

Children and Family Services (cont'd)

9. **Support Services** (cont'd)

Program Outcome: Children's emotional and social well-being; safety and survival; educational/workforce readiness; and good health.

Service Delivery Standard: 90 percent of policy development will be submitted for approval and final signature within two weeks of receipt of all review comments.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of policy development staff	12	12	12	12
<u>Workload/Output</u>				
Number of policies completed	n/a	156	236	236
<u>Efficiency</u>				
Average number of policies completed per staff	n/a	13	20	20
<u>Quality</u>				
Percent of policies approved for final signature within 2 weeks of receipt of all review comments	n/a	80%	90%	90%

Explanatory Note(s):
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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10. **Information Technology Services**

\$36,574,000 \$ -- \$ 31,153,000 \$ 5,421,000 \$ 5,421,000 \$ -- 176.0

Authority: Mandated program - California W&I Code section 165.01.5, as to the CWS/CMS inclusive of other non-mandated administrative and support systems.

Provides comprehensive information technology services to the Department including applications/systems maintenance, application development, network administration, technical support, contract maintenance, distribution of hardware and software, and administrative support.

Program Outcome: Workforce excellence.

Service Delivery Standard: 98 percent of the time the departmental controlled critical server-based applications will be available.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of requests for ad-hoc reports accepted	n/a	175	140	110
Number of requests for web postings	n/a	546	482	370
<u>Workload/Output</u>				
Number of ad-hoc reports processed	n/a	105	132	105
Number of web postings processed	n/a	392	463	300

Children and Family Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
Number of ad-hoc reports processed within 3 weeks	n/a	33	119	100
Number of web postings processed within within 3 days	n/a	340	430	270
<u>Quality</u>				
Percent of ad-hoc reports processed timely	n/a	31%	90%	95%
Percent of web postings processed timely	n/a	87%	93%	90%

Explanatory Note(s):
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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11. Assistance Payments

\$750,523,000	\$ 1,445,000	\$ 662,800,000	\$ 86,278,000	\$ 86,278,000	\$	--	--
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Authority: Mandated program - California W&I Codes 11400 - 11469, 16112 - 16115, and 18350 - 18351.

Provides funds to maintain children in out-of-home care when it is not safe for them to remain in their homes with their families because of abuse and/or neglect. Also, provides out-of-home care for children who are seriously emotionally disturbed when, as part of an Individualized Education plan, services are required that cannot be provided to the child in their own home. In addition, funds are allocated to public and private agencies to provide child abuse/neglect prevention and intervention services to at-risk children and their families. Under the Kinship Guardian Assistance Payment (Kin-GAP) program, a relative caring for a dependent child may receive a subsidy on behalf of that child if he/she assumes legal guardianship and the dependency case is dismissed. Financial support is available for families adopting a child with special needs under the Adoption Assistance program.

This budget exists for the payment of benefits only. All related departmental administrative, support and operational activities are included under other programs, so no performance measure was required for the Assistance Payments budget.

Total Programs

\$1,387,243,000	\$ \$1,675,000	\$1,216,865,000	\$ 168,703,000	\$ 168,703,000	\$	0	6,655.0
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CHILDREN AND FAMILY SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,926,027	\$ 2,987,000	\$ 2,987,000	\$ 3,070,000	\$ 3,070,000	\$ 83,000
OTHER CHARGES	701,716,789	735,149,000	704,509,000	770,225,000	747,453,000	42,944,000
GROSS TOTAL	\$ 704,642,816	\$ 738,136,000	\$ 707,496,000	\$ 773,295,000	\$ 750,523,000	\$ 43,027,000
LESS INTRAFD TRANSFER		1,445,000	737,000	1,445,000	1,445,000	708,000
NET TOTAL	\$ 704,642,816	\$ 736,691,000	\$ 706,759,000	\$ 771,850,000	\$ 749,078,000	\$ 42,319,000
REVENUE	628,056,549	651,397,000	657,369,000	677,309,000	662,800,000	5,431,000
NET COUNTY COST	\$ 76,586,267	\$ 85,294,000	\$ 49,390,000	\$ 94,541,000	\$ 86,278,000	\$ 36,888,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 195,327,416	\$ 214,611,000	\$ 195,661,000	\$ 227,567,000	\$ 223,499,000	\$ 27,838,000
STATE-OTHER	3,319,891	2,987,000	2,987,000	3,070,000	3,070,000	83,000
STATE-REALIGNMENT REV	163,788,000	163,788,000	177,976,000	163,788,000	163,788,000	-14,188,000
FED AID-PUB ASST PROG	263,284,158	267,987,000	279,045,000	281,184,000	270,743,000	-8,302,000
CHRGs FOR SVCS-OTHER	69					
MISCELLANEOUS	2,337,015	2,024,000	1,700,000	1,700,000	1,700,000	
TOTAL	\$ 628,056,549	\$ 651,397,000	\$ 657,369,000	\$ 677,309,000	\$ 662,800,000	\$ 5,431,000

2003-04 Budget Message

The Children and Family Services – Assistance Budget funds programs to: 1) maintain children who are placed in out-of-home care because of actual or potential abuse or neglect; 2) provide for seriously emotionally disturbed children who require services as part of an Individualized Education Plan; 3) aid prospective adoptive parents in meeting the additional expenses of special needs children; and 4) assist public and private agencies in providing child abuse and neglect prevention and intervention programs to meet the needs of high-risk children.

The 2003-04 Proposed Budget for Assistance Payments reflects a gross appropriation increase of \$43.0 million and a net County cost (NCC) increase of \$36.9 million. Key components of the increase include:

- Foster Care (FC): \$24.0 million increase in gross appropriation, with additional NCC of \$32.1 million, due to a projected 4.5 percent increase in gross budgeted case costs based on current trends, a reduction in Realignment Sales Tax revenue, and the transfer of the Wraparound program from the Administration Budget to the Assistance Budget, partially offset by a 4.3 percent decrease in budgeted caseload, primarily in FC Federal.
- Adoption Assistance Program (AAP): \$17.3 million increase in gross appropriation, with additional NCC of \$3.8 million, due to a projected 3.4 percent increase in AAP caseload and a 11.7 percent increase in budgeted case costs based on current trends and a reduction in Realignment Sales Tax revenue.
- Seriously Emotionally Disturbed (SED): \$1.6 million increase in gross appropriation, with additional NCC of \$1.0 million, due to a projected 1.9 percent decrease in SED caseload and a 6.1 percent increase in budgeted case costs based on current trends.
- Child Abuse Prevention: \$0.1 million increase in gross appropriation and revenue to reflect the available State funding.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -33,341,000	\$ -36,923,000	\$ 3,582,000	--
	<u>Foster Care - Federal:</u> Reflects a projected 17.0 percent decrease in the Foster Care - Federal budgeted caseload based on current trends, a reduction of \$8.8 million in Realignment Sales Tax revenue, and the full year impact of the decrease in the Federal Medical Assistance Percentage sharing ratio.			
2.	\$ 31,677,000	\$ 8,431,000	\$ 23,246,000	--
	<u>Foster Care - Non-Federal:</u> Reflects a projected 21.3 percent increase in the Foster Care - Non-Federal budgeted caseload based on current trends and a reduction of \$4.2 million in Realignment Sales Tax revenue.			
3.	\$ -2,087,000	\$ -1,453,000	\$ -634,000	--
	<u>Foster Care - Emergency Assistance:</u> Reflects a projected 23.4 percent decrease in the Emergency Assistance budgeted cost per case, partially offset by a 18.8 percent increase in budgeted caseload based on current trends.			
4.	\$ -581,000	\$ --	\$ -581,000	--
	<u>Foster Care - General Relief:</u> Reflects a projected 11.1 percent decrease in the General Relief Ineligible program budgeted caseload based on current trends partially offset by a 3.9 percent increase in the budgeted cost per case.			
5.	\$ 9,519,000	\$ 7,054,000	\$ 2,465,000	--
	<u>Foster Care - Kin-GAP:</u> Reflects a projected 23.2 percent increase in the Kin-GAP budgeted caseload based on current trends.			
6.	\$ -464,000	\$ -210,000	\$ -254,000	--
	<u>Foster Care:</u> Reflects a projected decrease in appropriation with a respective decrease in revenue and net County cost in the Wraparound program (Senate Bill 163) due to a change in the claiming guidelines.			
7.	\$ 307,000	\$ 708,000	\$ -401,000	--
	<u>Foster Care – Community Treatment Facility:</u> Reflects a projected increase in appropriation in the Community Treatment Facility program, offset by an increase in intrafund transfer from the Department of Mental Health and a decrease in NCC.			
8.	\$ 18,960,000	\$ 14,260,000	\$ 4,700,000	--
	<u>Foster Care - Wraparound:</u> Reflects the transfer of the Wraparound program from the Administration Budget to the Assistance Budget.			
9.	\$ 17,325,000	\$ 13,538,000	\$ 3,787,000	--
	<u>Adoption Assistance Program (AAP):</u> Reflects a projected 3.4 percent increase in the AAP budgeted caseload based on current trends and a reduction of \$1.2 million in Realignment Sales Tax revenue.			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
10.	\$ 1,629,000	\$ 651,000	\$ 978,000	--
	<u>Seriously Emotionally Disturbed (SED):</u> Reflects a projected 8.1 percent increase in SED budgeted cost per case, partially offset by a 1.9 percent decrease in the budgeted caseload based on current trends.			
11.	\$ 83,000	\$ 83,000	\$ --	--
	<u>Child Abuse Prevention:</u> Reflects an increase in the State allocation for Child Abuse Prevention, Intervention and Treatment (CAPIT) program.			
Total \$	43,027,000	\$ 6,139,000	\$ 36,888,000	0.0

ADOPTION ASSISTANCE PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 131,445,140	\$ 152,160,000	\$ 147,807,000	\$ 164,109,000	\$ 165,132,000	\$ 17,325,000
REVENUE	117,854,743	135,600,000	133,317,000	145,960,000	146,855,000	13,538,000
NET COUNTY COST	\$ 13,590,397	\$ 16,560,000	\$ 14,490,000	\$ 18,149,000	\$ 18,277,000	\$ 3,787,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 51,916,704	\$ 60,839,000	\$ 57,156,000	\$ 65,606,000	\$ 65,990,000	\$ 8,834,000
STATE-REALIGNMENT REV	3,720,000	3,720,000	4,890,000	3,720,000	3,720,000	-1,170,000
FED AID-PUB ASST PROG	62,217,970	71,041,000	71,271,000	76,634,000	77,145,000	5,874,000
CHRGs FOR SVCS-OTHER	69					
TOTAL	\$ 117,854,743	\$ 135,600,000	\$ 133,317,000	\$ 145,960,000	\$ 146,855,000	\$ 13,538,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
OTHER ASSISTANCE

CHILD ABUSE PREVENTION PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,926,027	\$ 2,987,000	\$ 2,987,000	\$ 3,070,000	\$ 3,070,000	\$ 83,000
REVENUE	3,003,166	2,987,000	2,987,000	3,070,000	3,070,000	83,000
NET COUNTY COST	\$ -77,139	\$	\$	\$	\$	\$

REVENUE DETAIL

STATE-OTHER	\$ 3,003,166	\$ 2,987,000	\$ 2,987,000	\$ 3,070,000	\$ 3,070,000	\$ 83,000
TOTAL	\$ 3,003,166	\$ 2,987,000	\$ 2,987,000	\$ 3,070,000	\$ 3,070,000	\$ 83,000

FUND GENERAL FUND	FUNCTION PUBLIC ASSISTANCE	ACTIVITY OTHER ASSISTANCE
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FOSTER CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 544,815,338	\$ 555,890,000	\$ 529,928,000	\$ 576,379,000	\$ 553,918,000	\$ 23,990,000
LESS INTRAFD TRANSFER		1,445,000	737,000	1,445,000	1,445,000	708,000
NET TOTAL	\$ 544,815,338	\$ 554,445,000	\$ 529,191,000	\$ 574,934,000	\$ 552,473,000	\$ 23,282,000
REVENUE	490,770,390	491,078,000	499,463,000	505,494,000	490,622,000	-8,841,000
NET COUNTY COST	\$ 54,044,948	\$ 63,367,000	\$ 29,728,000	\$ 69,440,000	\$ 61,851,000	\$ 32,123,000

REVENUE DETAIL

ST AID-PUB ASST PROG	\$ 133,228,187	\$ 137,969,000	\$ 122,832,000	\$ 145,105,000	\$ 141,185,000	\$ 18,353,000
STATE-REALIGNMENT REV	154,139,000	154,139,000	167,157,000	154,139,000	154,139,000	-13,018,000
FED AID-PUB ASST PROG	201,066,188	196,946,000	207,774,000	204,550,000	193,598,000	-14,176,000
MISCELLANEOUS	2,337,015	2,024,000	1,700,000	1,700,000	1,700,000	
TOTAL	\$ 490,770,390	\$ 491,078,000	\$ 499,463,000	\$ 505,494,000	\$ 490,622,000	\$ -8,841,000

FUND GENERAL FUND	FUNCTION PUBLIC ASSISTANCE	ACTIVITY OTHER ASSISTANCE
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SERIOUSLY EMOTIONALLY DISTURBED CHILDREN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 25,456,311	\$ 27,099,000	\$ 26,774,000	\$ 29,737,000	\$ 28,403,000	\$ 1,629,000
REVENUE	16,428,250	21,732,000	21,602,000	22,785,000	22,253,000	651,000
NET COUNTY COST	\$ 9,028,061	\$ 5,367,000	\$ 5,172,000	\$ 6,952,000	\$ 6,150,000	\$ 978,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 10,182,525	\$ 15,803,000	\$ 15,673,000	\$ 16,856,000	\$ 16,324,000	\$ 651,000
STATE-OTHER	316,725					
STATE-REALIGNMENT REV	5,929,000	5,929,000	5,929,000	5,929,000	5,929,000	
TOTAL	\$ 16,428,250	\$ 21,732,000	\$ 21,602,000	\$ 22,785,000	\$ 22,253,000	\$ 651,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
OTHER ASSISTANCE

**CHILDREN AND FAMILY SERVICES - MACLAREN CHILDREN'S CENTER
DAVID SANDERS, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 24,958,071	\$ 19,982,000	\$ 27,421,000		\$	\$ -27,421,000
SERVICES & SUPPLIES	5,736,529	6,808,000	12,253,000			-12,253,000
FIXED ASSETS-EQUIP	94,740					
GROSS TOTAL	\$ 30,789,340	\$ 26,790,000	\$ 39,674,000		\$	\$ -39,674,000
REVENUE	14,963,790	10,246,000	21,867,000			-21,867,000
NET COUNTY COST	\$ 15,825,550	\$ 16,544,000	\$ 17,807,000		\$	\$ -17,807,000
BUDGETED POSITIONS	436.0	440.0	440.0			-440.0
REVENUE DETAIL						

ST-PUB ASSIST-ADMIN	\$ 2,432,673	\$ 1,650,000	\$ 4,572,000		\$	\$ -4,572,000
STATE-OTHER	-30,206					
FEDERAL-PUB ASST-ADM	12,737,629	8,416,000	17,215,000			-17,215,000
FEDERAL-OTHER	-183,440					
INSTIT CARE & SVS	7,134					
MISCELLANEOUS		180,000	80,000			-80,000
TOTAL	\$ 14,963,790	\$ 10,246,000	\$ 21,867,000		\$	\$ -21,867,000
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		PUBLIC ASSISTANCE		OTHER ASSISTANCE	

2003-04 Budget Message

The 2003-04 Proposed Budget for MacLaren Children's Center (MCC) reflects the closure of the County's shelter for abused and neglected dependent children. Of the \$17.8 million net County cost (NCC) budgeted in 2002-03, \$8.3 million will shift to the Department of Children and Family Services (DCFS) - Administration Budget to support newly developed alternative services and placement resources. The remaining \$9.5 million will be budgeted for use by DCFS in Provisional Financing Uses (PFU) pending finalization, and Board approval, of plans currently under development to provide services to children.

Strategic Planning

The alternative services and placement resources that will ensure the safety, permanency, and well-being of youth that would have previously resided at MCC address the five outcome areas of Strategic Plan Goal 5: Children and Families' Well-Being, including: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.

Critical Needs

The transfer of the NCC that supported MCC will fund alternative services and placement resources to more effectively meet the critical needs of this population.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -39,674,000	\$ -21,867,000	\$ -17,807,000	-440.0
<u>Closure of MCC:</u> Reflects the closure of MCC. Funds in the amount of \$8.3 million will shift to DCFS - Administration Budget and \$9.5 million will be budgeted in PFU for use by DCFS.				
Total \$	-39,674,000	\$ -21,867,000	\$ -17,807,000	-440.0

CHILDREN AND FAMILY SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	262,967,000	275,162,000	304,238,000	29,076,000
Employee Benefits	127,482,000	126,604,000	114,324,000	-12,280,000
Total Salaries and Employee Benefits	390,449,000	401,766,000	418,562,000	16,796,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	272,000	272,000	272,000	0
Communications	8,169,000	9,328,000	9,258,000	-70,000
Computer Equipment-noncapital	2,850,000	2,970,000	4,485,000	1,515,000
Computer Software	1,725,000	1,881,000	2,526,000	645,000
Food	374,000	422,000	422,000	0
Household Expenses	153,000	153,000	153,000	0
Information Technology Services	17,930,000	21,908,000	20,093,000	-1,815,000
Insurance	2,432,000	2,496,000	2,485,000	-11,000
Jury and Witness Expense	195,000	195,000	195,000	0
Maintenance-Buildings and Improvements	2,952,000	2,989,000	2,072,000	-917,000
Maintenance-Equipment	121,000	213,000	214,000	1,000
Medical Dental and Laboratory Supplies	12,000	40,000	39,000	-1,000
Memberships	99,000	99,000	89,000	-10,000
Miscellaneous Expense	166,000	167,000	186,000	19,000
Office Expense-Other	4,801,000	4,117,000	3,404,000	-713,000
Office Expense-Postage	1,100,000	1,200,000	1,200,000	0
Office Expense-Stat and Forms	775,000	776,000	861,000	85,000
Professional and Specialized Services	58,510,000	64,155,000	51,420,000	-12,735,000
Publication and Legal Notices	457,000	457,000	457,000	0
Rents and Leases-Bldg and Improvements	20,471,000	22,472,000	22,392,000	-80,000
Rents and Leases-Equipment	363,000	366,000	366,000	0
Small Tools and Instruments	1,000	3,000	3,000	0
Special Departmental Expense	3,739,000	7,752,000	2,609,000	-5,143,000
Telecommunications	343,000	362,000	405,000	43,000
Training	13,998,000	13,319,000	12,884,000	-435,000
Transportation and Travel-Auto Mileage	4,000,000	4,164,000	4,164,000	0
Transportation and Travel-Other	3,000	10,000	10,000	0
Transportation and Travel-Traveling	4,372,000	4,375,000	4,375,000	0
Utilities	1,400,000	1,494,000	1,582,000	88,000
Unidentified Curtailment	-5,746,000	0	0	0
Total Services and Supplies	146,037,000	168,155,000	148,621,000	-19,534,000

Children and Family Services - Administration (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Charges</u>				
Judgments and Damages	3,525,000	3,444,000	4,271,000	827,000
Support and Care of Persons	62,885,000	82,624,000	61,530,000	-21,094,000
Total Other Charges	66,410,000	86,068,000	65,801,000	-20,267,000
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	80,000	80,000	0	-80,000
Computer Info and Data Processing Sys	850,000	850,000	930,000	80,000
Major Office Equipment	30,000	30,000	30,000	0
Vehicle-Automobile	215,000	215,000	0	-215,000
Total Equipment	1,175,000	1,175,000	960,000	-215,000
Total Fixed Assets	1,175,000	1,175,000	960,000	-215,000
<u>Other Financing Uses</u>				
Operating Transfers Out	1,300,000	1,300,000	2,776,000	1,476,000
Total Other Financing Uses	1,300,000	1,300,000	2,776,000	1,476,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	605,371,000	658,464,000	636,720,000	-21,744,000
Less: Intrafund Transfers	4,250,000	3,335,000	230,000	-3,105,000
TOTAL NET REQUIREMENTS	601,121,000	655,129,000	636,490,000	-18,639,000
REVENUES:				
Intergovernmental Revenues-Federal	298,043,000	354,855,000	339,641,000	-15,214,000
Intergovernmental Revenues-State	222,846,000	220,839,000	212,965,000	-7,874,000
Charges for Services	550,000	550,000	550,000	0
Miscellaneous Revenues	642,000	1,548,000	900,000	-648,000
Other Financing Sources	166,000	741,000	9,000	-732,000
TOTAL REVENUES	522,247,000	578,533,000	554,065,000	-24,468,000
NET COUNTY COST	78,874,000	76,596,000	82,425,000	5,829,000

CHILDREN AND FAMILY SERVICES - ASSISTANCE

DEPARTMENTAL DETAIL SUMMARY

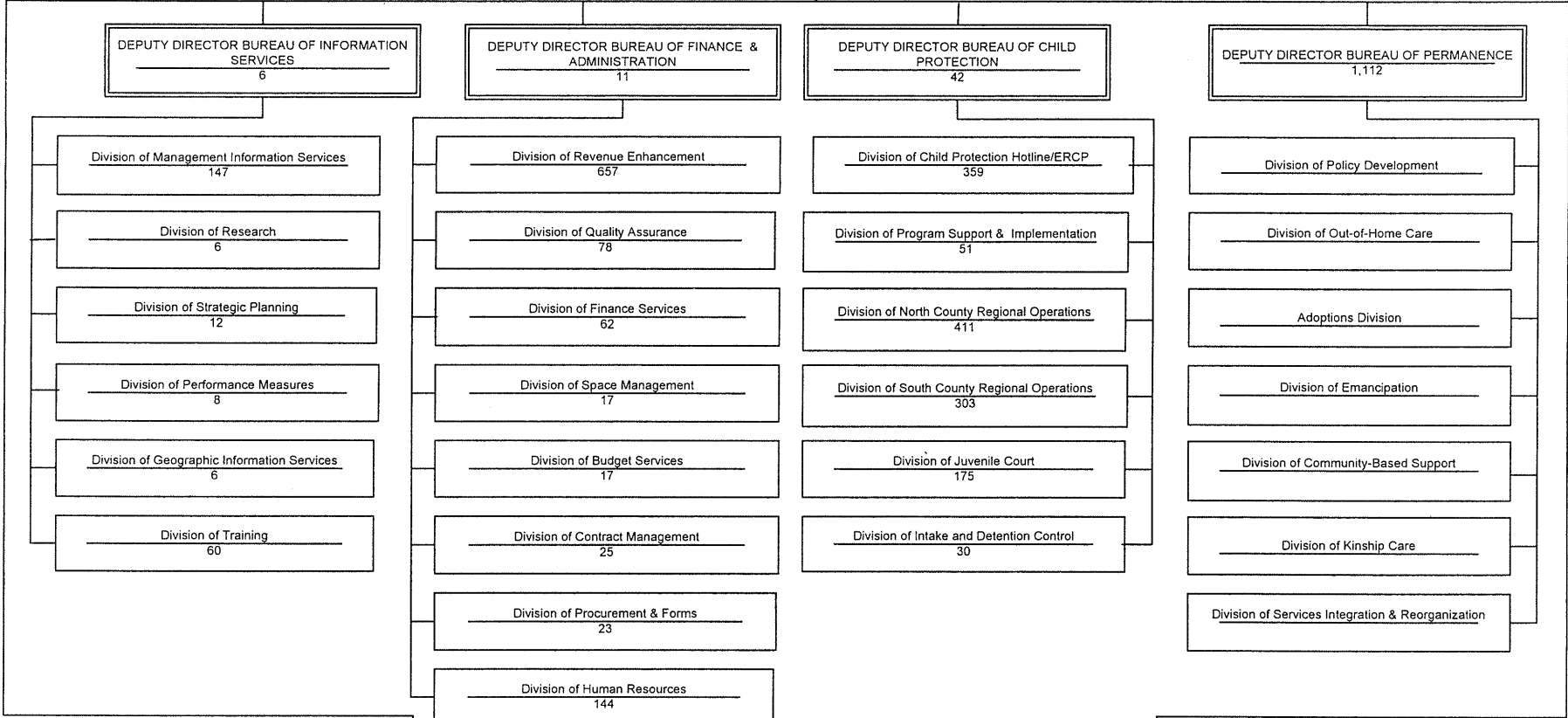
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	2,987,000	2,987,000	3,070,000	83,000
Total Services and Supplies	2,987,000	2,987,000	3,070,000	83,000
<u>Other Charges</u>				
Support and Care of Persons	735,149,000	704,509,000	747,453,000	42,944,000
Total Other Charges	735,149,000	704,509,000	747,453,000	42,944,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	738,136,000	707,496,000	750,523,000	43,027,000
Less: Intrafund Transfers	1,445,000	737,000	1,445,000	708,000
TOTAL NET REQUIREMENTS	736,691,000	706,759,000	749,078,000	42,319,000
REVENUES:				
Intergovernmental Revenues-Federal	267,987,000	279,045,000	270,743,000	-8,302,000
Intergovernmental Revenues-State	378,399,000	373,637,000	387,287,000	13,650,000
Intergovernmental Revenues-Other	2,987,000	2,987,000	3,070,000	83,000
Miscellaneous Revenues	2,024,000	1,700,000	1,700,000	0
TOTAL REVENUES	651,397,000	657,369,000	662,800,000	5,431,000
NET COUNTY COST	85,294,000	49,390,000	86,278,000	36,888,000

Department of Children and Family Services
 David B. Sanders, Director
 Fiscal year 2003-04
 Proposed Positions = 6655.0

DIRECTOR
 10

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 9

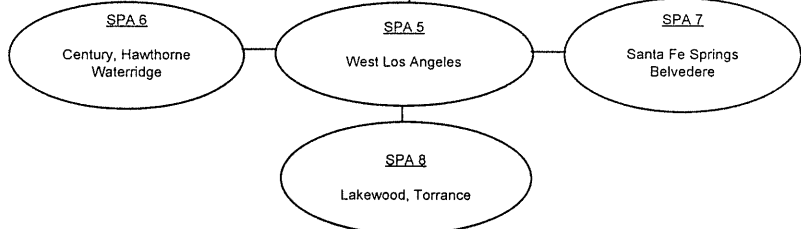
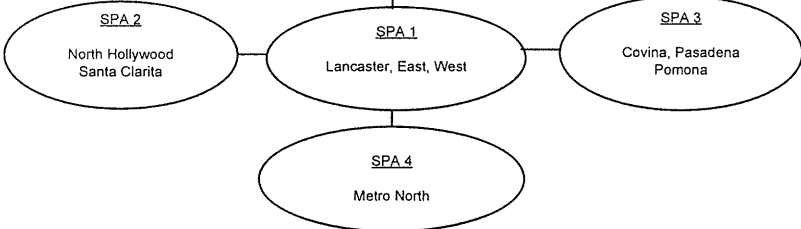
CHIEF OF STAFF
 53



Division of Specialized Programs

DEPUTY DIRECTOR NORTH BUREAU OF CHILDREN & FAMILY SERVICES
 1,471

DEPUTY DIRECTOR SOUTH BUREAU OF CHILDREN & FAMILY SERVICES
 1,350



14.25

COMMUNITY AND SENIOR SERVICES
ROBERT RYANS, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 28,284,139	\$ 29,919,000	\$ 35,360,000	\$ 35,094,000	\$ 34,941,000	\$ -419,000
SERVICES & SUPPLIES	154,678,360	135,232,000	148,364,000	137,052,000	135,817,000	-12,547,000
OTHER CHARGES	363,748	422,000	422,000	376,000	376,000	-46,000
FIXED ASSETS-EQUIP	321,559	130,000	130,000	175,000	175,000	45,000
GROSS TOTAL	\$ 183,647,806	\$ 165,703,000	\$ 184,276,000	\$ 172,697,000	\$ 171,309,000	\$ -12,967,000
LESS INTRAFD TRANSFER	77,306,346	64,844,000	70,679,000	61,885,000	61,185,000	-9,494,000
NET TOTAL	\$ 106,341,460	\$ 100,859,000	\$ 113,597,000	\$ 110,812,000	\$ 110,124,000	\$ -3,473,000
REVENUE	84,306,136	96,404,000	109,142,000	106,277,000	105,498,000	-3,644,000
NET COUNTY COST	\$ 22,035,324	\$ 4,455,000	\$ 4,455,000	\$ 4,535,000	\$ 4,626,000	\$ 171,000
BUDGETED POSITIONS	567.0	558.0	558.0	555.0	547.0	-11.0
REVENUE DETAIL						
STATE-OTHER	\$ 6,894,434	\$ 4,797,000	\$ 5,220,000	\$ 4,685,000	\$ 4,685,000	\$ -535,000
FEDERAL-OTHER	76,220,644	90,256,000	102,388,000	99,809,000	99,730,000	-2,658,000
CHRGs FOR SVCS-OTHER	350					
MISCELLANEOUS	181,301	200,000	307,000	943,000	243,000	-64,000
SALE OF FIXED ASSETS	236					
OPERATING TRANSFER IN	1,009,171	1,151,000	1,227,000	840,000	840,000	-387,000
TOTAL	\$ 84,306,136	\$ 96,404,000	\$ 109,142,000	\$ 106,277,000	\$ 105,498,000	\$ -3,644,000

COMMUNITY AND SENIOR SERVICES – ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 28,284,139	\$ 29,919,000	\$ 35,360,000	\$ 35,094,000	\$ 34,941,000	\$ -419,000
SERVICES & SUPPLIES	16,025,383	13,895,000	13,666,000	13,913,000	12,678,000	-988,000
OTHER CHARGES	363,748	422,000	422,000	376,000	376,000	-46,000
FIXED ASSETS-EQUIP	321,559					
GROSS TOTAL	\$ 44,994,829	\$ 44,236,000	\$ 49,448,000	\$ 49,383,000	\$ 47,995,000	\$ -1,453,000
LESS INTRAFD TRANSFER	25,734,043	24,800,000	26,887,000	27,293,000	26,593,000	-294,000
NET TOTAL	\$ 19,260,786	\$ 19,436,000	\$ 22,561,000	\$ 22,090,000	\$ 21,402,000	\$ -1,159,000
REVENUE	15,474,326	14,981,000	18,106,000	17,555,000	16,776,000	-1,330,000
NET COUNTY COST	\$ 3,786,460	\$ 4,455,000	\$ 4,455,000	\$ 4,535,000	\$ 4,626,000	\$ 171,000
BUDGETED POSITIONS	567.0	558.0	558.0	555.0	547.0	-11.0
REVENUE DETAIL						
STATE-OTHER	\$ 337,585	\$ 535,000	\$ 383,000	\$ 504,000	\$ 504,000	\$ 121,000
FEDERAL-OTHER	13,945,683	13,095,000	16,189,000	15,268,000	15,189,000	-1,000,000
CHRGs FOR SVCS-OTHER	350					
MISCELLANEOUS	181,301	200,000	307,000	943,000	243,000	-64,000
SALE OF FIXED ASSETS	236					
OPERATING TRANSFER IN	1,009,171	1,151,000	1,227,000	840,000	840,000	-387,000
TOTAL	\$ 15,474,326	\$ 14,981,000	\$ 18,106,000	\$ 17,555,000	\$ 16,776,000	\$ -1,330,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC ASSISTANCE		OTHER ASSISTANCE	

Mission Statement

To provide comprehensive human services to residents of Los Angeles County. In partnership with communities, businesses, and public and private agencies, the Department will: assist residents to become self-sufficient; strengthen and promote the independence of older persons; provide employment and training for unemployed adults, displaced workers, seniors, young people, General Relief (GR) recipients and California Work Opportunities and Responsibility to Kids (CalWORKS) participants; protect and assist adult victims of abuse; assist refugees in resettlement and to become self-sufficient; provide safety and security for domestic violence victims; and develop services that are needed within local communities.

2003-04 Budget Message

The 2003-04 Proposed Budget for Administration reflects a gross appropriation reduction of \$1.5 million and a \$0.2 million net County cost (NCC) increase. The appropriation decrease is primarily due to a \$0.8 million reduction in federal Employment and Training funding for various Workforce Investment Act grants, and a reduction in services previously funded through intrafund transfer from the Department of Public Social Services (DPSS) as follows:

- \$0.6 million reduction in funding for the Long-Term Family Self-Sufficiency (LTFSS) Youth Jobs and Mini-Career Centers projects; and
- \$0.2 million reduction in funding for the Domestic Violence CalWORKs Supportive Services program.

Strategic Planning

Following the completion of its Strategic Plan in July 2001, the Department of Community and Senior Services (CSS) is proceeding with third year implementation of its three-year Plan in concert with the Countywide Strategic Plan. In addition, on January 21, 2003, the Board of Supervisors adopted the Long-Term Care Strategic Plan for the Aged and Disabled Adults. The plan designates CSS to take the lead role in coordinating and facilitating implementation of goals, strategies and objectives. These are intended to provide a practical framework for transforming community-based long-term care services in the County, and to strengthen a long-term care services infrastructure that will assure independence, dignity, and choice to all who need its services. The first steps in implementing the plan will include the formation of a Long-Term Care Coordinating Council of County and community stakeholders to oversee implementation, establishment of an Office of Long-Term Care within CSS, and creation of an implementation plan.

Critical Needs

The Department is requesting an estimated additional \$0.1 million in NCC to offset potential monthly rental charges for the relocation of the San Gabriel Valley Service Center as the existing service center site is being sold. The Department also requested \$0.5 million in NCC to offset an anticipated reduction in the State's portion of program funding for the congregate and home-delivered meals program. This revenue loss is anticipated to result in about 300,000 fewer meals being served in fiscal year 2003-04 in the program for senior citizens.

Changes from 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -803,000	\$ -803,000	\$ --	-1.0
	<u>Employment and Training:</u> Reflects a reduction in federal funds for various Workforce Investment Act (WIA) grants, offset by the deletion of 1.0 vacant position and a decrease in services and supplies. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -559,000	\$ -559,000	\$ --	--
	<u>Long-Term Family Self-Sufficiency (LTFSS) Projects:</u> Reflects the termination of LTFSS funding from the Department of Public Social Services (DPSS) and the elimination of the LTFSS Youth Jobs and Mini-Career Centers projects. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -160,000	\$ -160,000	\$ --	-3.0
	<u>Domestic Violence (DV):</u> Reflects a reduction of 1.0 direct service position and 2.0 administrative positions due to a decrease in intrafund transfer from DPSS for the DV California Work Opportunities and Responsibility to Kids (CalWORKS) Supportive Services program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ 119,000	\$ 119,000	\$ --	--
	<u>General Relief Opportunities for Work (GROW):</u> Reflects a transfer of funds from the Assistance Budget to the Administration Budget to fund increased contract services. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>			
5.	\$ 80,000	\$ --	\$ 80,000	-2.0
	<u>Service Center:</u> Reflects funding for the opening of the new Altadena Service Center. Also reflects the deletion of 2.0 vacant positions to fully offset an increase in other service center operating costs. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>			

Changes from 2002-03 Budget

	<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.	\$ 348,000	\$	318,000	\$ 30,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated increases in salaries and employee benefits. <i>Supports Countywide Strategic Plan Goal 2.</i>				
2.	\$ 80,000	\$	73,000	\$ 7,000	--
	<u>Retirement Debt Service:</u> Reflects the Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system. <i>Supports Countywide Strategic Plan Goal 2.</i>				
3.	\$ -391,000	\$	-391,000	\$ --	--
	<u>Services and Supplies:</u> Reflects a reduction in contract services costs needed to absorb unavoidable cost increases for previously negotiated increases in salaries and employee benefits, and the Department's share of debt service costs. <i>Supports County Strategic Plan Goal 4.</i>				
4.	\$ 54,000	\$	--	\$ 54,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
5.	\$ -100,000	\$	-100,000	\$ --	--
	<u>Other Charges:</u> Reflects a decrease in budgeted indemnity/judgment settlement costs. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
6.	\$ -121,000	\$	-121,000	\$ --	-5.0
	<u>Appropriation/Revenue Realignment:</u> Reflects a realignment of appropriation and revenue, including a reduction 5.0 direct services positions and the transfer of \$467,000 from salaries and employee benefits to fund anticipated services and supplies costs, based on the expenditure and revenue pattern of the Department. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
Total \$	-1,453,000	\$	-1,624,000	\$ 171,000	-11.0

COMMUNITY AND SENIOR SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$19,630,000	\$ 19,630,000	\$ --	\$ --	\$ --	\$ --	268.4

1. Adult Protective Services

Authority: Mandated program with discretionary service levels - Sections 15760 and 15751 of the California Welfare and Institutions (W&I) Code.

Adult Protective Services (APS) is a State-mandated program to provide crisis intervention and case management services to elderly and dependent adults who are victims of neglect, abuse or exploitation, or who are unable to protect their own interests, and to family members on behalf of the victims. Although the level of service is discretionary, curtailment would result in endangerment of clients, and would have financial and workload implications for other County departments. APS receives an average of 1,600 reports each month of suspected dependent adult/elder abuse and self-neglect. A reduction in funding would grossly impact the County's ability to meet the State mandate and to deliver services to this frail/at-risk population, resulting in further endangerment, loss of assets, institutionalization, or even death.

Program Outcome: Safety of elderly and dependent adults.

Service Delivery Standard: Respond immediately to situations where elders or dependent adults are reported to be in imminent danger. Respond to all other reports of abuse, neglect, or self-neglect of an elder or dependent adult as soon as possible, but no later than 10 calendar days for the initial report, as required by California State Law (W&I Code, Section 15763) and regulations (Manual of Policies and Procedures, Section 33-510.1).

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> ⁽¹⁾				
Program expenditures	\$18,411,000	\$23,099,000	\$24,000,000	\$25,809,000
<u>Workload/Output</u>				
Number of clients served	16,640	18,429	20,600	22,100
<u>Efficiency</u>				
Cost per APS client served	\$1,106	\$1,253	\$1,165	\$1,168
<u>Quality</u> ⁽²⁾				
Percentage of elder and dependent adults whose level of risk was reduced	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) Projected program expenditures also include contractor costs included in Assistance Budget.

(2) Data collection will start March 1, 2003. Data collection was delayed due to the need to pilot test the three forms needed to collect the data.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Workforce Investment Act and Healthcare Workforce Development

\$ 8,063,000	\$ 203,000	\$ 7,860,000	\$ --	\$ --	\$ --	78.0
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Authority: Non-mandated, discretionary programs.

2. Workforce Investment Act and Healthcare Workforce Development (cont'd)

The Workforce Investment Act (WIA) program provides a wide range of employment and training services for adults and youth who are economically disadvantaged, unemployed, or dislocated workers. This program is intended to help customers access the tools they need to manage their careers through information and high quality services, and assist employers to find skilled workers. Services include classroom training, on-the-job training, and work experience. Approximately 22,000 individuals are served in the Employment and Training program each year, including an estimated 4,000 individuals on welfare. Of the 6,000 persons who are in job training, over 72 percent are placed in unsubsidized employment. Elimination of this program would make WIA assistance unavailable to persons who need job training or work experience in order to find and retain employment.

The employment and training Healthcare Workforce Development Program (WDP) provides comprehensive services that addresses workforce training and restructuring activities in Los Angeles County's health care system. It encompasses ongoing planning and research activities to ensure that training is responsive to the changing needs of the Department of Health Services (DHS), and meets the needs of workers involved in health care delivery system restructuring efforts. WDP training activities include: 1) the design and implementation of training programs linked to specific 1115 Waiver Medicaid Demonstration Project mandated initiatives; 2) development and implementation of training programs that address critical labor shortages by training DHS employees to promote into needed occupations; and 3) support DHS restructuring by upgrading work skills through portable skills, bridge programs, and innovative training programs.

Program Outcome: Economic well-being and workforce readiness.

Service Delivery Standard:

Adult/Dislocated Worker - Once customers are registered and enrolled, services begin no later than one week after their initial consultation with ten-day follow-ups to ensure that continuity of services leads to initial job placement, and 30-day intervals for post-employment services.

WIA Youth - All Youth participants who are assessed to be eligible for the WIA Youth Program will be enrolled into the program no later than 30 days from time of application.

<u>Performance Measures</u>	<u>Actual (1)</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input (2)</u>				
Services to:				
Adult	\$11,577,000	\$16,099,000	\$18,925,000	\$14,322,000
Dislocated Worker	\$12,136,000	\$13,782,000	\$14,021,000	\$11,790,000
Youth	\$12,223,000	\$17,061,000	\$16,207,000	\$17,401,000
<u>Workload/Output</u>				
Number participant served:				
Adult	1,887	4,167	4,600	4,000
Dislocated Worker	1,351	2,524	2,500	2,000
Youth	4,254	5,212	4,100	4,400
<u>Efficiency</u>				
Cost per participant:				
Adult	\$6,135	\$3,863	\$4,114	\$3,581
Dislocated Worker	\$8,983	\$5,460	\$5,608	\$5,895
Youth	\$2,873	\$3,273	\$3,953	\$3,955
<u>Quality</u>				
Percentage of adult entered employment:				
Adult	73%	82%	70%	70%
Dislocated Worker	79%	82%	75%	75%
Percentage of adult retention rate:				
Adult	85%	86%	80%	80%
Dislocated Worker	90%	90%	80%	80%

Community and Senior Services (cont'd)

Performance Measures (cont'd)	Actual ⁽¹⁾ 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Quality</u> (cont'd)				
Earnings change (six months after exit from program):				
Adult (nine months cumulative average earnings)	n/a	\$3,888	\$3,700	\$3,700
Dislocated Worker	n/a	94%	86%	86%
Percentage of youths exiting program who are employed, in military, or enrolled in post-secondary education nine months after exit. (State performance standards require 50 percent retention)	n/a	63%	65%	65%

Explanatory Note(s):

(1) Certain adjustments made to reflect corrections made to fiscal year (FY) 2000-01 data.

(2) Program expenditures also include costs reported in Assistance Budget.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
3. Senior Citizens Programs						
\$ 2,433,000	\$ 0	\$ 2,116,000	\$ 317,000	\$ 79,000	\$ 238,000	23.6

Authority: Non-mandated, discretionary program.

Local governments that choose to operate Older Americans Act programs do have a general fund match requirement.

A \$317,000 net County cost (NCC) match enables the County to receive grants in excess of \$16.0 million for services to seniors. Loss of this program would result in elimination of 2,000,000 congregate meals, 1,000,000 home-delivered meals to frail seniors, and supportive services to maintain the independence of seniors in a home-based managed care system. The Ombudsman program inspects facilities to prevent nursing home abuses. Loss of these services would endanger frail seniors, and result in increased financial and elder abuse, nursing home abuse, and increased costs to other County departments. It would also jeopardize the County's response to managed care and other community and long-term care issues. NCC curtailments would likely result in staff layoffs.

Program Outcome: Safety and survival, economic, emotional and social well-being.

Service Delivery Standard:

Integrated Care Management (ICM) - Individuals who qualify for services will be assessed in the home within one week of the initial referral to the program.

Home Delivered Meals (HDM) - Clients who qualify for the program will be assessed, enrolled and services will begin within 3 days of the initial referral. In addition, clients will be assessed for their nutritional risk status, and referred for nutrition counseling if determined to be at high risk for nutrition-related health problems.

Congregate Meals (CM) - Program participants will receive a tasty, nutritious meal that meets one-third of the United States Recommended Daily Allowance for adults. In addition, participants will be assessed for their nutritional risk status, and referred for nutrition counseling if determined to be at high risk for nutrition-related health problems.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u> ⁽¹⁾				
ICM	\$4,418,000	\$4,562,000	\$4,740,000	\$4,503,000
HDM	\$3,419,000	\$3,502,000	\$3,330,000	\$3,384,000
CM	\$4,781,000	\$4,894,000	\$4,796,000	\$4,752,000
<u>Workload/Output</u>				
ICM-number of clients served	18,288	18,883	20,000	19,000
HDM-number of meals	954,996	998,567	938,100	953,200
CM-number of meals	1,563,447	1,582,613	1,975,800	1,955,400

Community and Senior Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
ICM-cost per client	\$241.58	\$241.59	\$237.00	\$237.00
HDM-cost per meal	\$3.58	\$3.51	\$3.55	\$3.55
CM-cost per meal	\$3.06	\$3.09	\$2.43	\$2.43
<u>Quality</u> ⁽²⁾				
ICM-percent of successfully resolved care plan clients	n/a	n/a	n/a	n/a
HDM-percent of HDM recipients who have reduced their nutritional risk scores when they leave the program or after one year on the program.	n/a	n/a	n/a	n/a
CM-percent of participants who assess the meal program as effective in improving nutrition and their overall quality of life.	n/a	n/a	n/a	n/a

Explanatory Note(s):

- (1) Program expenditures also include costs reported in Assistance Budget.
 - (2) Data collection is unavailable due to an unanticipated delay in implementing a new computer system. It is anticipated that the new system will be in place by July 2004.
- n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
4. <u>Community Service Centers</u>						
\$ 6,068,000	\$ 819,000	\$ 2,009,000	\$ 3,240,000	\$ 1,351,000	\$ 1,889,000	37.0

Authority: Non-mandated, discretionary program.

To operate the Senior Centers, the Older Americans Act grant requires a \$250,000 general fund matching contribution.

The Community and Senior Service Centers provide direct services to individuals and families to meet immediate, critical needs, including 43,000 emergency food baskets, emergency shelter, emergency gas and electric bill payments, and ombudsman assistance for persons in crisis. Other services include immigration counseling, health care, nutrition services, substance abuse counseling, and building supervision for tenant service agencies. In addition to the above services, the Service Centers are part of the delivery system for the Department's grant programs. Five of these programs operate out of the Centers: Voluntary Mediation Services to divert court cases from the court system, State Naturalization Project to deliver naturalization services to legal immigrants, Refugee Employment Social Services Public Charge Project to deliver naturalization outreach and translation services to legal immigrants, Adult Protective Services (APS) outreach to provide support services to APS clients, and the Family Caregiver Project to provide community education, information assistance and outreach services.

Program Outcome: Good health as a result of good nutrition.

Service Delivery Standard: Provides immediate relief within one day to meet emergency needs, and maintain regular and timely operations for food distribution.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$20,000	\$27,000	\$25,000	\$25,000
<u>Workload/Output</u>				
Number of food baskets served	31,310	37,907	42,900	42,900
<u>Efficiency</u>				
Cost per basket	\$0.64	\$0.71	\$0.58	\$0.58

Community and Senior Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
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Quality

Percentage of families receiving a balanced nutritional meal	n/a	n/a	100%	100%
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Explanatory Note(s):
n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Community Services Program

\$2,945,000	\$ 100,000	\$ 1,776,000	\$ 1,069,000	\$ 948,000	\$ 121,000	29.7
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Authority: Non-mandated, discretionary program.

Community Services Programs assist individuals and families in crisis resulting from substance abuse, domestic violence, homelessness, and other causes. In addition, these programs provide services that assist low-income persons and families to move beyond poverty to self-sufficiency. The programs also integrate Community Services Block Grant (CSBG) funding with other program dollars, including WIA, Domestic Violence, Citizenship programs and the Department's Service Centers. Loss of these programs would put individuals and families at further risk and increase costs to other County and public agencies.

Also included in Community Services Programs are the Native American Indian Commission, which provides services to the Indian community; Dispute Resolution services, which reduce court costs by diverting court cases to mediation; Traffic Safety program, which reduces the incidence of vehicles and pedestrian accidents in low income areas; and the County's NCC contribution to the Los Angeles Homeless Services Authority (LAHSA). The NCC partially satisfies the County's required contribution to LAHSA under the Joint Powers Agreement with the City of Los Angeles. The NCC portion of the contribution supports services to homeless victims of domestic violence, and leverages millions of dollars in federal funding for services to homeless individuals and families.

Program Outcome: Economic, emotional, and social well-being.

Service Delivery Standard: Services are provided upon request.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
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Input ⁽¹⁾

Program expenditures	\$5,757,000	\$5,912,000	\$6,578,000	\$6,578,000
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Workload/Input

Plan Clients

Program Category

1. Employment	758	750	1,400	1,400
2. Education	2,689	2,770	3,800	3,800
3. Housing	6,436	2,600	3,200	3,200
4. Emergency services	758	750	2,200	2,200
5. Nutrition	7,244	3,530	7,200	7,200
6. Linkages with other programs	3,218	4,860	5,700	5,700
7. Health	<u>379</u>	<u>800</u>	<u>600</u>	<u>600</u>
Total	21,482	16,060	24,100	24,100

Community and Senior Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Workload/Output</u>				
Actual At-Risk Clients				
Program Category				
1. Employment	969	995	1,100	1,100
2. Education	2,474	2,149	2,100	2,100
3. Housing	1,667	1,074	1,600	1,600
4. Emergency services	1,485	2,569	2,600	2,600
5. Nutrition	1,266	1,284	1,800	1,800
6. Linkages with other programs	6,640	5,685	5,700	5,700
7. Health	349	677	700	700
Total	14,850	14,433	15,600	15,600

Efficiency ⁽²⁾

Quality

Percentage of Actual At-Risk Clients reaching a level of self-sufficiency

1. Employment	47%	29%	31%	31%
2. Education	94%	6%	29%	29%
3. Housing	26%	8%	19%	19%
4. Emergency services ⁽³⁾	196%	121%	49%	49%
5. Nutrition	17%	17%	50%	50%
6. Linkages with other programs ⁽³⁾	206%	9%	25%	25%
7. Health	92%	46%	29%	29%

Explanatory Note(s):

- (1) Program expenditures also include costs reported in Assistance Budget.
- (2) Efficiency is measured on the individual needs of the clients served, which can range from one program category to seven program categories.
- (3) Effective 2002, safety-net clients cannot be duplicated which will result in lower percentage than those in previous years.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
6. <u>Refugee Immigrant Training and Employment (RITE), Domestic Violence (DV) California Work Opportunities and Responsibility to Kids (CalWORKS), and Long-Term Family Self-Sufficiency (LTFSS) Projects</u>						
\$ 1,868,000	\$ 1,868,000	\$ --	\$ --	\$ --	\$ --	11.2

Authority: RITE program: Mandated program - Article 3.2 (Section 11320) California W&I Code.
 DV CalWORKS: Non-mandated, discretionary program.
 LTFSS: Non-mandated discretionary program.

The RITE program provides mandated welfare reform employment services to non-English/non-Spanish speaking CalWORKS participants through RITE program contractors. The DV CalWORKS Support Services program provides residential services, case management, legal and other support services to assist victims of domestic violence and their dependents to improve their lives and enter the workforce. The CalWORKS LTFSS project provides mini-career centers, youth employment, and domestic violence victims supportive services.

Program Outcome: Education/workforce readiness.

Service Delivery Standard:

RITE: Provide culturally and linguistically appropriate welfare-to-work training and employment services to refugees and immigrants, and increase public awareness of available services. All refugees and immigrants referred to the Refugee programs will receive services in their primary languages, and will be assigned in welfare-to-work activity within 30 days of their orientation.

Youth Jobs: Participants will gain work readiness skills while employed in a summer job.

Community and Senior Services (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> ⁽¹⁾				
RITE	\$14,462,000	\$15,893,000	\$7,326,000	\$8,891,000
Youth Jobs ⁽²⁾	\$10,942,000	\$8,664,000	\$6,322,000	n/a
<u>Workload/Output</u>				
RITE-Number of clients served	15,400	11,588	10,200	10,200
Youth Jobs-youth served ⁽²⁾	6,200	5,932	5,600	n/a
<u>Efficiency</u>				
RITE-average per client	\$939	\$1,372	\$718	\$872
Youth Jobs-slot costs ⁽²⁾	\$1,765	\$1,461	\$1,129	n/a
<u>Quality</u>				
RITE-Percent of employment placements	14.32%	46.63%	39.39%	39.39%
RITE-Percent of education/vocational training assignment	70.68%	38.37%	45.61%	45.61%
Youth Jobs-percent youth who obtained work experience and work readiness skills ⁽²⁾	100%	100%	100%	n/a

Explanatory Note(s):

(1) Program expenditures also include costs reported in Assistance Budget.

(2) Due to the elimination of LTFSS funding, the Youth Jobs project is being terminated effective July 1, 2003.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
7. <u>Refugee Employment Program</u>						
\$ 743,000	\$ --	\$ 743,000	\$ --	\$ --	\$ --	6.6

Authority: Non-mandated, discretionary program.

The Refugee Employment Program (REP) provides countywide employment assistance to approximately 5,000 refugees each year. About 90 percent of those served in the program are welfare recipients with about 22 percent of program participants obtaining employment. The REP assists refugees overcome multiple barriers to employment and provides post-employment services to transition them off welfare. Loss of this program would deny assistance to refugees who are trying to assimilate into American society and become independent of the welfare system.

Program Outcome: Economic well-being and workforce readiness.

Service Delivery Standard: Provide culturally and linguistically appropriate welfare-to-work training and employment services to refugees and immigrants, and increase public awareness of available services. All refugees and immigrants referred to the Refugee Program will receive services in their primary languages, and will be assigned in welfare-to-work activity within 30 days of their orientation.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> ⁽¹⁾				
Program expenditure	\$4,670,000	\$6,083,000	\$4,984,000	\$4,702,000
<u>Workload/Output</u>				
Number of clients served	4,005	6,118	4,800	4,500
<u>Efficiency</u>				
Average cost per client	\$1,166	\$994	\$1,038	\$1,045

Community and Senior Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Percent clients remained in education/vocational training for more than 90 days	n/a	n/a	72%	73%
Percent placed clients retained employment for 90 days	n/a	n/a	55%	55%

Explanatory Note(s):

(1) Program expenditures also include costs reported in Assistance Budget.
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
8. General Relief Opportunities for Work (GROW) Program						
\$ 1,081,000	\$ 1,081,000	\$ --	\$ --	\$ --	\$ --	10.2

Authority: Mandated program - Section 17000 of the California W&I Code.

On August 21, 1998, the State of California passed a law allowing counties to continue the current level of funding for General Relief (GR) clients contingent upon the implementation of a mandatory welfare-to-work program. On December 15, 1998 the Board of Supervisors passed a motion requesting the Department of Public Social Services (DPSS) to implement the new law in Los Angeles County and requiring the immediate start-up of a mandatory welfare-to-work program equivalent to that provided to CalWORKS recipients countywide. To implement the new law in Los Angeles County, DPSS requested Community and Senior Services (CSS) to provide employment and training orientation, job skills preparation classes (JSPC), and placement assistance for GR clients, via its network of service providers. Additionally, DPSS has requested CSS to provide an assessment of participant needs and services to GROW participants who are victims of domestic violence that would otherwise limit or impair their ability to become and remain employed.

Program Outcome: Education/workforce readiness.

Service Delivery Standard: Orientation date will be scheduled within one day upon request.

<u>Performance Measures</u>	<u>Actual (1) 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> (2)				
Program expenditures	\$8,281,000	\$11,758,000	\$13,287,000	\$13,041,000
<u>Workload/Output</u>				
Number of clients served	50,085	57,257	60,000	59,000
<u>Efficiency</u>				
Orientation-slot cost	\$62	\$62	\$62	\$62
JSPC-slot cost	\$350	\$350	\$343	\$343
<u>Quality</u>				
Percentage of clients who are placed in unsubsidized employment	20%	25%	25%	25%

Explanatory Note(s):

(1) Adjustments made to correct FY 2000-01 data.

(2) Program expenditures also include costs reported in Assistance Budget.

Community and Senior Services (cont'd)

	Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
9. <u>Support Services</u> ⁽¹⁾							
	\$ 2,343,000	\$ 1,220,000	\$ 1,123,000	\$ --	\$ --	\$ --	28.0
<u>Authority:</u> Non-mandated, discretionary programs except APS and General Relief Opportunities for Work (GROW).							
Provides support services that cannot be directly identified to programs. Includes management information systems, training coordination, audit coordination, internal controls, inter-governmental relations, internal support services, disaster coordination, strategic planning, and safety and facilities coordination.							
Explanatory Note(s): (1) Performance measures are under development.							
10. <u>Administration</u> ⁽¹⁾							
	\$ 2,821,000	\$ 1,672,000	\$ 1,149,000	\$ --	\$ --	\$ --	54.3
<u>Authority:</u> Non-mandated, discretionary programs except APS and GROW.							
Provides administrative support to the Department. Includes executive office and departmental budgeting, accounting, human resources, payroll and procurement.							
Explanatory Note(s): (1) Performance measures are under development.							
11. <u>Assistance</u>							
	\$123,314,000	\$ 34,592,000	\$ 88,722,000	\$ --	\$ --	\$ --	0.0
<u>Authority:</u> Non-mandated, discretionary programs except APS and GROW.							
Provides direct assistance and social services to the public. Includes WIA, welfare-to-work, Healthcare WDP, Older Americans Act, Community Action Agency, Refugee programs, DV CalWORKS, APS, GROW and DV GROW. Specific activities and performance measures are captured under other program areas.							
Total Programs							
	\$171,309,000	\$ 61,185,000	\$ 105,498,000	\$ 4,626,000	\$ 2,378,000	\$ 2,248,000	547.0

COMMUNITY AND SENIOR SERVICES ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 138,652,977	\$ 121,337,000	\$ 134,698,000	\$ 123,139,000	\$ 123,139,000	\$ -11,559,000
FIXED ASSETS-EQUIP		130,000	130,000	175,000	175,000	45,000
GROSS TOTAL	\$ 138,652,977	\$ 121,467,000	\$ 134,828,000	\$ 123,314,000	\$ 123,314,000	\$ -11,514,000
LESS INTRAFD TRANSFER	51,572,303	40,044,000	43,792,000	34,592,000	34,592,000	-9,200,000
NET TOTAL	\$ 87,080,674	\$ 81,423,000	\$ 91,036,000	\$ 88,722,000	\$ 88,722,000	\$ -2,314,000
REVENUE	68,831,810	81,423,000	91,036,000	88,722,000	88,722,000	-2,314,000
NET COUNTY COST	\$ 18,248,864	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 6,556,849	\$ 4,262,000	\$ 4,837,000	\$ 4,181,000	\$ 4,181,000	\$ -656,000
FEDERAL-OTHER	62,274,961	77,161,000	86,199,000	84,541,000	84,541,000	-1,658,000
TOTAL	\$ 68,831,810	\$ 81,423,000	\$ 91,036,000	\$ 88,722,000	\$ 88,722,000	\$ -2,314,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
OTHER ASSISTANCE

2003-04 Budget Message

The Community and Senior Services (CSS) - Assistance Budget provides for administration of State and federally-funded programs designed to promote economic and personal self-sufficiency; timely access to superior services for individuals and families in crisis; creative response to emerging human services needs; and the establishment of partnerships that respond to the needs of the communities served.

The 2003-04 Proposed Budget for CSS - Assistance, which is fully funded by State and federal revenue and intrafund transfer, reflects an appropriation decrease of \$11.5 million or 8.5 percent. The decrease is due to a \$1.7 million reduction in federal funding in the Employment and Training, Aging and Adult Services, and Refugee programs; a \$0.6 million reduction in State funds in the Community Services and Aging and Adult Services programs; and a net decrease of \$9.2 million in intrafund transfer, primarily from the Department of Public Social Services (DPSS), including:

- \$11.2 million decrease in funding for the Long-Term Family Self-Sufficiency (LTFSS) Youth Jobs and Mini-Career Centers projects;
- \$2.3 million decrease in funding for the Domestic Violence California Work Opportunities and Responsibility for Kids (CalWORKS) Supportive Services program; and;
- \$0.4 million decrease in funding for General Relief Opportunities for Work (GROW) activities.

These reductions in intrafund transfer are partially offset by a \$3.3 million increase in funding from DPSS for the Refugee Immigrant Training and Employment (RITE) program, and a \$1.5 million increase in funding for the Independent Living Program (ILP) from the Department of Children and Family Services (DCFS), and other charges.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 192,000	\$ 192,000	\$ --	--
	<u>Community Services</u> : Reflects a \$0.5 million increase in Community Services Block Grant (CSBG) funds, offset by decreases of \$0.1 million in CSBG carryover funds and \$0.2 million decrease in State funds for the Traffic Safety program. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
2.	\$ -11,042,000	\$ -11,042,000	\$ --	--
	<u>Employment and Training</u> : Reflects a net 13.6 percent decrease in gross appropriation, due primarily to a \$11.2 million decrease in intrafund transfer for the Long-Term Family Self-Sufficiency (LTFSS) Youth Jobs and Mini-Career Centers projects from DPSS, a \$1.7 million decrease in Healthcare Workforce Development program funding, and a \$0.4 million decrease in intrafund transfer for General Relief Opportunities for Work (GROW) activities, partially offset by an \$1.5 million increase in intrafund transfer for the Independent Living Program from the Department of Children and Family Services, and a net \$0.8 million increase in federal welfare-to-work and Workforce Investment Act carryover grant funding. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -3,233,000	\$ -3,233,000	\$ --	--
	<u>Aging and Adult Services</u> : Reflects a net 9.1 percent decrease in gross appropriation, due primarily to a \$2.3 million decrease in intrafund transfer for the Domestic Violence (DV) California Work Opportunities and Responsibility to Kids (CalWORKS) and DV Domestic Abuse Response Team/Safety Through Our Perseverance (DART/STOP) LTFSS projects, a \$0.5 million decrease in Older Americans Act funding, a \$0.3 million decrease in funding for the State Naturalization program, and a \$0.2 million decrease in funding for the State Community-Based Services program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ 2,569,000	\$ 2,569,000	\$ --	--
	<u>Refugee Assistance</u> : Reflects a net 21.0 percent increase gross appropriation, due primarily to a \$3.3 million increase in intrafund transfer for the Refugee/Refugee Immigrant Training and Employment (RITE) CalWORKS project from DPSS, offset by a \$0.7 million net reduction in federal revenue for Refugee programs. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>			
Total \$	-11,514,000	\$ -11,514,000	\$ 0	0.0

COMMUNITY ACTION AGENCY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 5,265,462	\$ 5,564,000	\$ 5,748,000	\$ 5,940,000	\$ 5,940,000	\$ 192,000
REVENUE	5,109,614	5,564,000	5,748,000	5,940,000	5,940,000	192,000
NET COUNTY COST	\$ 155,848	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$	\$ 322,000	\$ 536,000	\$ 350,000	\$ 350,000	\$ -186,000
FEDERAL-OTHER	5,109,614	5,242,000	5,212,000	5,590,000	5,590,000	378,000
TOTAL	\$ 5,109,614	\$ 5,564,000	\$ 5,748,000	\$ 5,940,000	\$ 5,940,000	\$ 192,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY OTHER ASSISTANCE	

WORKFORCE INVESTMENT ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 73,083,795	\$ 72,578,000	\$ 81,312,000	\$ 70,225,000	\$ 70,225,000	\$ -11,087,000
FIXED ASSETS-EQUIP		130,000	130,000	175,000	175,000	45,000
GROSS TOTAL	\$ 73,083,795	\$ 72,708,000	\$ 81,442,000	\$ 70,400,000	\$ 70,400,000	\$ -11,042,000
LESS INTRAFD TRANSFER	23,038,642	20,514,000	23,754,000	13,580,000	13,580,000	-10,174,000
NET TOTAL	\$ 50,045,153	\$ 52,194,000	\$ 57,688,000	\$ 56,820,000	\$ 56,820,000	\$ -868,000
REVENUE	36,242,422	52,194,000	57,688,000	56,820,000	56,820,000	-868,000
NET COUNTY COST	\$ 13,802,731	\$	\$	\$	\$	\$
REVENUE DETAIL						
FEDERAL-OTHER	\$ 36,242,422	\$ 52,194,000	\$ 57,688,000	\$ 56,820,000	\$ 56,820,000	\$ -868,000
TOTAL	\$ 36,242,422	\$ 52,194,000	\$ 57,688,000	\$ 56,820,000	\$ 56,820,000	\$ -868,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY OTHER ASSISTANCE	

OLDER AMERICAN ACT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 37,779,898	\$ 33,058,000	\$ 35,411,000	\$ 32,178,000	\$ 32,178,000	\$ -3,233,000
LESS INTRAFD TRANSFER	13,911,250	14,398,000	14,906,000	12,566,000	12,566,000	-2,340,000
NET TOTAL	\$ 23,868,648	\$ 18,660,000	\$ 20,505,000	\$ 19,612,000	\$ 19,612,000	\$ -893,000
REVENUE	20,281,721	18,660,000	20,505,000	19,612,000	19,612,000	-893,000
NET COUNTY COST	\$ 3,586,927	\$	\$	\$	\$	\$

REVENUE DETAIL

STATE-OTHER	\$ 6,556,849	\$ 3,940,000	\$ 4,301,000	\$ 3,831,000	\$ 3,831,000	\$ -470,000
FEDERAL-OTHER	13,724,872	14,720,000	16,204,000	15,781,000	15,781,000	-423,000
TOTAL	\$ 20,281,721	\$ 18,660,000	\$ 20,505,000	\$ 19,612,000	\$ 19,612,000	\$ -893,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
OTHER ASSISTANCE

REFUGEE ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 22,523,822	\$ 10,137,000	\$ 12,227,000	\$ 14,796,000	\$ 14,796,000	\$ 2,569,000
LESS INTRAFD TRANSFER	14,622,411	5,132,000	5,132,000	8,446,000	8,446,000	3,314,000
NET TOTAL	\$ 7,901,411	\$ 5,005,000	\$ 7,095,000	\$ 6,350,000	\$ 6,350,000	\$ -745,000
REVENUE	7,198,053	5,005,000	7,095,000	6,350,000	6,350,000	-745,000
NET COUNTY COST	\$ 703,358	\$	\$	\$	\$	\$

REVENUE DETAIL

FEDERAL-OTHER	\$ 7,198,053	\$ 5,005,000	\$ 7,095,000	\$ 6,350,000	\$ 6,350,000	\$ -745,000
TOTAL	\$ 7,198,053	\$ 5,005,000	\$ 7,095,000	\$ 6,350,000	\$ 6,350,000	\$ -745,000

FUND
GENERAL FUND

FUNCTION
PUBLIC ASSISTANCE

ACTIVITY
OTHER ASSISTANCE

COMMUNITY AND SENIOR SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	20,943,000	27,377,000	26,582,000	-795,000
Employee Benefits	8,976,000	7,983,000	8,359,000	376,000
Total Salaries and Employee Benefits	29,919,000	35,360,000	34,941,000	-419,000
<u>Services and Supplies</u>				
Communications	990,000	1,033,000	1,008,000	-25,000
Computer Equipment-noncapital	220,000	246,000	197,000	-49,000
Computer Software	67,000	82,000	66,000	-16,000
Food	60,000	55,000	60,000	5,000
Information Technology Services	1,365,000	1,477,000	793,000	-684,000
Insurance	117,000	117,000	117,000	0
Maintenance-Buildings and Improvemts	1,220,000	1,191,000	1,217,000	26,000
Maintenance-Equipment	35,000	35,000	53,000	18,000
Memberships	40,000	40,000	40,000	0
Miscellaneous Expense	1,133,000	1,104,000	1,136,000	32,000
Office Expense-Other	315,000	358,000	291,000	-67,000
Office Expense-Postage	158,000	185,000	118,000	-67,000
Office Expense-Stat and Forms	615,000	633,000	670,000	37,000
Professional and Specialized Services	4,800,000	4,248,000	4,417,000	169,000
Publication and Legal Notices	51,000	51,000	40,000	-11,000
Rents and Leases-Bldg and Improvemts	1,262,000	1,265,000	1,133,000	-132,000
Rents and Leases-Equipment	216,000	216,000	216,000	0
Telecommunications	41,000	43,000	42,000	-1,000
Training	132,000	178,000	81,000	-97,000
Transportation and Travel-Auto Mileage	170,000	179,000	171,000	-8,000
Transportation and Travel-Auto Service	27,000	28,000	27,000	-1,000
Transportation and Travel-Other	30,000	30,000	30,000	0
Transportation and Travel-Traveling	216,000	256,000	207,000	-49,000
Utilities	615,000	616,000	548,000	-68,000
Total Services and Supplies	13,895,000	13,666,000	12,678,000	-988,000
<u>Other Charges</u>				
Capital Leases	302,000	302,000	355,000	53,000
Insurance Claims and Administration	20,000	20,000	20,000	0
Judgement and Damages	100,000	100,000	0	-100,000
Taxes and Assessments	0	0	1,000	1,000
Total Other Charges	422,000	422,000	376,000	-46,000

Community and Senior Services - Administration (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	44,236,000	49,448,000	47,995,000	-1,453,000
Less: Intrafund Transfers	24,800,000	26,887,000	26,593,000	-294,000
TOTAL NET REQUIREMENTS	19,436,000	22,561,000	21,402,000	-1,159,000
REVENUES:				
Intergovernmental Revenues-Federal	13,095,000	16,189,000	15,189,000	-1,000,000
Intergovernmental Revenues-State	535,000	383,000	504,000	121,000
Miscellaneous Revenues	200,000	307,000	243,000	-64,000
Other Financing Sources	1,151,000	1,227,000	840,000	-387,000
TOTAL REVENUES	14,981,000	18,106,000	16,776,000	-1,330,000
NET COUNTY COST	4,455,000	4,455,000	4,626,000	171,000

COMMUNITY AND SENIOR SERVICES - ASSISTANCE

DEPARTMENTAL DETAIL SUMMARY

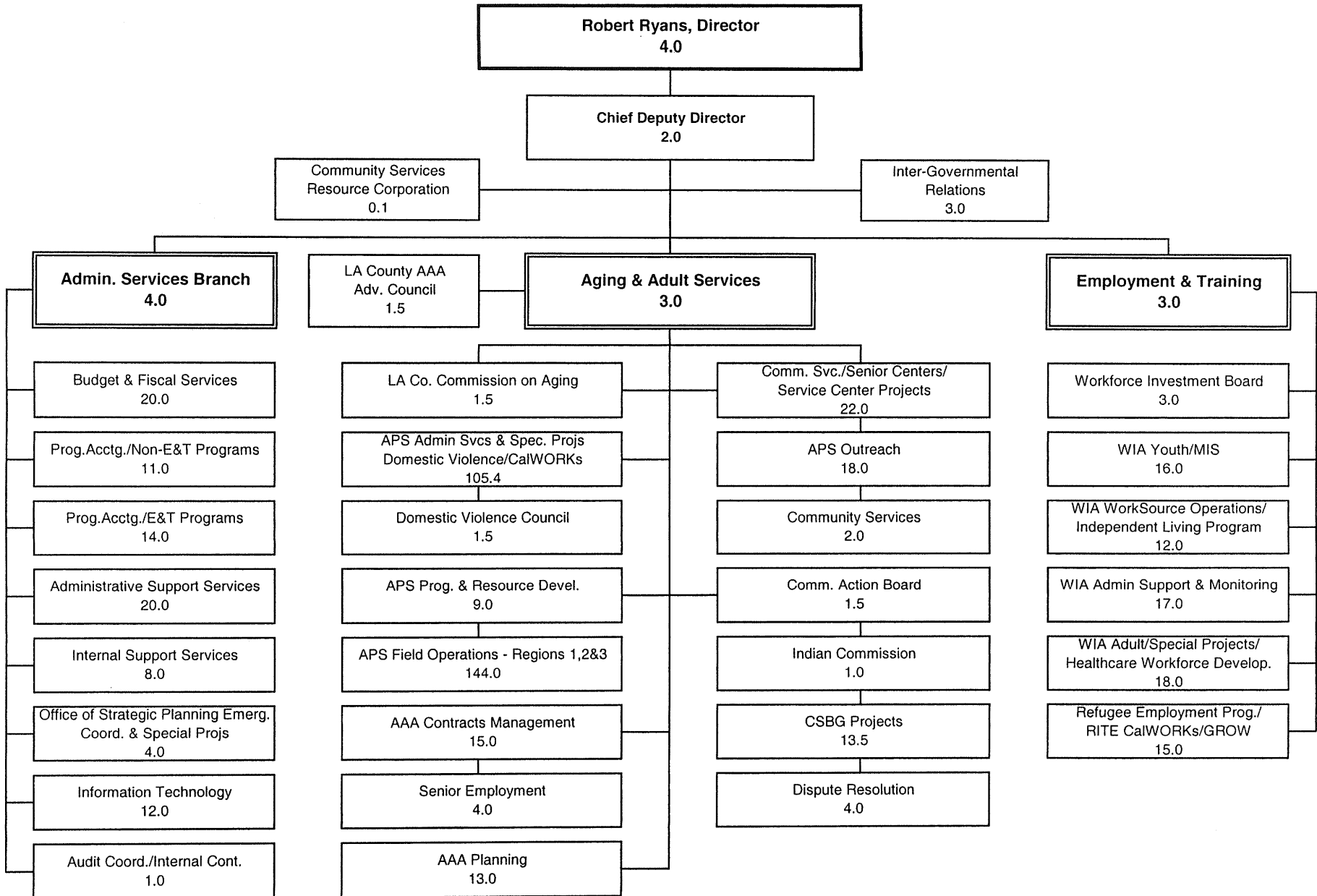
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	121,337,000	134,698,000	123,139,000	-11,559,000
Total Services and Supplies	121,337,000	134,698,000	123,139,000	-11,559,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	130,000	130,000	175,000	45,000
Total Equipment	130,000	130,000	175,000	45,000
Total Fixed Assets	130,000	130,000	175,000	45,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	121,467,000	134,828,000	123,314,000	-11,514,000
Less: Intrafund Transfers	40,044,000	43,792,000	34,592,000	-9,200,000
TOTAL NET REQUIREMENTS	81,423,000	91,036,000	88,722,000	-2,314,000
REVENUES:				
Intergovernmental Revenues-Federal	77,161,000	86,199,000	84,541,000	-1,658,000
Intergovernmental Revenues-State	4,262,000	4,837,000	4,181,000	-656,000
TOTAL REVENUES	81,423,000	91,036,000	88,722,000	-2,314,000
NET COUNTY COST	0	0	0	0

COMMUNITY AND SENIOR SERVICES

Fiscal Year 2003-04

Proposed Positions = 547.0

15.20



CONSUMER AFFAIRS
PASTOR HERRERA, JR., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 2,283,708	\$ 2,723,000	\$ 2,818,000	\$ 5,341,000	\$ 2,846,000	\$ 28,000	
SERVICES & SUPPLIES	1,298,637	1,494,000	1,494,000	2,043,000	1,493,000	-1,000	
OTHER CHARGES	71,405	25,000	33,000	33,000	33,000		
FIXED ASSETS-EQUIP				88,000			
GROSS TOTAL	\$ 3,653,750	\$ 4,242,000	\$ 4,345,000	\$ 7,505,000	\$ 4,372,000	\$ 27,000	
LESS INTRAFD TRANSFER	334,932	353,000	353,000	353,000	353,000		
NET TOTAL	\$ 3,318,818	\$ 3,889,000	\$ 3,992,000	\$ 7,152,000	\$ 4,019,000	\$ 27,000	
REVENUE	1,686,820	1,701,000	1,804,000	1,780,000	1,809,000	5,000	
NET COUNTY COST	\$ 1,631,998	\$ 2,188,000	\$ 2,188,000	\$ 5,372,000	\$ 2,210,000	\$ 22,000	
BUDGETED POSITIONS	48.0	46.0	46.0	67.0	45.0	-1.0	
REVENUE DETAIL							
FEDERAL AID-DISASTER	\$ 630	\$	\$	\$	\$		
COURT FEES & COSTS	536,478	538,000	538,000	561,000	538,000		
CHRGs FOR SVCS-OTHER	973,709	1,129,000	1,132,000	1,186,000	1,220,000	88,000	
MISCELLANEOUS	176,003	33,000	33,000	33,000	51,000	18,000	
OPERATING TRANSFER IN		1,000	101,000			-101,000	
TOTAL	\$ 1,686,820	\$ 1,701,000	\$ 1,804,000	\$ 1,780,000	\$ 1,809,000	\$ 5,000	
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION		ACTIVITY	OTHER PROTECTION

Mission Statement

To provide professional and responsive services to the consumers and businesses of Los Angeles County through advocacy, empowerment, and education.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects an overall increase in previously negotiated salaries and employee benefits. Offsetting these are decreases in services and supplies and an increase in ongoing revenue. The deletion of 1.0 position is necessary due to a reduction of one-time grant funding.

Strategic Planning

As a result of a Strategic Planning Process, the Department of Consumer Affairs developed its vision, mission, operating values, motto and goals that are consistent with the Countywide Strategic Plan. The Department plans to continue to explore new funding sources and cost saving approaches to meet the public's growing demand for its various services. The Department will continue to seek opportunities to partner with various entities and to explore innovative means to be more responsive to the rising demand for its services in multiple languages. Recognizing volunteers as an integral part of its operation donating approximately 8,000 counseling and mediation hours annually to the County, the Department will aggressively recruit, retain, and effectively use volunteers. Lastly, the Department will aim to provide a safe and positive work environment to its employees and also provide critical training as funding becomes available.

Strategic Planning (cont'd)

As part of its ongoing effort to provide a more efficient and effective delivery of service using technology and expert staff, the Board of Supervisors, upon the recommendation of the Information Technology Fund (ITF) Executive Committee, approved the use of ITF funds to acquire a state-of-the art "Web-Integrated Automated Consumer Information System." The system will provide web-based and recorded consumer information on a 24 hour, seven days a week basis through the Department's website and the system's auto-attendant telephone feature. Additionally, the system will provide fax on demand, outbound calling and an advanced text-to-speech delivery system that links callers to the web and allows them, telephonically, to interact with a website. Callers can be linked to any web page of County departments, State and federal consumer agencies, and other web-based consumer resources and the text to speech application will read web information to them on the telephone.

Critical Needs

The Department of Consumer Affairs requests all revenues from the Small Claims Advisor Fund be used to increase the funding of the Small Claims Advisor Program on an ongoing basis. Currently, the branch office locations in each of the supervisorial districts are only open one day per week. This additional funding will allow the Department to increase the number of service days in each supervisorial district by two. This program expansion can be accomplished by either adding two days in existing locations or opening branch offices in new court venues. There is an overwhelming need for small claims advisors in the following areas: Pomona, Compton, Los Angeles International Airport, West Los Angeles, Chatsworth, Long Beach, Norwalk, and Pasadena.

The Department of Consumer Affairs also needs \$98,000 on an ongoing basis to fund one Public Information Officer I position. Each year, the Department responds to media - both major network and ethnic, for information on current consumer related topics, such as Identity Theft, Pyramid Schemes, Energy Crisis, School Scholarship Scams, etc. and community outreach events, such as Health fairs, Job fairs, School Open House Events and Community Service Organizations. Currently, the Department's Director responds to these requests and may assign a staff member, which may negatively impact their primary job duties and responsibilities. In fiscal year 2001-02, the Department responded to over 160 media contacts and participated in approximately 100 speaking engagements and community outreach efforts. The Department also made arrangements for special events during National Consumer Week and organized Senior Community Forums. The Department also needs to maintain a viable website which receives thousands of hits monthly. Therefore, there is a need to fund a position so that the person can respond to all e-mail, media inquiries, update the content of the Department's website, develop new consumer alerts and coordinate and participate in the community and educational outreach efforts of the Department.

The Department of Consumer Affairs also needs approximately \$210,000 on an ongoing basis to fund two Consumer Affairs Representative III positions. This will enable the Department to conduct more complex investigations that can lead to the prosecution of perpetrators who commit civil and criminal offenses against the residents of Los Angeles County. Currently, the Department is able to identify potential frauds against the residents of Los Angeles County, but lacks the resources to fully investigate cases appropriate for prosecution. This position will aid in the recovery of restitution to victims and investigative costs to the Department.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost		Budgeted Positions
<u>Program Changes</u>							
1.	\$	3,000	\$	3,000	\$	--	--

Real Estate Fraud Notification Program: Reflects additional services and supplies fully offset by revenue from the Community Development Commission for costs related to the investigation, mediation and resolution of complaints related to real estate fraud. *Supports Countywide Strategic Plan Goal 1.*

Consumer Affairs (cont'd)

Changes From 2002-03 Budget

	<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.	\$ --	\$ --	\$ --	-1.0
<u>Consumer Services</u> : Reflects a reduction of one-time revenue from a CY Pres award and an increase in the reimbursement of investigative costs. <i>Supports Countywide Strategic Plan Goal 4.</i>				
<u>Other Changes</u>				
1.	\$ 25,000	\$ 2,000	\$ 23,000	--
<u>Salaries and Employee Benefits</u> : Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.				
2.	\$ 3,000	\$ --	\$ 3,000	--
<u>Retirement Debt Service</u> : Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	\$ -2,000	\$ --	\$ -2,000	--
<u>Countywide Cost Allocation Adjustment (A-87)</u> : Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	\$ -2,000	\$ --	\$ -2,000	--
<u>Insurance Premiums</u> : Reflects elimination of one-time funding for insurance premium increases.				
Total \$	27,000	\$ 5,000	\$ 22,000	-1.0

CONSUMER AFFAIRS

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Consumer Services Program

\$ 904,000	\$ 82,000	\$ 110,000	\$ 712,000	\$ --	\$ 712,000	11.0
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Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 2.62.020

The Consumer Services Program provides consumer counseling and information services to the public, accepts and mediates complaints between consumers and merchants, investigates and resolves complaints of unethical or deceptive business practices, and conducts special investigations which are presented to appropriate prosecuting agencies for civil adjudication and criminal prosecution. The program includes an interdepartmental agreement with the Adult Protective Services (APS) Program of the Department of Community and Senior Services (CSS) to provide fraud protection services to its large population of abused, neglected, and financially exploited elders and dependent adults. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Protection and education of consumers.

Service Delivery Standard: To counsel 13,000 persons per program staff; process 250 written complaints per program staff; and recover \$0.75 in restitution for each \$1.00 of net County cost (NCC).

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	10	10	10	10
NCC	\$695,000	\$714,000	\$748,000	\$748,000
<u>Workload/Output</u>				
Number of persons counseled	137,150	144,468	142,895	142,895
Number of written complaints processed	3,452	3,754	3,200	3,200
Restitution to consumers	\$616,742	\$547,951	\$ 600,000	\$600,000
<u>Efficiency</u>				
Number of persons counseled per staff	13,715	14,447	14,290	14,290
Number of written complaints processed per program staff	345	375	320	320
Dollars of restitution per NCC dollar	\$0.89	\$0.77	\$0.80	\$0.80
<u>Quality</u>				
Percent of persons counseled goal achieved	106%	111%	110%	110%
Percent of written complaints processed goal achieved	138%	150%	128%	128%
Percent of restitutions recovered goal achieved	118%	102%	107%	107%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Real Estate Fraud and Information Program

\$ 552,000	\$ 271,000	\$ 92,000	\$ 189,000	\$ --	\$ 189,000	6.0
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Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 2.62.020.

2. Real Estate Fraud and Information Program (cont'd)

The Real Estate Fraud Prevention Program serves as the central reporting agency for real estate fraud. Includes the Board of Supervisor ordered Real Estate Fraud Early Warning Program and a contract with the Department of Registrar-Recorder/County Clerk to conduct the Real Estate Fraud Notification Program. Related are two grants from the Community Development Block Grant Division to administer a Homeowners' Fraud Prevention Project and a Home Loan Counseling Program. The program includes an interdepartmental agreement with CSS' APS Program to provide fraud protection services to its large population of abused, neglected, and financially exploited elders and dependent adults. It comprises investigating complaints and counseling and educating the public on real estate issues including: homeownership, real estate fraud, foreclosure, refinancing, building contractors, home repairs, and undeveloped land sales. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Protection and education of consumers.

Service Delivery Standard: To counsel 4,000 persons per program staff; process 150 written complaints per program staff; and recover \$40 in restitution for each \$1.00 of NCC.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	4	5	5	5
NCC	\$160,000	\$170,000	\$185,000	\$185,000
<u>Workload/Output</u>				
Number of persons counseled	25,369	24,973	30,790	30,790
Number of written complaints processed	868	1,169	1,182	1,182
Restitution to consumers	\$8,414,691	\$6,862,119	\$5,877,290	\$5,877,290
<u>Efficiency</u>				
Number of persons counseled per staff	6,342	4,995	6,158	6,158
Number of written complaints processed per program staff	217	234	236	236
Dollars of restitution per NCC dollar	\$52.59	\$40.37	\$31.77	\$31.77
<u>Quality</u>				
Percent of persons counseled goal achieved	159%	125%	154%	154%
Percent of written complaints processed goal achieved	145%	156%	158%	158%
Percent of restitutions recovered goal achieved	131%	101%	79%	79%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Small Claims Advisor Program

\$ 607,000	\$ --	\$ 538,000	\$ 69,000	\$ --	\$ 69,000	8.0
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Authority: Non-mandated, discretionary program.

The Small Claims Advisor Program provides information and counseling to litigants and potential litigants on all aspects of the Small Claims Court. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Education of litigants and potential litigants to improve access to the justice system.

Service Delivery Standard: To counsel 19,000 persons per program staff.

Consumer Affairs (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	6	8	8	8
<u>Workload/Output</u>				
Number of persons counseled	140,208	145,838	144,674	144,674
<u>Efficiency</u>				
Number of persons counseled per staff	23,368	18,230	18,084	18,084
<u>Quality</u>				
Percent of persons counseled goal achieved	123%	96%	95%	95%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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4. Dispute Settlement Service Program

\$ 253,000 \$ -- \$ 226,000 \$ 27,000 \$ -- \$ 27,000 3.0

Authority: Non-mandated, discretionary program - permitted by California Business and Professions Code Section 470.3 et. seq.

The Dispute Settlement Services Program promotes alternative dispute resolution processes that divert cases from the courts by providing mediation, conciliation, information, and referral services to litigants and potential litigants who might otherwise use the court to settle their conflicts. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Resolution of conflicts between parties.

Service Delivery Standard: To counsel 6,000 persons per program staff and process 300 written complaints per program staff.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	2	2	2	2
<u>Workload/Output</u>				
Number of persons counseled	14,817	15,743	12,000	12,000
Number of written complaints processed	910	877	871	871
<u>Efficiency</u>				
Number of persons counseled per staff	7,409	7,872	6,000	6,000
Number of written complaints processed per program staff	455	439	436	436
<u>Quality</u>				
Percent of persons counseled goal achieved	123%	131%	100%	100%
Percent of complaints processed goal achieved	152%	146%	145%	145%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Cable Television Franchise Program

\$ 866,000	\$ --	\$ 792,000	\$ 74,000	\$ --	\$ 74,000	6.0
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Authority: Non-mandated, discretionary program - established by Los Angeles County Code Section 16.64.010.

The Cable Television Franchise Program protects the welfare and interests of cable television consumers and the County through the administration and monitoring of the County's cable television franchises. Also, includes the Volunteer Services Program, which coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns which service each division and the public. Also, includes revenues generated by other administrative and support costs.

Program Outcome: Regulation and administration of cable television franchises and protection of cable subscribers in the unincorporated areas of the County.

Service Delivery Standard: To counsel 450 persons per program staff; to process 75 complaints per program staff; and to administer 5 cable agreements per program staff.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	4	5	5	5
<u>Workload/Output</u>				
Number of persons counseled	1,754	2,440	1,692	1,692
Number of written complaints processed	177	333	245	245
Number of cable agreements administered	41	36	37	29
<u>Efficiency</u>				
Number of persons counseled per staff	439	488	338	338
Number of written complaints processed per program staff	44	67	49	49
Number of cable agreements administered per program staff	10	7	7	6
<u>Quality</u>				
Percent of persons counseled goal achieved	97%	108%	75%	75%
Percent of complaints processed goal achieved	59%	89%	65%	65%
Percent of cable agreements administered goal achieved	205%	144%	148%	116%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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6. Self-Help Legal Access Center Program

\$ 834,000	\$ --	\$ --	\$ 834,000	\$ --	\$ 834,000	1.0
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Authority: Non-mandated, discretionary program - established by the Los Angeles County Board of Supervisors.

The Self-Help Legal Access Center Program provides assistance to unrepresented patrons in understanding the laws, regulations and court procedures relevant to their case, and to better enable them to represent themselves and make informed choices concerning the legal options available to them.

6. Self-Help Legal Access Center Program (cont'd)

Program Outcome: Education of unrepresented litigants and access to the justice system.

Service Delivery Standard: To counsel 4,000 persons per program staff, includes use of contract program staff.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	3	3	3	3
<u>Workload/Output</u>				
Number of persons counseled	8,070	16,491	17,981	17,981
<u>Efficiency</u>				
Number of persons counseled per staff	2,690	5,497	5,994	5,994
<u>Quality</u>				
Percent of persons counseled goal achieved	67%	137%	150%	150%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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7. Administration

\$ 356,000	\$ --	\$ 51,000	\$ 305,000	\$ --	\$ 305,000	10.0
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Authority: Non-mandated, discretionary program.

Includes the executive office and administrative services support staff and a volunteer coordinator. The Volunteer Service and Internship Program coordinates and is responsible for the recruitment, training, and supervision of all volunteer and student interns. Costs of the Administration Program are offset by revenue as staff provide services to all Departmental grant programs. Also, includes funding for costs that are centrally allocated such as the toll-free number, website development and maintenance, and the data warehouse maintenance.

Program Outcome: Effective, efficient and safe administrative operation.

Service Delivery Standard: To recruit 50 volunteers and receive 8,000 volunteer counseling hours per volunteer coordinator; to handle 60 media requests per staff; and to receive 100% of budgeted revenue.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of volunteer coordinators	1	1	1	1
Number of grant administration staff	10	10	10	10
Number of staff who handles media requests	1	1	1	1
Revenue budgeted	\$1,884,000	\$1,827,000	\$1,804,000	\$1,780,000
<u>Workload/Output</u>				
Number of volunteers recruited	39	42	45	45
Number of volunteer counseling hours received	7,961	8,065	10,930	10,930
Number of grants administered	8	8	8	8
Number of media requests	144	168	85	85
Actual revenue received	\$1,894,601	\$1,686,813	\$1,703,000	\$1,780,000

Consumer Affairs (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u>				
Number of volunteers recruited per coordinator	39	42	45	45
Number of counseling hours received per coordinator	204	192	243	243
Number of grants administered per staff	1	1	1	1
Number of media requests handled per staff	144	168	85	85
<u>Quality</u>				
Percent of volunteers recruited goal achieved	78%	84%	90%	90%
Percent of received counseling hours goal achieved	100%	101%	137%	137%
Percent of media requests handled goal achieved	24%	28%	14%	14%
Percent of actual revenue received goal achieved	101%	92%	94%	100%

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$ 4,372,000	\$ 353,000	\$ 1,809,000	\$ 2,210,000	\$ 0	\$ 2,210,000	45.0

CONSUMER AFFAIRS

DEPARTMENTAL DETAIL SUMMARY

<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	1,969,000	2,051,813	2,328,720	276,907
Employee Benefits	754,000	766,187	517,280	-248,907
Total Salaries and Employee Benefits	2,723,000	2,818,000	2,846,000	28,000
<u>Services and Supplies</u>				
Communications	197,000	197,000	197,000	0
Information Technology Services	81,000	81,000	81,000	0
Insurance	6,000	6,000	2,000	-4,000
Maintenance-Buildings and Improvements	16,000	16,000	16,000	0
Maintenance-Equipment	17,000	17,000	17,000	0
Memberships	5,000	5,000	5,000	0
Office Expense-Other	54,000	54,000	54,000	0
Office Expense-Postage	15,000	15,000	15,000	0
Professional and Specialized Services	867,000	867,000	850,000	-17,000
Rents and Leases-Bldg and Improvements	7,000	7,000	7,000	0
Rents and Leases-Equipment	10,000	10,000	10,000	0
Special Departmental Expense	120,000	120,000	120,000	0
Auto Mileage	5,000	5,000	4,000	-1,000
Auto Service	7,000	7,000	7,000	0
Travel	7,000	7,000	7,000	0
Utilities	80,000	80,000	101,000	21,000
Total Services and Supplies	1,494,000	1,494,000	1,493,000	-1,000
<u>Other Charges</u>				
Judgments and Damages	1,000	8,000	8,000	0
Capital Lease Payments	24,000	25,000	25,000	0
Total Other Charges	25,000	33,000	33,000	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	4,242,000	4,345,000	4,372,000	27,000

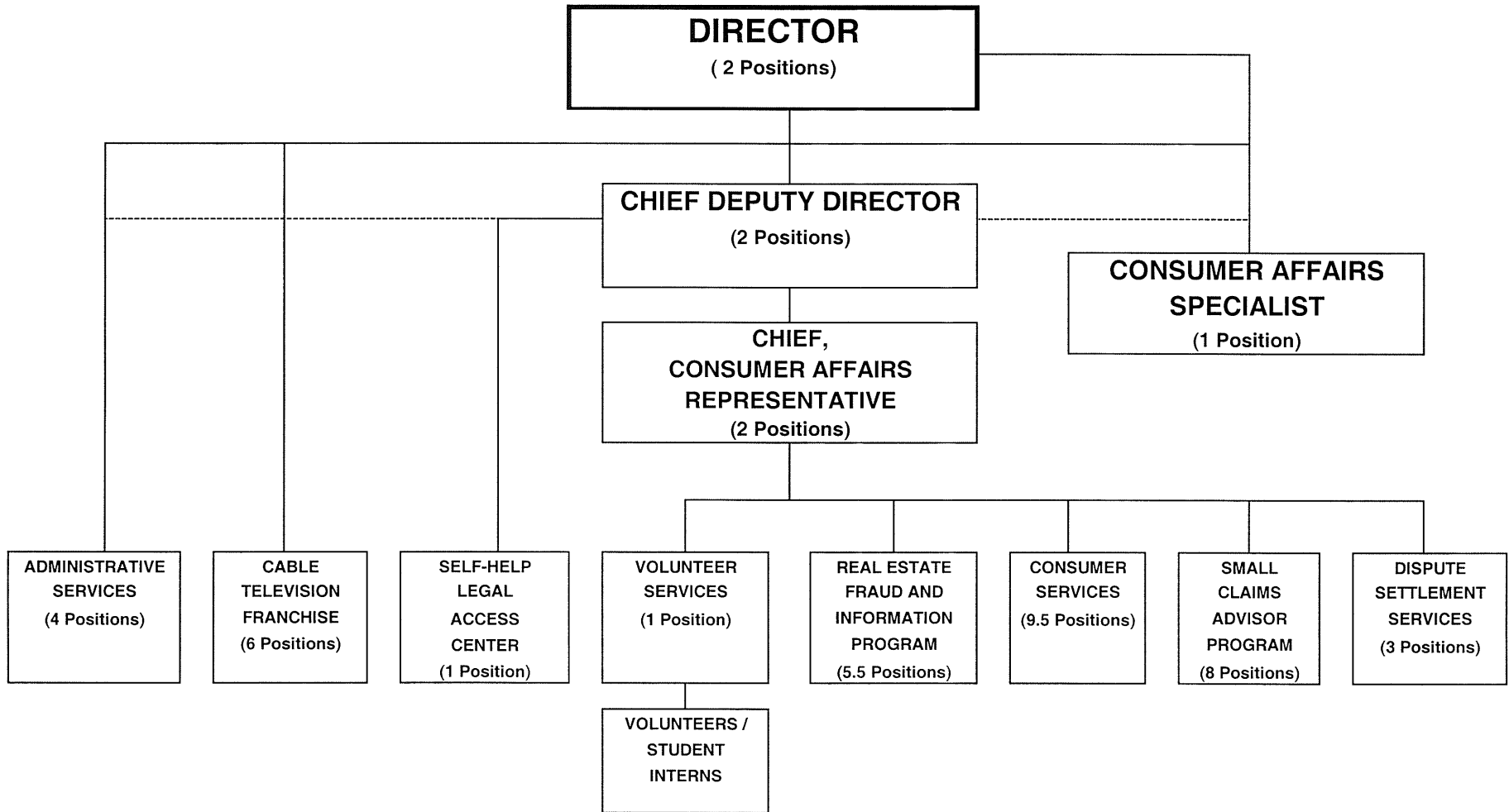
Consumer Affairs (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Less: Intrafund Transfers	353,000	353,000	353,000	0
TOTAL NET REQUIREMENTS	3,889,000	3,992,000	4,019,000	27,000
REVENUES:				
Charges for Services	1,667,000	1,670,000	1,758,000	88,000
Miscellaneous	33,000	33,000	51,000	18,000
Other Financing Uses	1,000	101,000	0	-101,000
TOTAL REVENUES	1,701,000	1,804,000	1,809,000	5,000
NET COUNTY COST	2,188,000	2,188,000	2,210,000	22,000

DEPARTMENT OF CONSUMER AFFAIRS

Pastor Herrera, Jr., Director

FY 2003-2004 Proposed Budget Positions = 45



CORONER

ANTHONY T. HERNANDEZ, DIRECTOR/DR. L. SATHYAVAGISWARAN, CME - CORONER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 15,026,265	\$ 16,200,000	\$ 16,915,000	\$ 19,996,000	\$ 16,955,000	\$ 40,000
SERVICES & SUPPLIES	3,564,583	3,470,000	3,275,000	3,965,000	3,289,000	14,000
OTHER CHARGES	344,535	383,000	434,000	764,000	521,000	87,000
FIXED ASSETS-EQUIP	337,300	224,000	224,000	326,000	163,000	-61,000
OTHER FINANCING USES	20,000	37,000	37,000	37,000	37,000	
GROSS TOTAL	\$ 19,292,683	\$ 20,314,000	\$ 20,885,000	\$ 25,088,000	\$ 20,965,000	\$ 80,000
LESS INTRAFD TRANSFER	114,077	120,000	99,000	120,000	120,000	21,000
NET TOTAL	\$ 19,178,606	\$ 20,194,000	\$ 20,786,000	\$ 24,968,000	\$ 20,845,000	\$ 59,000
REVENUE	2,098,155	2,212,000	2,346,000	2,450,000	2,450,000	104,000
NET COUNTY COST	\$ 17,080,451	\$ 17,982,000	\$ 18,440,000	\$ 22,518,000	\$ 18,395,000	\$ -45,000
 BUDGETED POSITIONS	 220.0	 220.0	 220.0	 222.0	 218.0	 -2.0
 REVENUE DETAIL						
STATE-OTHER	\$ 269,341	\$ 306,000	\$ 230,000	\$ 275,000	\$ 275,000	\$ 45,000
PERSONNEL SERVICES	8,899	9,000	8,000	9,000	9,000	1,000
COURT FEES & COSTS	182,961	226,000	195,000	234,000	234,000	39,000
RECORDING FEES	1,502		1,000	1,000	1,000	
CHRGs FOR SVCS-OTHER	1,194,284	1,240,000	1,366,000	1,349,000	1,349,000	-17,000
OTHER SALES	281,796	357,000	483,000	505,000	505,000	22,000
MISCELLANEOUS	111,092	74,000	61,000	75,000	75,000	14,000
SALE OF FIXED ASSETS	2,280		2,000	2,000	2,000	
OPERATING TRANSFER IN	46,000					
TOTAL	\$ 2,098,155	\$ 2,212,000	\$ 2,346,000	\$ 2,450,000	\$ 2,450,000	\$ 104,000
	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.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$45,000 primarily due to the elimination of 2.0 Physician, Post-Graduate positions, and a reduction in fixed assets and lease purchases, partially offset by previously negotiated increases in salaries and employee benefits and estimated increases in revenue from E-commerce, and crime lab services. The Proposed Budget also reflects the absorption of services and supplies cost increases.

Strategic Planning

Efforts continue toward the development of a Coroner annex facility to address the Department's H-VAC related issues to ensure the health and safety of employees, as well as preparing for the medical legal needs of the community based on projected population increases. The Department will continue efforts to complete 95 percent of all homicide reports within two months and 95 percent of all non-homicide reports within three months in compliance with the National Association of Medical Examiners accreditation standards. The Department will continue to explore the feasibility of expanding marketing services to include E-commerce cash register services for documents and other related Coroner functions and services.

Critical Needs

The Coroner has a critical need to increase the rate of autopsy and investigations to meet increased medical legal demands, particularly in the area of homicides; obtain a Coroner annex to house the biological functions of the Department; and determine the impact of the 2003-04 Governor's Proposed State Budget on the Coroner budget and take appropriate steps to ensure main mission operations are maintained.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -139,000	\$ --	\$ -139,000	-2.0
	<u>Residency Program (5th year):</u> Reflects a reduction of 2.0 positions in the residency program needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
	\$ -16,000	\$ --	\$ -16,000	--
2.	<u>Laboratory Services and Supplies:</u> Reflects a reduction of services and supplies needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
	\$ -56,000	\$ --	\$ -56,000	--
3.	<u>LAC-CAL Lease Payments:</u> Reflects a reduction in LAC-CAL lease payments and elimination of purchases in FY 2003-04 needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
<u>Other Changes</u>				
1.	\$ 134,000	\$ --	\$ 134,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 45,000	\$ --	\$ 45,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ 144,000	\$ --	\$ 144,000	--
	<u>Other Charges:</u> Reflects a net increase in lease payments for new telephone and dictaphone systems and an increase in judgment and damages costs.			

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>						
4.	\$ -1,000		\$ --		\$ -1,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.					
5.	\$ 42,000		\$ --		\$ 42,000	--
	<u>Services and Supplies:</u> Reflects a net increase in costs for health and safety equipment and computer equipment-noncapital.					
6.	\$ -12,000		\$ --		\$ -12,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.					
7.	\$ -61,000		\$ --		\$ -61,000	--
	<u>Fixed Assets:</u> Reflects a decrease in fixed assets based on actual experience.					
8.	\$ --		\$ 21,000		\$ -21,000	--
	<u>Reimbursable Services:</u> Reflects an increase in reimbursable services provided to other County departments for copies of photographs and documents.					
9.	\$ --		\$ 104,000		\$ -104,000	--
	<u>Miscellaneous Revenue:</u> Reflects an increase in revenue associated with crime lab services, partially offset by a reduction in revenue from the Peace Officers Standards and Training (POST) reimbursement program for Peace Officers and an increase associated with E-commerce and credit card purchase system.					
Total \$	80,000		\$ 125,000		\$ -45,000	-2.0

CORONER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 5,491,000	\$ --	\$ 312,000	\$ 5,179,000	\$ --	\$ 5,179,000	33.0

1. Forensic Medicine

Authority: Mandated program by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Government Codes 27460 to 27540, Government Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Section 2.22.010 to 110).

Investigates and determines the cause and mode of all sudden and unusual deaths under the Coroner's jurisdiction by conducting forensic medical investigation, autopsies, and histopathology examinations. Includes revenue that was partially earned by costs incurred in the Administration and Support Programs.

Program Outcome: Timely examination of decedents and determination of cause of death. Preparation of accurate and timely autopsy reports.

Service Delivery Standard:

- Autopsy or examine 90 percent of decedents within 24 hours of completion of Investigator's report.
- Finalize 95 percent of Coroner's reports within two months for homicide cases, and within three months for non-homicide cases (business days).
- Close 75 percent of pending cases within 60 days of date of death.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Pathologist	25	26	27	27
<u>Workload/Output</u>				
Autopsies/Examinations	6,790	7,142	7,179	7,160
<u>Efficiency</u>				
Cases per Pathologist	272	275	266	265
Average cost per Pathologist	\$1,029	\$1,018	\$1,037	\$1,041
<u>Quality</u>				
Autopsy 90 percent of decedents	85%	86%	79%	80%
Finalize homicide cases in two months	85%	92%	96%	95%
Finalize non-homicide cases in three months	98%	99%	100%	99%
Close pending cases in 60 days	75%	84%	85%	85%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Operations Bureau

\$ 9,074,000	\$ 71,000	\$ 1,272,000	\$ 7,731,000	\$ --	\$ 7,731,000	120.0
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Authority: Mandated program by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Government Codes 27460 to 27540, Government Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Section 2.22.010 to 110).

Provides death scene investigation and death notification to next of kin, gathers information from witnesses, and collects data used in determining the cause of death. Responsible for the preparation of investigative reports and the provision of testimony in court, and assists with transportation, storage, photography, x-ray, dental and fingerprint examination, embalming, and release of decedents. Also provides disaster preparation and response to all major and minor emergencies.

Coroner (cont'd)

2. **Operations Bureau** (cont'd)

Program Outcome: Provide complete death investigation inquiries and fulfill mandated responsibilities for identification and next of kin notification.

Service Delivery Standard:

- Recover 90 percent of human remains from area hospitals within 36 hours of being reported to the Coroner.
- Certify 90 percent of mortuary sign-out cases within 96 hours of the death being reported to the Coroner.
- Complete 80 percent of in-house investigations within 72 hours of the decedent's arrival at the Forensic Science Center (FSC).

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Field Investigators	32	32	34	39
<u>Workload/Output</u>				
Cases investigated	17,815	19,054	19,342	19,515
<u>Efficiency</u>				
Cases per investigator	557	595	569	500
Average cost per investigation	\$211	\$198	\$215	\$244
Average at-scene response time (minutes)	60	60	60	60
<u>Quality</u> ⁽¹⁾				
Percentage of incoming cases recovered from area hospitals within 36 hours of report	0	0	90%	90%
Percentage of outside cases certified and closed within 96 hours of report	0	0	90%	90%
Percentage of inside cases investigated and made ready for medical examination within 72 hours of decedent's arrival at FSC	0	0	80%	80%

Explanatory Note(s):

(1) Performance Measures for Coroner Operations Bureau Program Budget changed in 2002-03 and remain consistent in 2003-04. The percentages for "Quality" are part of the narrative under "Service Delivery Standard".

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. **Forensic Laboratories**

\$ 2,162,000	\$ --	\$ 223,000	\$ 1,939,000	\$ --	\$ 1,939,000	18.0
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Authority: Mandated program by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies (Government Codes 27460 to 27540, Government Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Section 2.22.010 to 110).

Provides toxicological, histological and scanning electron microscopy analysis. Also provides criminalistic services, and if necessary, testimony in court.

Program Outcome: Provide timely and accurate toxicology analyses.

Service Delivery Standard:

- Complete 95 percent of all negative toxicology reports within 30 days.
- Complete 95 percent of all positive toxicology reports within 60 days.

Coroner (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Senior Criminalist	7	8	7	9
<u>Workload/Output</u>				
Toxicology laboratory tests performed	66,020	60,299	61,493	64,400
<u>Efficiency</u>				
Laboratory tests per Senior Criminalist	9,431	7,537	8,785	7,156
Average cost per Senior Criminalist	\$18	\$24	\$21	\$25
<u>Quality</u>				
Complete negative toxicology requests within 30 days	97%	97%	90%	95%
Complete positive toxicology requests within 60 days	96%	96%	95%	97%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
4. <u>Executive/Administration/Public Services</u>						
\$ 4,238,000	\$ 49,000	\$ 643,000	\$ 3,546,000	\$ --	\$ 3,546,000	47.0

Authority: Mandated program by State - Chapter 462/78 Dental Records, Chapter 498/77 Coroner's State Hospital Patient Death, Chapter 268/91 SIDS Contact Family, Chapter 955/89 SIDS Autopsies, Chapter 486/75 Mandated Reimbursement Process (Government Codes 27460 to 27540, Government Code Sections 68096.1 and 68097, and County Code Chapter 2.22, Sections 2.22.010 to 110).

The Public Services Division provides and maintains case file management, document sales, billing for transportation services, subpoena processing, and release of decedent personal property. The Administration and Executive Division provides overall direction and coordination of all non-medical divisions and programs; directs the achievement of goals and objectives; and maintains administrative support for the Department, including budget, fiscal, personnel, and procurement services.

Program Outcome: The Public Services Division provides and maintains case file management, document sales, preparation of death certificates and medical amendments to the certificates, billing for transportation services, subpoena processing, and release of decedent personal property.

Service Delivery Standard: The Public Services Division objectives include timely processing of document orders, error-free death certificate and medical amendment products, rapid transmission of medical amendments to Health Services Registrar, professional and expedient customer service to the public both by telephone and in person, and accurate and efficient subpoena processing and dispensation.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Clerks	5	5	5	5
Property Custodian	3	3	3	3
Senior Clerks	2	2	2	2
<u>Workload/Output</u>				
Public telephone inquiries	74,942	77,190	80,731	88,748
Personal property released	1,363	1,656	1,571	1,719
Subpoena processed	2,797	2,897	3,025	3,342
<u>Efficiency</u>				
Average cost per telephone inquiry	\$2.90	\$2.92	\$2.95	\$2.68
Average cost per case to release property	\$114.15	\$96.62	\$107.09	\$97.87
Average cost to process subpoena per case	\$35.06	\$34.82	\$35.07	\$31.74

Coroner (cont'd)

Performance Measures (cont'd)				Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Quality</u>							
Percentage of telephone calls answered within 2 rings with clients assisted within 3 minutes				82%	85%	85%	85%
Percentage of family members assisted by Property Custodian within 10 minutes of arrival at FSC				60%	60%	65%	65%
Percentage of subpoenas processed and delivered to addressee within 24 hours of delivery to Department				99%	99%	99%	99%
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions	
Total Programs							
\$20,965,000	\$ 120,000	\$ 2,450,000	\$ 18,395,000	\$ 0	\$ 18,395,000	218.0	

CORONER

DEPARTMENTAL DETAIL SUMMARY

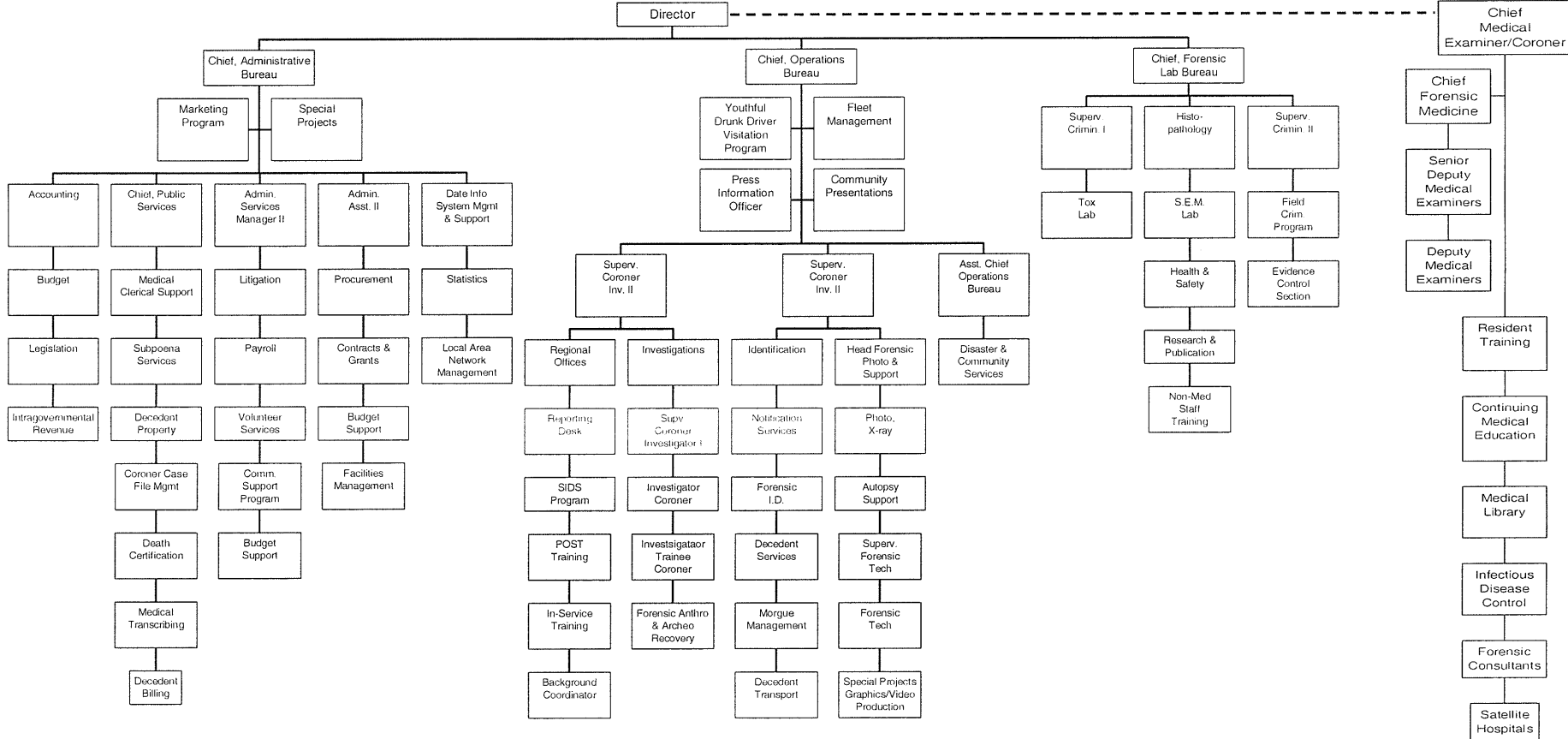
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	12,100,000	12,427,000	12,305,000	-122,000
Employee Benefits	4,100,000	4,488,000	4,650,000	162,000
Total Salaries and Employee Benefits	16,200,000	16,915,000	16,955,000	40,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	21,000	15,000	21,000	6,000
Communications	155,000	162,000	155,000	-7,000
Computer Equipment-noncapital	104,000	25,000	79,000	54,000
Computer Software	80,000	50,000	83,000	33,000
Household Expenses	116,000	128,000	100,000	-28,000
Information Technology Services	293,000	223,000	253,000	30,000
Insurance	157,000	157,000	157,000	0
Maintenance-Buildings and Improvements	90,000	113,000	84,000	-29,000
Maintenance-Equipment	205,000	175,000	193,000	18,000
Medical Dental and Laboratory Supplies	424,000	418,000	418,000	0
Memberships	4,000	4,000	4,000	0
Office Expense-Other	102,000	121,000	80,000	-41,000
Office Expense-Postage	22,000	22,000	22,000	0
Office Expense-Stat and Forms	45,000	41,000	30,000	-11,000
Professional and Specialized Services	967,000	987,000	969,000	-18,000
Rents and Leases-Equipment	21,000	16,000	21,000	5,000
Small Tools and Instruments	12,000	4,000	12,000	8,000
Special Departmental Expense	372,000	350,000	350,000	0
Telecommunications	38,000	33,000	38,000	5,000
Transportation and Travel-Auto Mileage	6,000	7,000	6,000	-1,000
Transportation and Travel-Auto Service	125,000	125,000	125,000	0
Transportation and Travel-Other	5,000	6,000	5,000	-1,000
Transportation and Travel-Traveling	102,000	90,000	80,000	-10,000
Utilities	4,000	3,000	4,000	1,000
Total Services and Supplies	3,470,000	3,275,000	3,289,000	14,000
<u>Other Charges</u>				
Judgments and Damages	34,000	34,000	71,000	37,000
Capital Lease Payments	349,000	400,000	450,000	50,000
Total Other Charges	383,000	434,000	521,000	87,000
<u>Fixed Assets</u>				
Equipment:				
Major Office Equipment	18,000	18,000	0	-18,000
Medical Equipment	206,000	206,000	135,000	-71,000
Vehicle-Automobile	0	0	28,000	28,000
Total Equipment	224,000	224,000	163,000	-61,000
Total Fixed Assets	224,000	224,000	163,000	-61,000

Coroner (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Operating Transfers Out	37,000	37,000	37,000	0
Total Other Financing Uses	37,000	37,000	37,000	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	20,314,000	20,885,000	20,965,000	80,000
Less: Intrafund Transfers	120,000	99,000	120,000	21,000
TOTAL NET REQUIREMENTS	20,194,000	20,786,000	20,845,000	59,000
REVENUES:				
Intergovernmental Revenues-State	306,000	230,000	275,000	45,000
Charges for Services	1,475,000	1,570,000	1,593,000	23,000
Miscellaneous Revenues	431,000	544,000	580,000	36,000
Other Financing Sources	0	2,000	2,000	0
TOTAL REVENUES	2,212,000	2,346,000	2,450,000	104,000
NET COUNTY COST	17,982,000	18,440,000	18,395,000	-45,000

Los Angeles County Department of Coroner 2003-04 Proposed Budgeted Positions = 218.0

17.9



COUNTY COUNSEL
LLOYD W. PELLMAN, COUNTY COUNSEL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 46,608,643	\$ 52,245,000	\$ 55,317,000	\$ 58,254,000	\$ 55,357,000	\$ 40,000
SERVICES & SUPPLIES	7,545,957	9,517,000	9,517,000	10,024,000	9,515,000	-2,000
OTHER CHARGES	428,471	400,000	441,000	430,000	422,000	-19,000
FIXED ASSETS-EQUIP	48,641	61,000	61,000	161,000	61,000	
GROSS TOTAL	\$ 54,631,712	\$ 62,223,000	\$ 65,336,000	\$ 68,869,000	\$ 65,355,000	\$ 19,000
LESS INTRAFD TRANSFER	37,785,491	44,783,000	44,887,000	48,171,000	46,601,000	1,714,000
NET TOTAL	\$ 16,846,221	\$ 17,440,000	\$ 20,449,000	\$ 20,698,000	\$ 18,754,000	\$ -1,695,000
REVENUE	14,023,918	13,747,000	16,756,000	15,496,000	15,324,000	-1,432,000
NET COUNTY COST	\$ 2,822,303	\$ 3,693,000	\$ 3,693,000	\$ 5,202,000	\$ 3,430,000	\$ -263,000
BUDGETED POSITIONS	554.0	536.0	536.0	540.0	534.0	-2.0
REVENUE DETAIL						
LEGAL SERVICES	\$ 8,839,730	\$ 8,917,000	\$ 10,014,000	\$ 9,636,000	\$ 9,514,000	\$ -500,000
PERSONNEL SERVICES	4,275,731	3,932,000	4,500,000	4,545,000	4,545,000	45,000
PLANNING & ENG SVCS		36,000	65,000	48,000	48,000	-17,000
COURT FEES & COSTS	8,470					
ROAD & STREET SVCS	274,607	140,000	550,000	265,000	265,000	-285,000
PARK & RECREATION SVS	87,517	38,000	150,000	55,000	55,000	-95,000
CHRGs FOR SVCS-OTHER	319,064	499,000	694,000	702,000	652,000	-42,000
MISCELLANEOUS	218,799	185,000	783,000	245,000	245,000	-538,000
TOTAL	\$ 14,023,918	\$ 13,747,000	\$ 16,756,000	\$ 15,496,000	\$ 15,324,000	\$ -1,432,000
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		GENERAL		COUNSEL	

Mission Statement

The Office of the County Counsel provides ethical, timely, effective legal representation, advice and counsel to the County, the Board of Supervisors (Board), Public Officers and Agencies.

The County Counsel is mandated by the County Charter and State Statutes to provide legal advice and representation of civil matters to the Board, County Departments, and Special Districts.

The Office provides a broad range of corporate civil legal services including advising on the law as it applies to County operations; drafting legal documents; representing the County in civil court actions and in financial funding issues. The County Counsel also assists in representing the County's position in the State Legislature and before State and federal regulatory agencies and administrative hearing boards.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a decrease of \$263,000 in net County costs (NCC) primarily due to a \$281,000 reduction in providing house counsel/legal advice to general fund departments, partially offset by funding for previously negotiated increases in salaries and employee benefits. Additionally, 2.0 vacant Deputy Attorney positions were eliminated that were initially allocated to provide legal services to the Sheriff's Department.

Strategic Planning

The Office of the County Counsel will continue to align itself with the County's Strategic Plan. Emphasis is placed on service excellence, workforce excellence, organizational effectiveness and fiscal responsibility.

The Office, in creating a structure supportive of the County's goals, has made recent operational changes focusing on improving the quality and cost of services provided to its clients using existing resources. The addition of the Board-approved Litigation Cost Manager, along with the anticipated implementation of the new Risk Management Information System (RMIS), will aid its efforts in ensuring that the County receives quality, directed and cost-effective representation from both in-house and contract counsel.

Additionally, with respect to service excellence, County Counsel continues to enhance its automated systems including continued development of the internet/intranet website and the Hearing Notice System for the Department of Children and Family Services (DCFS).

Critical Needs

County Counsel has a critical need for additional NCC to offset the growing demand for house counsel/advisory services by general fund departments. In financially difficult times, these services are increasingly needed to mitigate potential lawsuits and future liability stemming from the actions of its clients.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -218,000	\$ -218,000	\$ --	-2.0
	<u>Legal Services:</u> Reflects a reduction of 2.0 vacant Deputy County Counsel positions, initially allocated to provide legal services to the Sheriff's Department. <i>Supports Countywide Strategic Plan Goal 4, Fiscal Responsibility, Strategy 1.</i>			
2.	\$ -281,000	\$ --	\$ -281,000	--
	<u>Outside Counsel Service Reduction:</u> Reflects a reduction in the use of outside counsel to provide legal advice to general fund departments. <i>Supports Countywide Strategic Plan Goal 4, Fiscal Responsibility, Strategy 1</i>			
<u>Other Changes</u>				
1.	\$ 485,000	\$ 450,000	\$ 35,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 109,000	\$ 93,000	\$ 16,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -14,000	\$ --	\$ -14,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
4.	\$ -19,000	\$ --	\$ -19,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ --	\$ -43,000	\$ 43,000	--
	<u>Reimbursements:</u> Reflects a \$1,584,000 decrease in revenue, partially offset by a corresponding \$1,541,000 increase in intrafund transfers resulting from a realignment of staff resources to conform with the available funding and the needs of client departments.			
6.	\$ -43,000	\$ --	\$ -43,000	--
	<u>Miscellaneous Adjustments:</u> Reflects a \$336,000 reduction in funding for various employee benefits based upon actual experience, partially offset by a net increase of \$293,000 in services and supplies primarily for increases in legal defense costs.			
Total \$	19,000	\$ 282,000	\$ -263,000	-2.0

COUNTY COUNSEL

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$16,671,000	\$ 10,481,000	\$ 3,447,000	\$ 2,743,000	\$ 1,574,000	\$ 1,169,000	126.0

1. House Counsel

Authority: Mandated program with discretionary level of service - California Constitution Article XI, Section 3, California Government Code Section 27640 and 27642, and the Los Angeles County Charter Article VI, Section 21.

Advises County clients as to their duties and responsibilities under the law, including such areas as a conflict of interest, taxation, finance, legislation, public health, safety, and welfare.

Program Outcome: Improved response time to requests for written responses or advice from the Board of Supervisors (Board) and department heads and constituent inquiries forwarded by the Board.

Service Delivery Standard: Legal staff will provide written responses within established time frames commencing with receipt by the office 90 percent of the time.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of constituent requests forwarded by the Board requiring written response with a due date of 20 days or less	n/a	n/a	54	54
Number of constituent approved and released requests forwarded by the Board requiring written response with a due date of 20 days or less	n/a	n/a	68	68
Number of requests by the Board and department heads for written response requiring more than 20 days	n/a	n/a	126	126
<u>Workload/Output</u>				
Number of written constituent requests forwarded by the Board approved on time	n/a	n/a	22	49
Number of constituent approved and released written responses on time	n/a	n/a	38	61
Number of written responses from the Board and department heads provided on time (non-dependency)	n/a	n/a	50	114
<u>Efficiency</u>				
Number of written responses provided per attorney (non-dependency)	n/a	n/a	3	3
Number of written constituent responses forwarded to the Board provided per attorney (non-dependency)	n/a	n/a	3	3
Number of written constituent requests approved and released provided per attorney (non-dependency)	n/a	n/a	6	6
Number of written responses to the Board and department heads provided per attorney (non-dependency)	n/a	n/a	4	4

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>				
Percentage of written responses meeting deadline	n/a	n/a	60%	90%
Percentage of written constituent responses meeting deadline	n/a	n/a	50%	90%
Percentage of written constituent approved and released responses meeting deadline	n/a	n/a	56%	90%
Percentage of written responses to the Board and department heads meeting deadlines	n/a	n/a	40%	90%

Explanatory Note:

(1) Performance Measures were developed during the 2002-03 budget process. Measurable data is not available for historical years. The data provided this initial year is the basis to measure improvement for future fiscal years. The data does not include verbal inquiries that require a written response.

n/a = not available

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
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2. Litigation

\$41,417,000 \$ 30,938,000 \$ 10,173,000 \$ 306,000 \$ 3,910,000 \$ -3,604,000 315.0

Authority: Mandated program with discretionary level of service - California Constitution Article XI, Section 3, California Government Code Section 27640 and 27642, and the Los Angeles County Charter Article VI, Section 21.

Represents the County, its officers, special districts and the Metropolitan Transportation Authority in all civil litigation, probate, dependency court, and workers' compensation matters.

Program Outcome: Appropriate placement of dependent children.

Service Delivery Standard: Prevail in 95 percent juvenile dependency writs and appeals.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of appeals or writs filed	n/a	n/a	242	400
Number of appeals or writs pending	n/a	n/a	156	260
<u>Workload/Output</u>				
Number of appeals and writs won	n/a	n/a	70	133
<u>Efficiency</u>				
Number of appeals per appellate attorney	n/a	n/a	13	21
<u>Quality</u>				
Percent of appeals and writs won	n/a	n/a	81%	95%

Explanatory Note(s):

(1) Performance Measures were developed during the 2002-03 budget process. Measurable data is not available for historical years. The data provided this initial year is the basis to measure improvement for future fiscal years. The data does not include verbal inquiries that require a written response.

n/a = not available

County Counsel (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. **Administration**

\$ 7,267,000 \$ 5,182,000 \$ 1,704,000 \$ 381,000 \$ 686,000 \$ -305,000 93.0

Authority: Non-mandated, discretionary program.

Performs the administrative functions of the Department. Includes executive office functions not directly associated with client services. Also, includes departmental budget, accounting personnel/payroll, procurement, and information technology.

Program Outcome: Improve client service by providing timely and accurate information.

Service Delivery Standard: Send out 60 percent of all invoices to clients within 30 working days after the month service was rendered by in-house legal, staff, and send out 100 percent of all invoices to clients within 60 working days after the month service was rendered by in-house legal staff.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of invoices sent to clients	1,378	1,292	1,300	1,300
<u>Workload/Output</u>				
Number of invoices sent within 30 working days of service	1,198	957	1,000	1,050
Number of invoices sent within 60 working days of service	1,378	1,292	1,300	1300
<u>Efficiency</u>				
Percent of accurate invoices sent to clients	100%	100%	100%	100%
<u>Quality</u>				
Percent of invoices sent within 30 working days of service	87%	74%	77%	90%
Percent of invoices sent within 60 working days of service	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$65,355,000 \$ 46,601,000 \$ 15,324,000 \$ 3,430,000 \$ 6,170,000 \$ -2,740,000 534.0

COUNTY COUNSEL

DEPARTMENTAL DETAIL SUMMARY

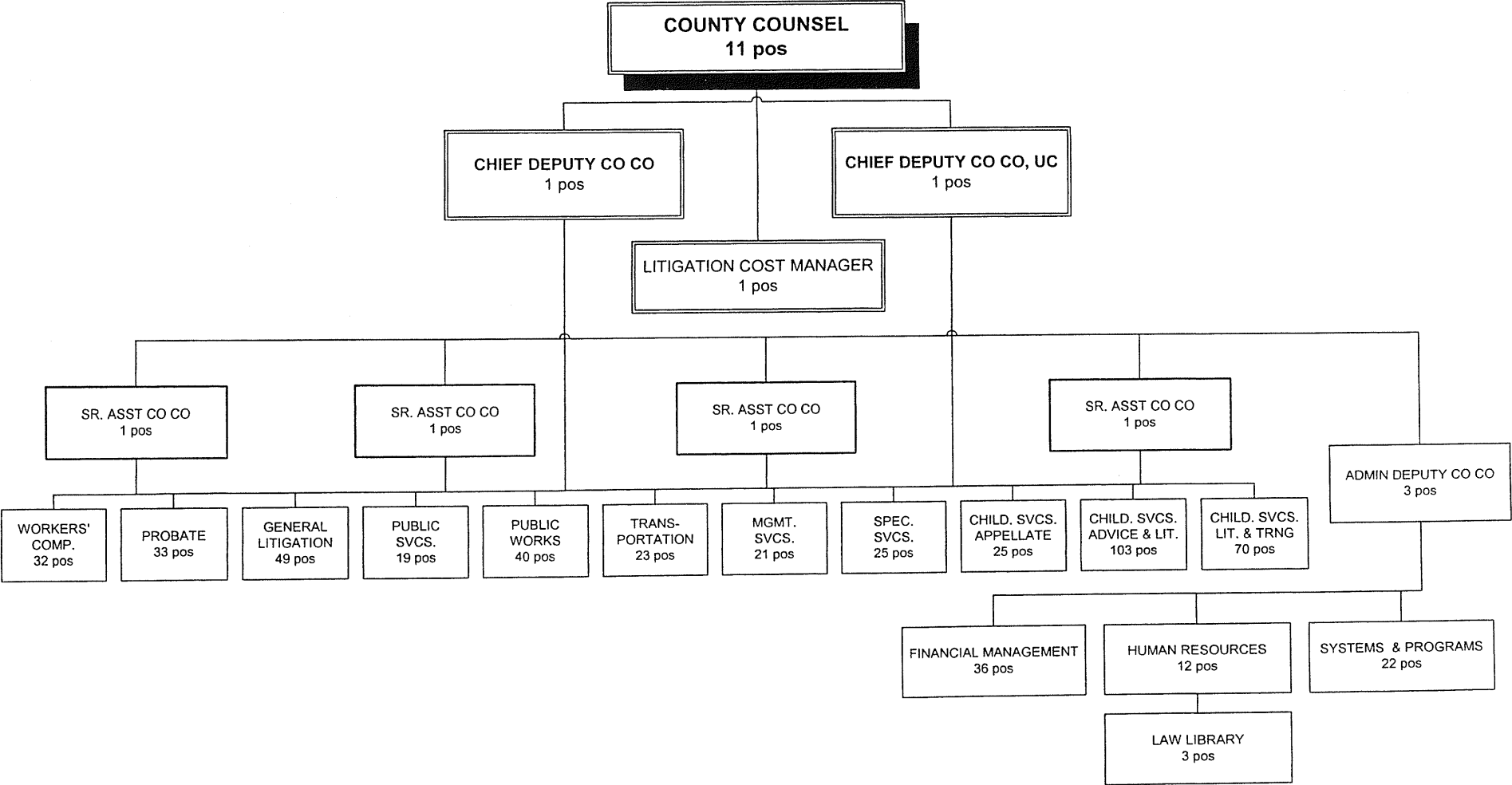
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	38,270,000	41,196,000	40,983,000	-213,000
Employee Benefits	13,975,000	14,121,000	14,374,000	253,000
Total Salaries and Employee Benefits	52,245,000	55,317,000	55,357,000	40,000
<u>Services and Supplies</u>				
Communications	476,000	526,000	533,000	7,000
Computer Equipment-noncapital	108,000	111,000	137,000	26,000
Computer Software	272,000	499,000	195,000	-304,000
Information Technology Services	735,000	878,000	760,000	-118,000
Insurance	10,000	21,000	16,000	-5,000
Maintenance-Buildings and Improvements	620,000	752,000	770,000	18,000
Memberships	114,000	130,000	130,000	0
Office Expense-Other	1,158,000	1,215,000	1,110,000	-105,000
Office Expense-Postage	54,000	86,000	86,000	0
Office Expense-Stat and Forms	97,000	85,000	106,000	21,000
Professional and Specialized Services	4,391,000	3,192,000	3,840,000	648,000
Publication and Legal Notices	5,000	5,000	5,000	0
Rents and Leases-Bldg and Improvements	145,000	185,000	172,000	-13,000
Rents and Leases-Equipment	293,000	394,000	394,000	0
Special Departmental Expense	14,000	11,000	14,000	3,000
Telecommunications	30,000	62,000	51,000	-11,000
Training	197,000	459,000	328,000	-131,000
Transportation and Travel-Auto Mileage	46,000	51,000	59,000	8,000
Transportation and Travel-Auto Service	35,000	31,000	32,000	1,000
Transportation and Travel-Traveling	63,000	63,000	77,000	14,000
Utilities	654,000	761,000	700,000	-61,000
Total Services and Supplies	9,517,000	9,517,000	9,515,000	-2,000
<u>Other Charges</u>				
Judgments and Damages	5,000	20,000	20,000	0
Retirement of Other Long-Term Debt	394,000	420,000	401,000	-19,000
Taxes and Assessments	1,000	1,000	1,000	0
Total Other Charges	400,000	441,000	422,000	-19,000
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	5,000	0	-5,000
Computer Info and Data Processing Sys	0	40,000	0	-40,000
Major Office Equipment	61,000	16,000	61,000	45,000
Total Equipment	61,000	61,000	61,000	0
Total Fixed Assets	61,000	61,000	61,000	0

County Counsel (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	62,223,000	65,336,000	65,355,000	19,000
Less: Intrafund Transfers	44,783,000	44,887,000	46,601,000	1,714,000
TOTAL NET REQUIREMENTS	17,440,000	20,449,000	18,754,000	-1,695,000
REVENUES:				
Charges for Services	13,562,000	15,973,000	15,079,000	-894,000
Miscellaneous Revenues	185,000	783,000	245,000	-538,000
TOTAL REVENUES	13,747,000	16,756,000	15,324,000	-1,432,000
NET COUNTY COST	3,693,000	3,693,000	3,430,000	-263,000

OFFICE OF THE COUNTY COUNSEL

Lloyd W. Pellman, County Counsel
 Total 2003 - 2004 Budgeted Positions = 534



18.8

**DISTRICT ATTORNEY
STEVE COOLEY, DISTRICT ATTORNEY**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 210,663,135	\$ 217,950,000	\$ 216,155,000	\$ 230,717,000	\$ 216,970,000	\$ 815,000
SERVICES & SUPPLIES	34,808,994	34,579,000	34,579,000	34,904,000	32,194,000	-2,385,000
OTHER CHARGES	2,276,170	2,641,000	2,641,000	2,609,000	2,609,000	-32,000
FIXED ASSETS-EQUIP	489,559	370,000	370,000	370,000	370,000	
GROSS TOTAL	\$ 248,237,858	\$ 255,540,000	\$ 253,745,000	\$ 268,600,000	\$ 252,143,000	\$ -1,602,000
LESS INTRAFD TRANSFER	11,311,555	11,351,000	11,782,000	11,703,000	11,143,000	-639,000
NET TOTAL	\$ 236,926,303	\$ 244,189,000	\$ 241,963,000	\$ 256,897,000	\$ 241,000,000	\$ -963,000
REVENUE	125,044,229	124,581,000	124,380,000	122,552,000	118,723,000	-5,657,000
NET COUNTY COST	\$ 111,882,074	\$ 119,608,000	\$ 117,583,000	\$ 134,345,000	\$ 122,277,000	\$ 4,694,000
BUDGETED POSITIONS	2,160.0	2,133.0	2,133.0	2,137.0	2,094.0	-39.0
REVENUE DETAIL						

VEHICLE CODE FINES	\$ 4,583	\$	\$	\$	\$	\$
OTHER COURT FINES	-4,650					
FORFEIT & PENALTIES	111,648	56,000	20,000	50,000	50,000	30,000
STATE-OTHER	26,954,385	26,751,000	26,815,000	24,997,000	24,997,000	-1,818,000
STATE-REALIGNMENT REV	4,204,000	4,204,000	4,204,000	4,204,000	4,204,000	
STATE-PROP 172 PSAF	74,839,751	80,622,000	80,622,000	80,622,000	76,793,000	-3,829,000
STATE-COPS	6,137,776	4,402,000	3,400,000	3,359,000	3,359,000	-41,000
FEDERAL-OTHER	1,808,750	1,532,000	1,360,000	1,970,000	1,970,000	610,000
ASSESS/TAX COLL FEES	20,015					
COMMUNICATION SVCS	320,226	186,000	760,000	335,000	335,000	-425,000
LEGAL SERVICES	78,184	87,000	150,000	87,000	87,000	-63,000
RECORDING FEES	159					
CHRGs FOR SVCS-OTHER	2,198,183	2,279,000	2,279,000	2,300,000	2,300,000	21,000
OTHER SALES	9,550					
MISCELLANEOUS	3,695,202	3,462,000	3,770,000	3,628,000	3,628,000	-142,000
SALE OF FIXED ASSETS	3,467					
OPERATING TRANSFER IN	4,663,000	1,000,000	1,000,000	1,000,000	1,000,000	
TOTAL	\$ 125,044,229	\$ 124,581,000	\$ 124,380,000	\$ 122,552,000	\$ 118,723,000	\$ -5,657,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
JUDICIAL

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$4.7 million primarily due to \$2.1 million for previously negotiated increases in salaries and employee benefits including retirement debt service, \$2.0 million for the costs associated with the City of Los Angeles Rampart investigations, and \$3.8 million to backfill the decline in public safety tax receipts, partially offset by a \$3.2 million reduction in various programs resulting in the deletion of 24.0 positions needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. The Proposed Budget also includes a decrease of 19.0 positions and a \$2.2 million reduction in services and supplies primarily to offset unavoidable cost increases in employee benefits, a reduction in various revenue resources including the State of California Office of Criminal Justice Planning (OCJP), and a decrease in reimbursable revenue from the Child Support Services Department. The decrease in positions is partially offset by the addition of 4.0 grant-funded positions for the Community Gun Violence Prosecution program and Project Sentry.

Strategic Planning

Consistent with the County Vision and Strategic Plan, two primary goals of the District Attorney (DA) in FY 2003-04 include: 1) further development of programs and policies to maintain public confidence in the County's criminal justice system; and 2) protection of the public at large from criminal enterprises designed to victimize business and individuals, and protection from terrorists and hate groups. To address the first goal, the District Attorney will continue to operate the Justice Systems Integrity Division and the Public Integrity Division to investigate allegations of crimes by police officers, attorneys, judges and public officials. Concurrently, the District Attorney will continue efforts to expand the Organized Crime/Hate Crimes Division to include anti-terrorism investigative activities.

Critical Needs

The District Attorney requires additional resources in the following areas: Justice Systems Integrity Division, the District Attorney's Roll Out Team, Organized Crime/Hate Crimes Division, Code Enforcement for Unincorporated Areas, and the Community Law Enforcement and Recovery (CLEAR) program.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -452,000	\$ --	\$ -452,000	-7.0
	<u>Bureau of Management and Budget:</u> Reflects the deletion of 7.0 administrative support positions needed to absorb unavoidable employee benefits cost increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -442,000	\$ --	\$ -442,000	-3.0
	<u>Hardcore Gang/Asian Gang Focus:</u> Reflects the deletion of 3.0 Deputy District Attorney positions who investigate and prosecute Asian gang activities needed to absorb unavoidable employee benefits cost increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -442,000	\$ --	\$ -442,000	-3.0
	<u>Quality of Life Program:</u> Reflects the deletion of 3.0 Deputy District Attorney positions that handle code enforcement in the Unincorporated Areas needed to absorb unavoidable employee benefits cost increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ -616,000	\$ --	\$ -616,000	-4.0
	<u>Hate Crimes Suppression Unit:</u> Reflects the deletion of 4.0 Deputy District Attorney positions who investigate and prosecute hate crimes needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
5.	\$ -345,000	\$ -120,000	\$ -225,000	-3.0
	<u>High Technology Crimes Unit:</u> Reflects the deletion of 2.0 Deputy District Attorney and 1.0 support staff positions that investigate and prosecute computer related fraud and identity theft cases, offset by reimbursable revenue, needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
6.	\$ -443,000	\$ --	\$ -443,000	-3.0
	<u>Arson Section:</u> Reflects the deletion of 3.0 Deputy District Attorney positions that investigate and prosecute arson cases motivated by hate, profit or political agendas needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
7.	\$ -2,009,000	\$ --	\$ -2,009,000	-14.0
	<u>Family Violence Program:</u> Reflects the deletion of 13.0 Deputy District Attorney and 1.0 support staff positions that provide specialized investigation and prosecution of family crime cases needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
	\$ -592,000	\$ -592,000	\$ --	-6.0
8.	<u>Investigations - Child Support Services:</u> Reflects the deletion of 6.0 investigative positions that provide investigative services to the Child Support Services Department due to a reduction in reimbursable revenue from the Child Support Services Department. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
9.	\$ 160,000	\$ 160,000	\$ --	1.0
	<u>Community Gun Violence Prosecution Program:</u> Reflects an increase in federal funding for 1.0 Deputy District Attorney position for a multi-jurisdictional effort to combat gun violence in two cities by removing the maximum number of guns from the streets and reduce court time in the prosecution of these cases. <i>Supports Countywide Strategic Plan Goal 1, Strategy 3.</i>			
10.	\$ 500,000	\$ 500,000	\$ --	3.0
	<u>Project Sentry:</u> Reflects an increase in federal funding for 3.0 Deputy District Attorney positions for the establishment of a new federal-state law enforcement partnership to identify and prosecute juveniles who violate State and federal firearm laws and adults who supply guns to juveniles. <i>Supports Countywide Strategic Plan Goal 1, Strategy 3.</i>			
11.	\$ --	\$ -3,829,000	\$ 3,829,000	--
	<u>Proposition 172 Revenues:</u> Reflects an anticipated decline in public safety tax receipts. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
12.	\$ 2,000,000	\$ --	\$ 2,000,000	--
	<u>Rampart Funding Transfer:</u> Reflect funds transferred from the Provisional Financing Uses budget to the District Attorney's general fund budget to offset the costs associated with the City of Los Angeles Rampart investigations.			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
13.	\$ -175,000	\$ -175,000	\$ --	--
	<u>California Witness Protection Program</u> : Reflects the elimination of witness protection funds as a result of the elimination of the program by the State Department of Justice. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
<u>Other Changes</u>				
1.	\$ 1,612,000	\$ --	\$ 1,612,000	--
	<u>Salaries and Employee Benefits</u> : Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 515,000	\$ --	\$ 515,000	--
	<u>Retirement Debt Service</u> : Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ 1,432,000	\$ --	\$ 1,432,000	--
	<u>Other Salaries and Employee Benefits</u> : Reflects unavoidable cost increases in employee benefits which are absorbed by the Department and attributed to increases in workers' compensation and retiree health insurance.			
4.	\$ -62,000	\$ --	\$ -62,000	--
	<u>Insurance Premiums</u> : Reflects elimination of one-time funding for insurance premium increases.			
5.	\$ -2,211,000	\$ -2,313,000	\$ 102,000	--
	<u>Services and Supplies</u> : Reflects a reduction in services and supplies needed to offset a loss in State revenue for various grant funded programs. The Department is working on a plan to address this problem - either further program reductions or possible revenue increases which will be presented in Final Changes. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
6.	\$ --	\$ 73,000	\$ -73,000	--
	<u>Intrafund Transfers</u> : Reflects an increase in reimbursable revenue from the Sheriff's Department due to an increase in grant funds for the Task Force for Regional Auto Theft Prevention (TRAP) program offset by a decrease in reimbursable revenue from the Probation Department due to a decrease in grant funds for the Abolish Chronic Truancy (ACT) Program.			
7.	\$ -32,000	\$ --	\$ -32,000	--
	<u>Other Charges</u> : Reflects a decrease in equipment lease payments.			
Total \$	-1,602,000	\$ -6,296,000	\$ 4,694,000	-39.0

DISTRICT ATTORNEY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$146,117,000	\$ --	\$ 49,735,000	\$ 96,382,000	\$ --	\$ 96,382,000	1,251.0

1. GENERAL PROSECUTION

Authority: Mandated program with discretionary service level - Sections 26500 - 26502 of the California Government Code.

Represents the people of the State of California in all felony prosecutions, as well as in all misdemeanor prosecutions where there is no city prosecutor. The program contains 10 branch offices, 14 area offices, and all central trial courts.

Program Outcome: To successfully adjudicate general criminal cases through the criminal justice system.

Service Delivery Standard: To reach a filing decision on 99 percent of the cases within five (5) days.

2. SPECIAL PROSECUTION

\$84,796,000	\$ 8,912,000	\$ 62,001,000	\$ 13,883,000	\$ --	\$ 13,883,000	679.0
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Authority: Mandated program with discretionary service level - Sections 26500 - 26502 of the California Government Code.

Represents the people of the State of California in specialized felony prosecutions and all juvenile hearings. This program provides vertical prosecution and expertise for various specialized crimes (e.g., hardcore gang crimes, major fraud, juvenile crimes, etc.) and related trials support programs.

Program Outcome: To successfully adjudicate specialize prosecutions through the criminal justice system.

Service Delivery Standard: To reach a filing decision on 99 percent of the cases within five (5) days.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of referred cases for filing consideration	n/a	n/a	89,053	89,000
<u>Workload/Output</u>				
Number of cases filed/declined within 5 days	n/a	n/a	88,684	88,644
Number of cases filed/declined in more than 5 days	n/a	n/a	369	356
<u>Efficiency</u> ⁽²⁾				
Average filing time for all cases filed/declined (days)	--	--	--	--
<u>Quality</u>				
Percentage of cases filed/declined within 5 days	n/a	n/a	99.6%	99.6%
Percentage of cases filed/declined in more than 5 days	n/a	n/a	0.4%	0.4%

Explanatory Note(s):

(1) Performance Measures have been combined for both the General Prosecution and Special Prosecution programs.

(2) Efficiency measures are not applicable to criminal prosecution.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. ADMINISTRATION

\$21,230,000 \$ 2,231,000 \$ 6,987,000 \$ 12,012,000 \$ -- \$ 12,012,000 164.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes the executive office, budget, accounting, contracts/grants, personnel, payroll, procurement, and facilities management.

Program Outcome: To efficiently handle the administrative duties with particular focus on maximizing revenue.

Service Delivery Standard: To receive 95 percent of the budgeted revenue.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total annual State grant funds awarded/available	\$18,941,344	\$20,129,000	\$19,084,000	\$17,275,000
Grant staff (full-time equivalent)	4.5	6.5	6.0	7.0
<u>Workload/Output</u>				
Total annual State grant funds claimed	\$17,163,252	\$18,332,000	\$18,129,800	\$16,411,250
<u>Efficiency</u>				
Annual State grant funds claimed per staff	\$3,814,056	\$2,820,000	\$3,021,633	\$2,344,464
<u>Quality</u>				
Percentage of available funds claimed	90.6%	91.1%	95.0%	95.0%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$252,143,000 \$ 11,143,000 \$ 118,723,000 \$ 122,277,000 \$ 0 \$ 122,277,000 2,094.0

DISTRICT ATTORNEY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	156,765,000	154,503,000	154,295,000	-208,000
Employee Benefits	61,185,000	61,652,000	62,675,000	1,023,000
Total Salaries and Employee Benefits	217,950,000	216,155,000	216,970,000	815,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	12,000	4,000	4,000	0
Communications	3,388,000	3,617,000	3,400,000	-217,000
Computer Equipment-noncapital	3,000	43,000	0	-43,000
Household Expenses	13,000	93,000	0	-93,000
Information Technology Services	1,829,000	1,700,000	1,800,000	100,000
Insurance	204,000	186,000	227,000	41,000
Maintenance-Buildings and Improvements	3,771,000	2,827,000	3,824,000	997,000
Maintenance-Equipment	405,000	534,000	507,000	-27,000
Medical Dental and Laboratory Supplies	1,000	0	0	0
Memberships	500,000	500,000	432,000	-68,000
Office Expense-Other	1,787,000	2,121,000	1,800,000	-321,000
Office Expense-Postage	414,000	430,000	424,000	-6,000
Office Expense-Stat and Forms	3,770,000	820,000	400,000	-420,000
Professional and Specialized Services	8,203,000	12,111,000	11,242,000	-869,000
Publication and Legal Notices	105,000	3,000	3,000	0
Rents and Leases-Bldg and Improvements	2,596,000	2,552,000	3,055,000	503,000
Rents and Leases-Equipment	683,000	709,000	709,000	0
Small Tools and Instruments	2,000	0	0	0
Special Departmental Expense	1,114,000	900,000	900,000	0
Telecommunications	1,253,000	1,200,000	1,200,000	0
Training	49,000	0	0	0
Transportation and Travel-Auto Mileage	237,000	275,000	300,000	25,000
Transportation and Travel-Auto Service	183,000	60,000	205,000	145,000
Transportation and Travel-Other	15,000	7,000	10,000	3,000
Transportation and Travel-Traveling	593,000	476,000	476,000	0
Utilities	3,449,000	3,411,000	3,487,000	76,000
Less: Unspecified Curtailment	0	0	-2,211,000	-2,211,000
Total Services and Supplies	34,579,000	34,579,000	32,194,000	-2,385,000
<u>Other Charges</u>				
Other Charges	50,000	50,000	70,000	20,000
Judgments and Damages	368,000	368,000	368,000	0
Retirement of Other Long-Term Debt	2,219,000	2,219,000	2,167,000	-52,000
Taxes and Assessments	4,000	4,000	4,000	0
Total Other Charges	2,641,000	2,641,000	2,609,000	-32,000

District Attorney (cont'd)

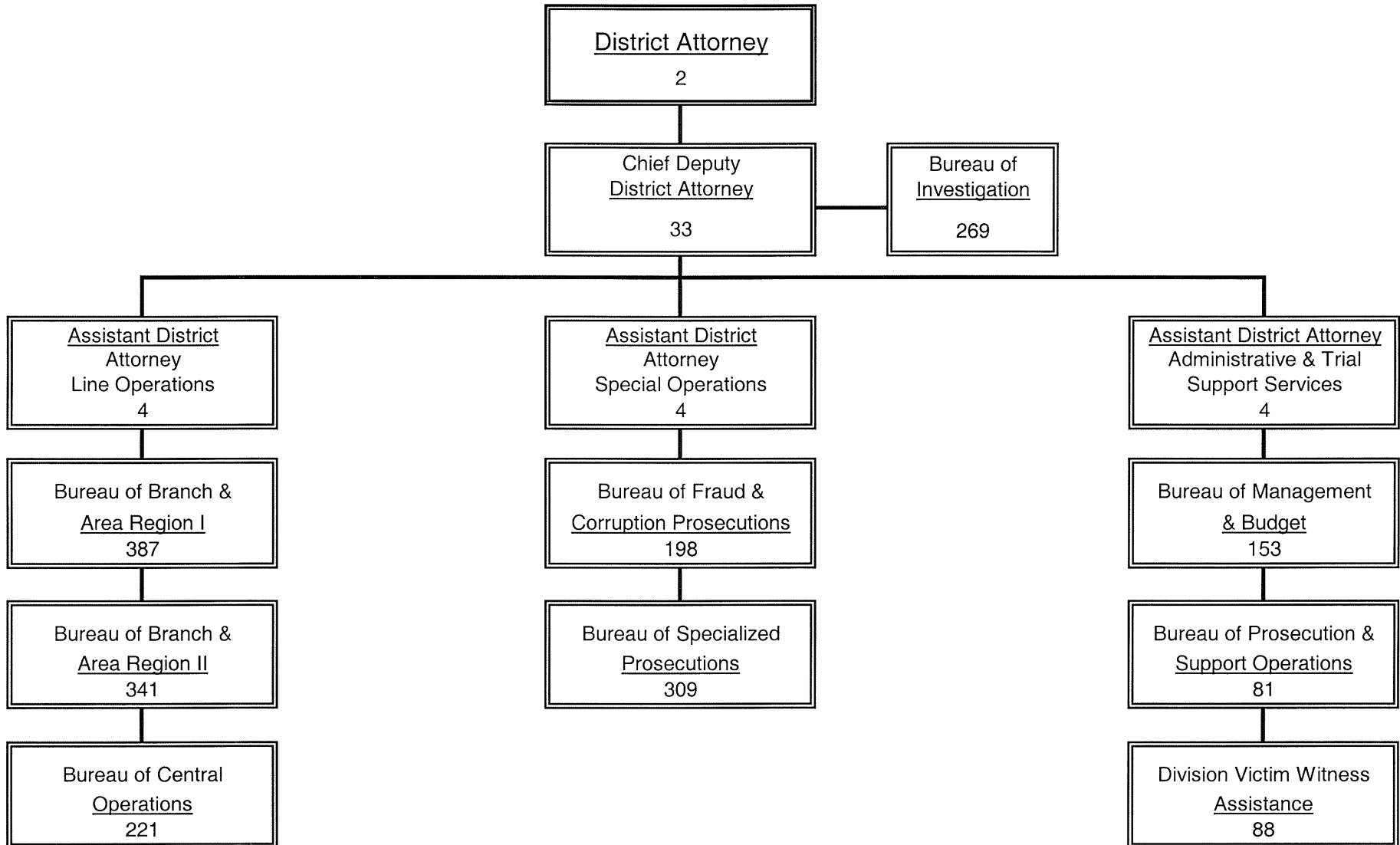
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Major Office Equipment	50,000	50,000	50,000	0
Vehicle-Automobile	320,000	320,000	320,000	0
Total Equipment	370,000	370,000	370,000	0
 Total Fixed Assets	 370,000	 370,000	 370,000	 0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	255,540,000	253,745,000	252,143,000	-1,602,000
Less: Intrafund Transfers	11,351,000	11,782,000	11,143,000	-639,000
TOTAL NET REQUIREMENTS	244,189,000	241,963,000	241,000,000	-963,000
REVENUES:				
Fines, Forfeitures and Penalties	56,000	20,000	50,000	30,000
Intergovernmental Revenues-Federal	1,532,000	1,360,000	1,970,000	610,000
Intergovernmental Revenues-State	115,979,000	115,041,000	109,353,000	-5,688,000
Charges for Services	2,552,000	3,189,000	2,722,000	-467,000
Miscellaneous Revenues	3,462,000	3,770,000	3,628,000	-142,000
Other Financing Sources	1,000,000	1,000,000	1,000,000	0
TOTAL REVENUES	124,581,000	124,380,000	118,723,000	-5,657,000
NET COUNTY COST	119,608,000	117,583,000	122,277,000	4,694,000

DISTRICT ATTORNEY

Steve Cooley

2003-04 Proposed Budgeted Positions = 2,094.0

19.8



EMERGENCY PREPAREDNESS AND RESPONSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,984,803	\$ 4,538,000	\$ 4,538,000	\$ 4,538,000	\$ 4,538,000	\$
FIXED ASSETS-EQUIP	127,388	50,000	50,000	50,000	50,000	\$
OTHER FINANCING USES	7,000	7,000	7,000	7,000	7,000	\$
GROSS TOTAL	\$ 4,119,191	\$ 4,595,000	\$ 4,595,000	\$ 4,595,000	\$ 4,595,000	\$
REVENUE	388,499	358,000	358,000	358,000	358,000	\$
NET COUNTY COST	\$ 3,730,692	\$ 4,237,000	\$ 4,237,000	\$ 4,237,000	\$ 4,237,000	\$
REVENUE DETAIL						
STATE-OTHER	\$ 383,499	\$ 358,000	\$ 358,000	\$ 358,000	\$ 358,000	\$
MISCELLANEOUS	5,000					
TOTAL	\$ 388,499	\$ 358,000	\$ 358,000	\$ 358,000	\$ 358,000	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

2003-04 Budget Message

The Emergency Preparedness and Response budget provides funding for the County Office of Emergency Management (OEM) for the preparation and implementation of plans and policies for the protection of life and property within the County of Los Angeles in the event of an emergency or disaster; funding for the operation and maintenance of the County Emergency Operations Center (EOC), including the associated Emergency Management Information System (EMIS) computer network; conducting training in emergency management policies and procedures for personnel assigned to County government; special districts and other jurisdictions throughout the County; planning support for Homeland Security; developing and providing emergency and disaster related educational materials for the residents of the County; and conducting countywide disaster exercises. Additionally, OEM is required by the State to manage the provision of Emergency Management Performance Grant (EMPG) funds which includes developing the Operational Area EMPG Work Plan, monitoring jurisdiction compliance with the requirements of EMPG funding and distribution of funds. OEM also coordinates several terrorism preparedness grants for the Operational Area.

The 2003-04 Proposed Budget reflects funding to provide oversight and coordination of countywide emergency preparedness and response efforts.

EMPLOYEE BENEFITS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,238,529,200	\$ 1,373,777,000	\$ 1,500,403,000	\$ 1,693,875,000	\$ 1,693,875,000	\$ 193,472,000
LESS EXPENDITURE DIST	1,240,227,289	1,373,777,000	1,500,403,000	1,663,875,000	1,663,875,000	163,472,000
TOT S & EB	-1,698,089			30,000,000	30,000,000	30,000,000
GROSS TOTAL	\$ -1,698,089	\$	\$	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000
REVENUE	12,060					
NET COUNTY COST	\$ -1,710,149	\$	\$	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000
REVENUE DETAIL						
MISCELLANEOUS	\$ 12,060	\$	\$	\$	\$	\$
TOTAL	\$ 12,060	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

2003-04 Budget Message

The County of Los Angeles provides its employees with a wide range of fringe benefits. The appropriations for the General Fund portion of these benefit costs are centrally reflected in this budget, with the expenses distributed to departments.

The 2003-04 Proposed Budget reflects:

- Continuation of the July 30, 1996 Board-approved utilization of the Los Angeles County Employees Retirement Association's (LACERA) excess surplus earnings to partially offset County retirement contributions, and continued offset of a portion of retiree health insurance.
- An additional \$30.0 million in net County cost for the sixth year of a multi-year plan to reduce the General Fund's reliance on LACERA excess earnings, which will be distributed to the departments prior to the adoption of the Final Budget.
- The scheduled annual increase in retirement debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.
- Previously negotiated increases in salaries and employee benefits.
- Increases in disability, workers' compensation, and health and life insurance costs based on current experience.

Employee Benefits (cont'd)

EMPLOYEE BENEFITS DETAIL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN						
EB-CO EMP RET	\$ 191,275,039	\$ 209,772,000	\$ 240,726,000	\$ 282,573,000	\$ 282,573,000	\$ 41,847,000
EB-CO RET INS	80,284,911	104,602,000	130,549,000	156,659,000	156,659,000	26,110,000
EB-RET DEBT	276,632,552	297,248,000	298,704,000	316,115,000	316,115,000	17,411,000
EB-RET/OASDI	30,463,989	31,855,000	37,835,000	41,619,000	41,619,000	3,784,000
EB-EMP SICK	-2,580,000					
EB-FLX BEN PN	373,079,248	400,280,000	423,996,000	460,033,000	460,033,000	36,037,000
EB-HEALTH INS	14,212,892	17,628,000	20,059,000	23,280,000	23,280,000	3,221,000
EB-DENTAL INS	4,494,817	5,773,000	7,000,000	8,301,000	8,301,000	1,301,000
EB-LIFE INS	3,935,874	4,135,000	5,188,000	5,757,000	5,757,000	569,000
EB-UIB INS	2,209,255	3,555,000	8,800,000	13,200,000	13,200,000	4,400,000
EB-LG TM DIS	16,844,423	17,699,000	18,615,000	20,160,000	20,160,000	1,545,000
EB-SAVING PN	24,674,122	25,874,000	32,200,000	35,420,000	35,420,000	3,220,000
EB-HORIZONS	53,845,891	64,348,000	82,102,000	98,522,000	98,522,000	16,420,000
EB-WKRS COMP	169,156,187	191,008,000	194,629,000	232,236,000	232,236,000	37,607,000
	\$ 1,238,529,200	\$ 1,373,777,000	\$ 1,500,403,000	\$ 1,693,875,000	\$ 1,693,875,000	\$ 193,472,000
LESS EXPENDITURE DIST	1,240,227,289	1,373,777,000	1,500,403,000	1,663,875,000	1,663,875,000	163,472,000
GROSS TOTAL	\$ -1,698,089	\$	\$	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000
REVENUE						
EB-UIB INS	\$ 12,060	\$	\$	\$	\$	\$
NET COUNTY COST	\$ -1,710,149	\$	\$	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000
REVENUE DETAIL						

MISCELLANEOUS						
EB-UIB INS	\$ 12,060	\$	\$	\$	\$	\$
TOTAL	\$ 12,060	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

**2003-04 PROPOSED
(BY FUND)**

FINANCING USES CLASSIFICATION	GENERAL FUND	HOSPITAL ENTERPRISE FUNDS	SPECIAL FUNDS SPECIAL DISTRICTS	TOTAL
COUNTY EMPLOYEE RETIREMENT	\$ 279,805,000	\$ 52,086,000	\$ 51,298,000	383,189,000
RETIREE INSURANCE	156,659,000	44,262,000	20,728,000	221,649,000
COUNTY RETIREMENT DEBT SERVICE *	193,127,000	76,135,000	46,853,000	316,115,000
PENSION SAVINGS PLAN	2,768,000	5,043,000	1,296,000	9,107,000
OASDI - MEDICARE	41,619,000	12,482,000	7,225,000	61,326,000
FLEXIBLE BENEFITS	460,033,000	128,066,000	60,719,000	648,818,000
INSURANCE				
HEALTH	23,280,000	7,198,000	3,966,000	34,444,000
DENTAL	8,301,000	2,936,000	1,676,000	12,913,000
LIFE	5,691,000	1,159,000	559,000	7,409,000
UNEMPLOYMENT INSURANCE BENEFITS *	5,496,000	6,656,000	1,048,000	13,200,000
DISABILITY	20,160,000	8,896,000	3,301,000	32,357,000
SAVINGS PLAN	35,420,000	7,276,000	5,604,000	48,300,000
HORIZONS PLAN	98,522,000	29,250,000	23,220,000	150,992,000
WORKERS' COMPENSATION	232,236,000	61,449,000	46,115,000	339,800,000
TOTAL	\$ 1,563,117,000	\$ 442,894,000	\$ 273,608,000	2,279,619,000

* One warrant is issued in payment of these obligations, the total expenditure is reflected in the General Fund, but reimbursed through the expenditure distribution method.

Note: The 2003-04 Proposed Employee Benefits Budget includes the entire cost of the General Fund, in addition to the retirement debt service and unemployment insurance costs for the Hospital Enterprise Funds, Special Funds/Special Districts, and Courts, and life insurance costs for the Special Funds/Special Districts, and Courts of \$66,000.

EMPLOYEE HOME COMPUTER PURCHASE PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ -1,000
OTHER CHARGES	94,248	150,000	256,000	105,000	105,000	-151,000
GROSS TOTAL	\$ 94,248	\$ 152,000	\$ 258,000	\$ 106,000	\$ 106,000	\$ -152,000
REVENUE	690	7,000	12,000	5,000	5,000	-7,000
NET COUNTY COST	\$ 93,558	\$ 145,000	\$ 246,000	\$ 101,000	\$ 101,000	\$ -145,000
REVENUE DETAIL						
MISCELLANEOUS	\$ 690	\$ 7,000	\$ 12,000	\$ 5,000	\$ 5,000	\$ -7,000
TOTAL	\$ 690	\$ 7,000	\$ 12,000	\$ 5,000	\$ 5,000	\$ -7,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

On February 13, 2001, the Board of Supervisors approved the Employee Home Computer Purchase Program to allow permanent County and Superior Court employees a one-time opportunity from March to May, 2001 to purchase a personal computer system for their home use. The program included a County-backed loan option offered through participating County credit unions.

2003-04 Budget Message

The Employee Home Computer Purchase Program Budget provides appropriation to fund costs associated with program administration and a reserve against loan defaults as required under the contract with participating credit unions. The 2003-04 Proposed Budget reflects a decrease in appropriation, revenues and net County cost based on decreased requirements for the loan default reserves and reductions in program administrative costs.

Strategic Planning

The Employee Home Computer Purchase Program enhances overall employee productivity and potentially reduces training requirements by increasing participating employees' familiarity with personal computers and software.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost		Budgeted Positions
<u>Program Changes</u>							
1.	\$ -1,000		\$ --		\$ -1,000		--
	<u>Services and Supplies:</u> Reflects decreased appropriation and net County cost for ongoing program administration costs. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2.</i>						
2.	\$ -151,000		\$ --		\$ -151,000		--

Other Charges: Reflects a decrease in required appropriation for the loan default reserve due to a decline in outstanding loan balances and lower than anticipated loan delinquencies. *Supports Countywide Strategic Plan Goal 2, Strategy 2.*

Employee Home Computer Purchase Program (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
3.	\$ --	\$ -7,000	\$ 7,000	--
<p><u>Revenue</u>: Reflects a decrease in revenue required from Superior Courts to fund the loan default reserve against loan delinquencies based on actual loan balances. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2.</i></p>				
Total \$	-152,000	\$ -7,000	\$ -145,000	0.0

EXTRAORDINARY MAINTENANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 23,615,210	\$ 17,734,000	\$ 55,058,000	\$ 38,728,000	\$ 38,728,000	\$ -16,330,000
REVENUE			4,594,000	4,594,000	4,594,000	
NET COUNTY COST	\$ 23,615,210	\$ 17,734,000	\$ 50,464,000	\$ 34,134,000	\$ 34,134,000	\$ -16,330,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$	\$	\$	\$ 4,594,000	\$ 4,594,000	\$ 4,594,000
ASSESS/TAX COLL FEES			4,594,000			-4,594,000
TOTAL	\$	\$	\$ 4,594,000	\$ 4,594,000	\$ 4,594,000	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

2003-04 Budget Message

This appropriation funds major building maintenance projects including the net County cost related to earthquake repairs not covered by Federal Emergency Management Agency, legally required building alterations, certain limited departmental maintenance requirements, and unanticipated emergency maintenance projects. The 2003-04 Proposed Budget reflects funding that is carried over for projects that were not completed in 2002-03.

Strategic Planning

The Countywide Strategic Plan requires that the County invest in the public infrastructure. The Extraordinary Maintenance budget addresses that strategy by investing in the maintenance of priority owned long-term County assets.

Critical Needs

The County's physical infrastructure has deteriorated significantly due to departmental budgetary shortfalls in the maintenance of their facilities. In order to begin addressing such needs, the Board of Supervisors began in 1998-99 to approve on an annual basis one-time funding for the repair and replacement of the most critical maintenance requirements. County policy established that this centralized deferred maintenance program was not to replace the departments' maintenance funding and accountability.

Notwithstanding recent efforts to address the accumulation of deferred maintenance, the current needs total in the hundreds of millions of dollars. Priority criteria for financing projects include repairs to maintain the structural integrity of the buildings, and health and safety projects.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -16,330,000	\$ --	\$ -16,330,000	--
<u>Deletion of One-Time Funding:</u> Reflects the deletion of one-time funding for deferred maintenance projects that have been completed or funds transferred to other budget units. The reduction is offset by the carryover of \$37,006,000 for projects to be completed in the subsequent fiscal year.				
Total \$	-16,330,000	\$ 0	\$ -16,330,000	0.0

FEDERAL AND STATE DISASTER AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 21,603,798	\$ 25,000,000	\$ 80,000,000	\$ 80,000,000	\$ 80,000,000	\$
LESS INTRAFD TRANSFER	7,603,497					
NET TOTAL	\$ 14,000,301	\$ 25,000,000	\$ 80,000,000	\$ 80,000,000	\$ 80,000,000	\$
REVENUE	11,270,603	25,000,000	80,000,000	80,000,000	80,000,000	
NET COUNTY COST	\$ 2,729,698	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE AID-DISASTER	\$ 1,055,000	\$ 2,431,000	\$ 7,780,000	\$ 7,780,000	\$ 7,780,000	\$
FEDERAL AID-DISASTER	10,215,603	21,881,000	70,020,000	70,020,000	70,020,000	
MISCELLANEOUS		688,000	2,200,000	2,200,000	2,200,000	
TOTAL	\$ 11,270,603	\$ 25,000,000	\$ 80,000,000	\$ 80,000,000	\$ 80,000,000	\$
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		PUBLIC PROTECTION		OTHER PROTECTION	

2003-04 Budget Message

The Federal and State Disaster Aid budget provides economic recovery assistance following major emergencies and disasters, such as the January 17, 1994 Northridge Earthquake and Aftershocks, and the El Niño 1998 Floods. It also includes contingency appropriation for emergency and post-emergency response and restoration of buildings and property pending reimbursement from appropriate governmental agencies and insurance companies.

Recommendations for 2003-04 reflect the potential need for appropriation with the appropriate offsetting revenues from the Federal and State agencies should there be a major disaster. In addition, this budget reflects approximately \$40 million of State and federally funded expenditures for the County to continue the permanent repair, restoration, and replacement of facilities damaged during the Northridge Earthquake and the El Niño 1998 Floods.

FINANCING ELEMENTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCING REQUIREMENTS						
FINANCING USES						
APPR FOR CONTINGENCY	\$	\$ 100,322,000	\$ 100,322,000	\$	\$	\$ -100,322,000
RESERVES						
GENERAL RESERVES	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$
OTHER RESERVES	33,582,000	22,500,000	22,500,000			-22,500,000
DESIGNATIONS	205,571,000	263,085,000	146,885,000	97,375,000	97,375,000	-49,510,000
TOTAL RESERVES	242,153,000	288,585,000	172,385,000	100,375,000	100,375,000	-72,010,000
TOTAL FIN REQMNTS	\$ 242,153,000	\$ 388,907,000	\$ 272,707,000	\$ 100,375,000	\$ 100,375,000	\$ -172,332,000
AVAILABLE FINANCING						
FUND BALANCE	\$ 532,032,000	\$ 603,356,000	\$ 603,356,000	\$ 313,898,000	\$ 313,898,000	\$ -289,458,000
CANCEL RES/DES	225,256,103	199,122,000	199,122,000	228,874,000	228,874,000	29,752,000
PROPERTY TAXES						
REGULAR ROLL	1,510,971,506	1,600,780,000	1,595,780,000	1,682,095,000	1,682,095,000	86,315,000
SUPPLEMENTAL ROLL	41,392,180	35,500,000	35,500,000	50,785,000	50,785,000	15,285,000
REVENUE	18,572,482					
TOT AVAIL FIN	\$ 2,328,224,271	\$ 2,438,758,000	\$ 2,433,758,000	\$ 2,275,652,000	\$ 2,275,652,000	\$ -158,106,000

Mission Statement

Financing Elements reflects those appropriations and revenues that are not contained in the departmental or nondepartmental budget summaries.

2003-04 Budget Message

The 2003-04 Proposed Budget includes financing requirements and available financing as follows:

Financing Requirements

- Provides \$3.0 million to replenish the General Reserve that can be used in the event of a natural disaster, as directed by the Board of Supervisors.
- Includes \$58.5 million in the Designation for Budgetary Uncertainties for revenues, which may be subject to the provisions of Proposition 62 and/or Proposition 218.
- Includes \$38.9 million in the Designation for deferred payment from the State for Senate Bill 90 mandated programs.

Available Financing

For budgetary planning purposes, the Chief Administrative Office considers total available financing to represent the difference generated in 2002-03 from County revenues exceeding expenditures, the cancellation of prior-year reserves and designations, and property taxes. Any decrease in fund balance from the budgeted amount will require expenditure reductions or the identification of additional financing.

2003-04 Budget Message (cont'd)

Available Financing (cont'd)

The proposed fund balance of \$313.9 million is comprised of the following:

- \$100.0 million from General Fund operations.
- \$167.4 million of unused 2002-03 Capital Projects funds which are being carried over to 2003-04.
- \$32.4 million of unused 2002-03 Extraordinary Maintenance funds which are being carried over to 2003-04.
- \$13.3 million of unused 2002-03 Project and Facilities Development funds which are being carried over to 2003-04.
- \$0.7 million of unused 2002-03 furnishings, fixtures and equipment funds for Probation Central Juvenile Hall which are being carried over to 2003-04.
- \$0.1 million of unused 2002-03 Employee Home Computer Purchase Program funds which are being carried over to 2003-04.

The cancellation of prior-year reserves and designations of \$228.9 million includes the following:

- \$3.0 million of 2002-03 General Reserve to finance the 2003-04 General Reserve.
- \$8.4 million in Designation for Budgetary Uncertainties for construction of the San Dimas and Palmdale Sheriff stations and programming and design of a Sheriff station in the unincorporated area of Athens as a cost-effective alternative to the replacement of the Lennox Sheriff station.
- \$6.0 million in Designation for Budgetary Uncertainties to support design activities for the County Data Center.
- \$101.8 million in Designation for Health Services Tobacco Settlement related to the 1115 Waiver Medicaid Demonstration Project and other health-related costs.
- \$109.7 million in one-time reserves for one-time appropriation needs.

A 6.2 percent increase from the 2002-03 budgeted level of property taxes, which reflects the continued growth of revenues experienced in the current fiscal year.

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 468,067,642	\$ 503,494,000	\$ 506,506,000	\$ 527,647,000	\$ 525,903,000	\$ 19,397,000
SERVICES & SUPPLIES	67,664,818	76,051,000	75,976,000	78,030,000	77,660,000	1,684,000
LESS EXPENDITURE DIST	5,001,070	7,529,000	7,531,000	7,529,000	7,529,000	-2,000
TOT S & S	62,663,748	68,522,000	68,445,000	70,501,000	70,131,000	1,686,000
OTHER CHARGES	4,888,592	5,431,000	6,547,000	5,814,000	5,814,000	-733,000
FIXED ASSETS-EQUIP	3,580,483	9,315,000	9,259,000	3,400,000	3,400,000	-5,859,000
OTHER FINANCING USES	200,000	3,551,000	3,551,000	3,351,000	3,351,000	-200,000
APPR FOR CONTINGENCY			7,656,000			-7,656,000
GROSS TOTAL	\$ 539,400,465	\$ 590,313,000	\$ 601,964,000	\$ 610,713,000	\$ 608,599,000	\$ 6,635,000
TOT FIN REQMTS	\$ 539,400,465	\$ 590,313,000	\$ 601,964,000	\$ 610,713,000	\$ 608,599,000	\$ 6,635,000
AVAIL FINANCE						
FUND BALANCE	\$ 13,922,000	\$ 19,533,000	\$ 19,533,000	\$ 12,247,000	\$ 12,247,000	\$ -7,286,000
CANCEL RES/DES	4,692,381					
PROPERTY TAXES	340,445,906	356,595,000	372,712,000	378,598,000	378,598,000	5,886,000
VOTER APPRVD SPCL TAX	53,177,005	59,833,000	54,594,000	61,266,000	61,266,000	6,672,000
SPECIAL ASSESSMENT	137,503	109,000	29,000	24,000	24,000	-5,000
REVENUE	146,558,802	166,490,000	155,096,000	158,578,000	156,464,000	1,368,000
TOT AVAIL FIN	\$ 558,933,597	\$ 602,560,000	\$ 601,964,000	\$ 610,713,000	\$ 608,599,000	\$ 6,635,000
BUDGETED POSITIONS	4,032.0	4,002.0	4,002.0	4,010.0	3,992.0	-10.0
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 307,805,954	\$ 323,541,000	\$ 322,786,000	\$ 345,160,000	\$ 345,160,000	\$ 22,374,000
PROP TAXES-CURR-UNSEC	19,296,916	18,509,000	19,895,000	18,879,000	18,879,000	-1,016,000
PROP TAXES-PRIOR-SEC	1,442,859	3,022,000	18,660,000	2,522,000	2,522,000	-16,138,000
PROP TAXES-PRIOR-UNS	1,658,519	347,000	1,620,000	347,000	347,000	-1,273,000
SUPP PROP TAXES-CURR	6,297,329	10,278,000	8,891,000	10,792,000	10,792,000	1,901,000
SUPP PROP TAXES-PRIOR	3,944,329	898,000	860,000	898,000	898,000	38,000
VOTER APPR SPEC TAXES	53,177,005	59,833,000	54,594,000	61,266,000	61,266,000	6,672,000
BUSINESS LICENSES	45,829	47,000	57,000	47,000	47,000	-10,000
OTHER LIC & PERMITS	7,915,541	8,674,000	8,338,000	8,936,000	8,936,000	598,000
FORFEIT & PENALTIES	44,915	52,000	62,000	52,000	52,000	-10,000
PEN/INT/COSTS-DEL TAX	2,941,417	2,495,000	2,338,000	2,495,000	2,495,000	157,000
INTEREST	640,053					
RENTS AND CONCESSIONS	85,885	86,000	86,000	86,000	86,000	
OTHER STATE IN-LIEU	9,943	11,000	13,000	11,000	11,000	-2,000
HOMEOWNER PRO TAX REL	4,731,861	4,764,000	4,797,000	4,764,000	4,764,000	-33,000
STATE-OTHER	7,431,500	6,678,000	6,945,000	6,685,000	6,685,000	-260,000

Fire (cont'd)

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL (cont'd)						
FEDERAL -OTHER	474,493	665,000	430,000	249,000	249,000	-181,000
OTHER GOVT AGENCIES	15,543,719	16,448,000	16,535,000	17,255,000	17,255,000	720,000
AUDITING-ACCTG FEES	1,293,030	1,316,000	1,281,000	1,342,000	1,342,000	61,000
ELECTION SERVICES	744					
LEGAL SERVICES	22,879	19,000	14,000	20,000	20,000	6,000
PLANNING & ENG SVCS	44,431	38,000	32,000	38,000	38,000	6,000
COURT FEES & COSTS	28,112	23,000	28,000	23,000	23,000	-5,000
EDUCATIONAL SERVICES	1,029,862	1,177,000	1,182,000	1,185,000	1,185,000	3,000
CHRGs FOR SVCS-OTHER	103,497,912	113,756,000	112,275,000	110,492,000	108,378,000	-3,897,000
SPECIAL ASSESSMENTS	137,503	109,000	29,000	24,000	24,000	-5,000
OTHER SALES	5,237	5,000	5,000	5,000	5,000	
MISCELLANEOUS	207,026	534,000	518,000	191,000	191,000	-327,000
SALE OF FIXED ASSETS	502,818	202,000	160,000	202,000	202,000	42,000
OPERATING TRANSFER IN	61,595	9,500,000		4,500,000	4,500,000	4,500,000
TOTAL	\$ 540,319,216	\$ 583,027,000	\$ 582,431,000	\$ 598,466,000	\$ 596,352,000	\$ 13,921,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

Mission Statement

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

2003-04 Budget Message

The 2003-04 Proposed Budget continues all current emergency and support services within available revenue. The Proposed Budget reflects funding for previously negotiated increases in salaries and employee benefits, higher employer contributions to the Los Angeles County Employees Retirement Association (LACERA), and increased workers' compensation costs, which are being financed by additional property tax revenue and departmental reserves. Infrastructure improvements include continuing the Department's existing fire apparatus and helicopter replacement programs through lease purchase agreements, as well as assessment of information technology infrastructure requirements.

The Proposed Budget also includes a 25 percent curtailment to the Fire-Lifeguards budget which is a reduction of \$2,114,000 in funding and results in the following: 1) elimination of 18.0 budgeted Lifeguard positions which eliminates the Swift Water Team and Dive Team that provide emergency rescues in storm drains, missing swimmers, sunken vessels, airplane crashes, and other marine disasters; 2) elimination of the Lifeguard Training Academy which provides required training for new Lifeguard recruit classes; 3) reduction in summer beach staffing at all beaches throughout the County which results in reduced peak season hours; and 4) reduction of \$370,000 in services and supplies which results in the elimination of aging equipment replacement and lack of adequate first aid supplies.

Strategic Planning

The Fire Department's Strategic Plan will continue the focus on emergency and non-emergency service delivery with emphasis on increasing services to the cities served and improving internal business operations. The Department's strategies and objectives are designed to ensure the achievement of Organizational Goals related to Service Excellence, Workforce Excellence, Organizational Effectiveness, and Fiscal Responsibility consistent with the Countywide Strategic Plan. In addition, the Department is in the process of including the County's Programmatic Goal 5 (Children and Families' Well-Being) and Goal 8 (Public Safety) as part of its Strategic Plan.

Strategic Planning (cont'd)

Key objectives of this plan are:

Service Excellence: Enhance seamless service delivery, and increase customer and community service to all incorporated cities and unincorporated areas within the Fire Department's jurisdiction; assess the overall effectiveness of the Department's reorganization, with particular emphasis on community interaction and business operations; and make necessary changes and personnel modifications utilizing the annual budget process.

Workforce Excellence: Utilize the Risk Management Division to reduce injuries, lawsuits, claims, and expenses through enhancement of department-wide programs; continue to develop and enhance annual management training and supervisory development programs to ensure continuous growth and development of leadership skills; complete an organizational assessment to determine the impact of the organizational Vision and Core Values on the Fire Department workforce; and implement the Model Diversity Program throughout the Department.

Organizational Effectiveness: Utilize the Fire Department's Strategic Plan to achieve departmental objectives and assess, prioritize, and resolve Command and Control Division's technology infrastructure issues that have the potential to disrupt communication capabilities during major emergencies.

Fiscal Responsibility: Develop a plan to analyze all elements of the Fire Department budget to implement feasible, ongoing cost savings measures, and assess, plan and implement changes that will measurably increase effectiveness while reducing costs associated with the Materials Management Division.

Children and Families' Well-Being: Continue operation of the Safe Haven program in all County fire stations, including associated training.

Public Safety: Identify essential equipment and necessary training for all first responders and update the Department's Emergency Plan to address and respond to all potential types of terrorism and emergency incidents following any acts of terrorism.

Critical Needs

The Fire Department's critical needs are financed in the Proposed Budget. The Department, as a Special District, relies on multi-year fiscal planning to ensure that adequate funding is available to sustain Departmental operations.

Changes From 2002-03 Budget

	Financing Uses		Financing Available	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 671,000		\$ 671,000	6.0
	<u>Fire Station 131 Paramedic Squad:</u> Reflects the addition of 6.0 budgeted positions (two 24-hour post positions) for the establishment of a permanent Paramedic Squad for Fire Station 131 to provide emergency services to residents of the Antelope Valley. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1.</i>			
2.	\$ -2,114,000		\$ -2,114,000	-18.0
	<u>Lifeguard Curtailment:</u> Reflects a reduction in Lifeguard lifesaving services and the elimination of 18.0 positions and \$370,000 in services and supplies needed to address the County's projected structural funding deficit for fiscal year (FY) 2002-03. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			

Changes From 2002-03 Budget

	Financing Uses		Financing Available	Budgeted Positions
<u>Program Changes (cont'd)</u>				
3.	\$ 123,000		\$ 123,000	2.0
	<u>Support Services:</u> Reflects the addition of 1.0 Departmental Civil Service Representative position for the Employee Relations Division to meet increased workload requirements. In addition, reflects 1.0 Ocean Lifeguard position for the expansion of the Junior Lifeguard program, fully offset by program fees. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1; and Goal 3, Strategy 2.</i>			
<u>Other Changes</u>				
1.	\$ 128,000		\$ 128,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 670,000		\$ 670,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ 7,693,000		\$ 7,693,000	--
	<u>LACERA Buy-Down:</u> Reflects the sixth year of a multi-year plan to reduce the County's reliance on LACERA excess earnings. This increase brings the District's estimated LACERA payment to \$43.2 million annually.			
4.	\$ 5,273,000		\$ 5,273,000	--
	<u>Workers' Compensation:</u> Reflects an increase in workers' compensation costs primarily due to significant increases in both indemnity and medical payments enacted by the State.			
5.	\$ 6,583,000		\$ 6,583,000	--
	<u>Other Salaries and Employee Benefits:</u> Reflects increases in various employee benefits, primarily health and retiree insurance, Horizons, and other miscellaneous increases necessary to finance current operations.			
6.	\$ 2,056,000		\$ 2,056,000	--
	<u>Services and Supplies:</u> Reflects increases in the Contract Air program, Countywide Cost Allocation Plan, information technology, and communication costs. These increases are partially offset by miscellaneous services and supplies reductions.			
7.	\$ -5,859,000		\$ -5,859,000	--
	<u>Fixed Assets:</u> Reflects a reduction in fixed assets due to the deferral of \$3.0 million in vehicle and other equipment purchases in line with the District's Contingency Funding Plan. In addition, reflects the reduction of one-time purchases of equipment.			
8.	\$ -733,000		\$ -733,000	--
	<u>Other Charges:</u> Reflects deferral of new fire apparatus lease payments to the end of the FY 2003-04.			

Fire (cont'd)

Changes From 2002-03 Budget

	<u>Financing Uses</u>		<u>Financing Available</u>	<u>Budgeted Positions</u>
<u>Other Changes (cont'd)</u>				
9.	\$ -200,000		\$ -200,000	--
	<u>Other Financing Uses:</u> Reflects suspension of the annual transfer to the Del Valle Accumulated Capital Outlay (ACO) Fund.			
10.	\$ -7,656,000		\$ -7,656,000	--
	<u>Appropriation for Contingencies:</u> Reflects the reduction of one-time funding used in FY 2002-03 to address critical needs of the Fire Department.			
Total \$	6,635,000		\$ 6,635,000	-10.0

FIRE

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
\$ 396,558,000	\$ 396,558,000	2,549.0

Authority: Mandated program - County Charter Article IV, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides fire station resources, which include engine and aerial truck services for structural and brush fire suppression, basic life support and paramedic services, fire hazardous materials squads, swift water rescue teams, urban search and rescue services, training, fire prevention, public relations and education, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt, efficient, and effective fire protection, emergency medical services (EMS), and all risk emergency services. Improve community knowledge of Departmental services and priorities.

Service Delivery Standard: The Fire Department's emergency response matrix is consistently met regarding the time required to assemble resources necessary for each type of incident.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of fire fighting personnel	2,505	2,526	2,526	2,532
Number of fire stations	157	158	158	159
<u>Workload/Output</u>				
Number of emergency responses	238,460	260,271	264,872	265,000
Population served	3,879,711	3,755,383	3,864,305	3,852,000
Square miles protected	2,298	2,296	2,296	2,289
Brush clearance inspections	36,933	37,258	37,142	37,500
<u>Efficiency</u>				
Number of fire fighters per 100,000 population	64.6	67.3	65.4	65.7
Average number of incidents (fire, EMS, other) per fire station ⁽¹⁾	1,519	1,647	1,676	1,667
Number of fire stations per 100,000 population	4	4.2	4.1	4.1
Number of rescue squads per 100,000 population	1.6	1.6	1.6	1.6
Number of emergency responses per 100,000 population	6,146	6,931	6,854	6,880
Total number of Automatic Emergency Defibrillators (AED) units	n/a	218	282	307
<u>Quality</u>				
Fire/EMS responses (all incidents-first in unit) dispatch to "on scene" (median time):				
Urban	4.5 min	4.5 min	4.5 min	4.5 min
Suburban	5.7 min	5.8 min	5.6 min	5.6 min
Rural	7.9 min	8.3 min	7.3 min	7.3 min
AED percent return of pulse at scene	n/a	18.0%	18.0%	18.0%
100 percent initial brush clearance inspection per wildland fire station	36,933	37,528	37,142	37,500

Explanatory Note(s):

(1) Calendar year statistics

min=minutes

n/a=not available

Fire (cont'd)

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
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2. Lifeguard Operations

\$ 23,379,000	\$ 23,379,000	244.0
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Authority: Non-mandated, discretionary program.

Provides for beach and ocean rescue services that include basic life support and paramedic services, underwater recovery, public education, the Junior Lifeguard and Water (Children) programs and swift water rescue services.

Program Outcome: Provide a safe experience for County beach visitors and ocean boaters.

Service Delivery Standard: Change lifeguard staffing patterns to meet daily/hourly weather conditions and visitor volumes.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of lifeguard hours	340,076	351,509	352,000	352,000
<u>Workload/Output</u>				
Miles of beaches protected	32	32	32	32
Beach attendance	51,271,000	48,029,000	49,029,000	49,029,000
Beach rescues	10,111	8,362	8,362	8,400
Rescue preventions	601,005	768,801	768,801	769,000
Medical assists	16,648	11,006	11,006	11,000
<u>Efficiency</u>				
People protected per lifeguard hour	151	137	139	139
<u>Quality</u>				
Rescues per 10,000 beach visitors	1.97	1.74	1.71	1.71
Drownings per 10,000 beach visitors	.0004	.0012	.0012	.0012
Rescue preventions per 10,000 beach visitors	117	160	157	157
Medical assists per 10,000 beach visitors	3.3	2.29	2.25	2.24

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
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3. Special Operations

\$ 75,626,000	\$ 75,626,000	437.0
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Authority: Mandated program - County Charter Article IV, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for 9-1-1/dispatch, field communication, aircraft-related brush fire suppression and paramedic services, fire suppression camps, heavy equipment, training, terrorism preparedness, emergency medical technical support, and employee health and wellness/fitness. Also provides for technical support to the Fire Department's Office Emergency Services/Federal Emergency Management Act urban search and rescue team, swift water rescue, hazardous materials task forces and departmental urban search and rescue services, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide specialized 9-1-1 response service to fire and EMS emergencies.

Service Delivery Standard: Process all 9-1-1 dispatchers within 45 seconds and adjust helicopter and crew responses based on fire risk factors.

Fire (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of helicopters per day	4	4	4	4
Number of camp staffed	11	11	10	10
Number of dispatchers staffed per day	46	46	46	48
<u>Workload/Output</u>				
Fireship responses	519	774	932	1,119
Air squad responses	1,321	2,581	2,651	2,731
Air squad transports	n/a	1,681	1,726	1,778
Camp crew responses	4,135	4,371	5,466	6,833
Calls dispatch	233,617	263,001	266,034	268,694
<u>Efficiency</u>				
Number of air squad responses per 10,000 population	3.40	6.87	6.86	7.09
Number of dispatchers per 1,000 9-1-1 calls	0.20	0.18	0.17	0.18
<u>Quality</u>				
Air squad transports per 10,000 population	1.35	4.48	4.47	4.62
Explanatory Note(s): n/a=not available				

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
4. <u>Prevention/Forestry Services</u>		
\$ 26,165,000	\$ 26,165,000	212.0

Authority: Mandated program - County Charter Article IV, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for fire code enforcement, plan check, specialized inspections for schools, institutions and major petro-chemical sites, arson/fire investigations, vegetative management, brush clearance enforcement, forester field units, soil erosion control, oak tree review and monitoring, preparation and review of environmental impact reports, and support for the Fire Department's Incident Management Teams. Provides for conservation education, hazardous fuels reduction, brush clearance enforcement, erosion control, fuel modification plan reviews, environmental impact report reviews, and related environmental services.

Program Outcome: Provide a residential, commercial, and wildland fire safe environment for County residents and visitors.

Service Delivery Standard: Educate the community about the benefits of proper safety practices; identify and eliminate all types of hazardous conditions which pose a threat to life, the environment and property; enforce codes; conduct conservation work; and support major incident operations.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of area unit inspectors	46	47	47	44
Number of arson investigators	7	7	7	7
Number of front-line forestry personnel	37	38	38	38
<u>Workload/Output</u>				
Schools and institutions inspections	3,254	3,100	3,636	3,812
Fire investigations	592	587	575	575
Engineering plan checks/resubmittals	4,488/3,563	5,179/3,418	4,595/3,563	5,050/3,700

Fire (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
Number of foresters per 100,000 population	0.3	0.3	0.3	0.3
Number of arson cases per investigator	85.0	83.9	82.1	82.1
Number of engineering plan checks per engineer	180/143	208/137	184/143	202/148
<u>Quality</u>				
Percentage of schools and institutions inspection completed	n/a	100%	100%	100%
Percentage of engineering plan checks completed within 10 days	n/a	95%	97%	97%
Forestry programs provided per 100,000 population	7.9	7.1	7.2	7.3
Arson cases-charges filed	20	22	33	20

Explanatory Note(s):
n/a=not available

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
5. Health Hazardous Materials		
\$ 10,938,000	\$ 10,938,000	143.0

Authority: Mandated program - County Charter Article IV, Section 24 1/3(a) through (j) and County Code, Section 2.20.

Provides for hazardous waste generator, hazardous materials disclosure, investigation, emergency response and site mitigation and accidental risk management services.

Program Outcome: Protect public health and safety and the environment from the accidental releases and improper handling, storage, transportation and disposal of hazardous materials/waste.

Service Delivery Standard: Provide for the control of hazardous waste/materials by ensuring compliance with applicable State and federal laws and regulations.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of inspectors	30	30	35	34
Number of regulated facilities	20,284	20,123	20,150	20,200
Number of investigations inspectors	3	4	4	4
Number of emergency response inspectors	18	18	17	18
<u>Workload/Output</u>				
Number of program elements: ⁽¹⁾				
Hazardous waste generators	16,323	16,140	16,200	16,400
Hazardous materials handlers	9,928	10,023	10,100	10,200
Tiered permit programs	553	530	525	520
Number of inspections required:				
Hazardous waste generators	6,257	6,187	6,210	6,287
Hazardous materials handlers	3,806	3,842	3,872	3,910
Tiered permit programs	212	203	201	199
Number of inspections conducted:				
Hazardous waste generators	4,985	5,181	6,100	6,200
Hazardous materials handlers	2,678	2,883	3,600	3,600
Tiered permit programs	121	101	140	150

Fire (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Workload/Output</u> (cont'd)				
Cases referred for prosecution	19	22	18	18
Number of emergency responses ⁽²⁾	2,227	2,242	2,330	2,330
Number of emergency responses:				
Hazardous waste drums	1,041	999	1,040	1,040
<u>Efficiency</u>				
Number of programs per inspector	894	890	766	798
Number of inspections conducted per inspector	260	272	281	293
Number of regulated facilities per inspector	676	671	576	594
<u>Quality</u>				
Percentage of required inspections	75.80%	79.80%	95.70%	95.70%
Percentage of cases adjudicated/cases referred	0.63%	0.68%	0.56%	0.67%

Explanatory Note(s):

- (1) Facilities may have more than one program element.
- (2) Projection based on a nine-year average.

<u>Available Financing</u>	<u>Unavoidable,</u> <u>Financing Uses</u>	<u>Budgeted</u> <u>Positions</u>
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6. Support Services

\$ 39,556,000	\$ 39,556,000	186.0
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Authority: Non-mandated, discretionary program.

Provides for fleet specification development, fleet maintenance and modifications for fire service requirements, facility maintenance, oversight of design and construction of additional and replacement facilities, procurement, warehouse, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt and effective internal support services.

Service Delivery Standard: Process all requests for services within established timeframes.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of fire apparatus mechanics	38	44	44	44
Number of crafts staff	18	22	22	27
Number of warehouse staff	26	26	26	20
<u>Workload/Output</u>				
Number of squads supported	93	96	96	97
Number of engines supported	212	219	219	219
Number of ladder trucks supported	22	21	21	21
Number of quints supported	19	20	20	30
Number of crew carriers supported	54	54	53	53
Number of crafts-related 173s processed ⁽¹⁾	1,834	2,268	2,185	2,200
Number of 68s processed ⁽²⁾	10,875	9,462	9,000	8,500
<u>Efficiency</u>				
Number vehicles supported per mechanics per year	35.06	30.51	30.49	30.51
Number of crafts staff per 100 crafts-related 173s processed ⁽¹⁾	0.98	0.97	1.01	1.23
Number of warehouse staff per 100 68s processed ⁽²⁾	0.24	0.28	0.29	0.24

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Percentage of emergency response vehicles out of service at any one time:				
Engines	9.5%	8.3%	8.3%	8.3%
Trucks	7.9%	14.1%	14.1%	14.1%
Quints	12.5%	15.9%	15.9%	15.9%
Squads	4.9%	9.4%	9.4%	9.4%
Crew Trucks	3.6%	5.1%	5.1%	5.1%
Percentage of crafts-related 173s processed within one week of receipt ⁽¹⁾	25.0%	53.0%	55.0%	65.0%
Percentage of 68s processed within 10 days ⁽²⁾	n/a	74.0%	78.0%	80.0%

Explanatory Note(s):

(1) Form 173 used to request communication, automotive, or construction and maintenance services.

(2) Form 68 used to request non-stock supplies and services.

n/a=not available

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
7. <u>Administrative Services</u>		
\$ 17,382,000	\$ 17,382,000	156.0

Authority: Non-mandated, discretionary program.

Provides administrative support services including accounting, budget, personnel, payroll, exams, employee relations, information management services, and support for the Fire Department's Incident Management Teams.

Program Outcome: Provide prompt and effective internal administrative support services.

Service Delivery Standard: Process all requests for services within established timeframes.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of administrative support staff	174	173	173	156
<u>Workload/Output</u>				
Exams conducted	39	46	50	45
Investigations completed	15	25	30	30
Personal computers (PC)/customers supported	1,100	1,300	1,400	1,400
Number of mission-critical systems supported 24/7	4	4	4	4
Service requests processed	4,831	3,482	3,482	4,500
Invoices processed	28,400	31,546	32,800	32,800
<u>Efficiency</u>				
Number of exams processed per exam unit staff members	17	20	20	20
Service requests per Information Management Division (IMD) tech support staff	n/a	562	677	725
PC/customers supported per IMD encumbered staff	27	29	32	32
Number of cases handled per employee relations staff:				
Investigation section	7.5	20	15	15
Performance management section	26	35	50	40
Number of vendor invoices processed per IMD staff	3,500	3,943	4,100	4,100

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>				
Percentage of investigations completed within 90 days	20.0%	20.0%	10.0%	15.0%
Percentage of IMD service requests resolved within one working day	n/a	50.0%	50.0%	52.0%
9-1-1 Computer Aided Dispatching (CAD) system "uptime"	99.4%	99.7%	99.9%	100.0%
Percentage of vendor invoices paid within 30 days	63.0%	72.0%	75.0%	75.0%

Explanatory Note(s):
n/a=not available

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
8. <u>Executive Services</u>		
\$ 7,770,000	\$ 7,770,000	65.0

Authority: Non-mandated, discretionary program.

Provides executive support services including compliance, public information and education, internal communications, organizational development, planning and risk management/safety office.

Program Outcome: Provide prompt and effective support services to the executive staff and the public.

Service Delivery Standard: Consistently meet expectations for staff support and public services provided by these various units.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of media staff	n/a	8	4	4
Number of compliance staff	n/a	3	4	4
Number of risk management/safety staff	n/a	0	4	4
<u>Workload/Output</u>				
Number of media responses per month	n/a	1,900	2,100	2,400
Number of internal audits/responses to complaints	n/a	15	17	19
Number of Safety Officer responses	n/a	198	208	229
<u>Efficiency</u>				
Number of responses per media staff person per month	n/a	238	525	600
Number of audit/complaint validations	n/a	11	15	17
<u>Quality</u>				
Percentage of media responses within requested timeframes	n/a	95%	80%	70%
Percentage of corrections resulting from internal audits/complaints	n/a	73%	88%	90%

Explanatory Note(s):
n/a=not available

Fire (cont'd)

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
9. <u>Financing Elements</u>		
\$ 11,225,000	\$ 11,225,000	0.0
<u>Authority:</u> Non-mandated, discretionary program.		
Reflects available financing for all Fire Department-related revenues from property taxes, the special voter-approved tax and interest earnings. Also included are financing sources from available fund balance as well as cancellations of reserves and designations. Provides for funding new designations, County overhead charges and certain self-insured program costs.		
<u>Program Outcome:</u> Not applicable.		
<u>Same Delivery Standard:</u> Not applicable.		
Total Programs		
\$ 608,599,000	\$ 608,599,000	3,992.0

FIRE - ADMINISTRATIVE BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
FINANCE REQMTS							
SALARIES & EMP BEN	\$ 18,015,651	\$ 11,909,000	\$ 11,192,000	\$ 11,441,000	\$ 11,441,000	249,000	
SERVICES & SUPPLIES	5,437,729	5,416,000	5,441,000	5,941,000	5,941,000	500,000	
FIXED ASSETS-EQUIP	48,079	200,000	210,000			-210,000	
GROSS TOTAL	\$ 23,501,459	\$ 17,525,000	\$ 16,843,000	\$ 17,382,000	\$ 17,382,000	539,000	
TOT FIN REQMTS	\$ 23,501,459	\$ 17,525,000	\$ 16,843,000	\$ 17,382,000	\$ 17,382,000	539,000	
AVAIL FINANCE							
REVENUE	287,160	72,000	116,000	72,000	72,000	-44,000	
TOT AVAIL FIN	\$ 287,160	\$ 72,000	\$ 116,000	\$ 72,000	\$ 72,000	-44,000	
BUDGETED POSITIONS	287.0	168.0	168.0	156.0	156.0	-12.0	
REVENUE DETAIL							
STATE-OTHER	\$ 46,283	\$ 14,000	\$ 39,000	\$ 14,000	\$ 14,000	-25,000	
FEDERAL-OTHER	-9,563						
COURT FEES & COSTS	30						
EDUCATIONAL SERVICES	1,565		5,000			-5,000	
CHRGs FOR SVCS-OTHER	189,854	49,000	51,000	49,000	49,000	-2,000	
OTHER SALES	3,741	5,000	5,000	5,000	5,000		
MISCELLANEOUS	35,431	4,000	6,000	4,000	4,000	-2,000	
SALE OF FIXED ASSETS	19,819		10,000			-10,000	
TOTAL	\$ 287,160	\$ 72,000	\$ 116,000	\$ 72,000	\$ 72,000	-44,000	
FUND	FIRE DEPARTMENT		FUNCTION	PUBLIC PROTECTION		ACTIVITY	FIRE PROTECTION

FIRE - EXECUTIVE BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$	\$ 5,340,000	\$ 4,709,000	\$ 6,542,000	\$ 6,542,000	\$ 1,833,000
SERVICES & SUPPLIES		725,000	460,000	1,228,000	1,228,000	768,000
GROSS TOTAL	\$	\$ 6,065,000	\$ 5,169,000	\$ 7,770,000	\$ 7,770,000	\$ 2,601,000
TOT FIN REQMTS	\$	\$ 6,065,000	\$ 5,169,000	\$ 7,770,000	\$ 7,770,000	\$ 2,601,000
AVAIL FINANCE						
REVENUE		102,000	53,000	82,000	82,000	29,000
TOT AVAIL FIN	\$	\$ 102,000	\$ 53,000	\$ 82,000	\$ 82,000	\$ 29,000
BUDGETED POSITIONS		46.0	46.0	65.0	65.0	19.0
REVENUE DETAIL						
BUSINESS LICENSES	\$	\$ 29,000	\$	\$ 29,000	\$ 29,000	\$ 29,000
CHRGs FOR SVCS-OTHER		20,000		20,000	20,000	20,000
MISCELLANEOUS		53,000	53,000	33,000	33,000	-20,000
TOTAL	\$	\$ 102,000	\$ 53,000	\$ 82,000	\$ 82,000	\$ 29,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - CLEARING ACCOUNT BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
<u>FINANCE REQMTS</u>						
SERVICES & SUPPLIES	\$ 5,892,864	\$ 7,529,000	\$ 7,531,000	\$ 7,529,000	\$ 7,529,000	\$ -2,000
LESS EXPENDITURE DIST	4,997,194	7,529,000	7,531,000	7,529,000	7,529,000	-2,000
TOT S & S	895,670					
<u>GROSS TOTAL</u>						
	\$ 895,670	\$	\$	\$	\$	\$
<u>TOT FIN REQMTS</u>						
	\$ 895,670	\$	\$	\$	\$	\$
<u>AVAIL FINANCE</u>						
<u>REVENUE</u>						
	600					
TOT AVAIL FIN	\$ 600	\$	\$	\$	\$	\$
<u>REVENUE DETAIL</u>						
MISCELLANEOUS	\$ 600	\$	\$	\$	\$	\$
TOTAL	\$ 600	\$	\$	\$	\$	\$

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - FINANCING ELEMENTS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	\$ 9,239,652	\$ 10,703,000	\$ 10,816,000	\$ 11,000,000	\$ 11,000,000	\$ 184,000
OTHER CHARGES	83,894	390,000	390,000	225,000	225,000	-165,000
APPR FOR CONTINGENCY			7,656,000			-7,656,000
GROSS TOTAL	\$ 9,323,546	\$ 11,093,000	\$ 18,862,000	\$ 11,225,000	\$ 11,225,000	\$ -7,637,000
TOT FIN REQMTS	\$ 9,323,546	\$ 11,093,000	\$ 18,862,000	\$ 11,225,000	\$ 11,225,000	\$ -7,637,000
AVAIL FINANCE						
FUND BALANCE	\$ 13,922,000	\$ 19,533,000	\$ 19,533,000	\$ 12,247,000	\$ 12,247,000	\$ -7,286,000
CANCEL RES/DES	4,692,381					
PROPERTY TAXES	340,445,906	356,595,000	372,712,000	378,598,000	378,598,000	5,886,000
VOTER APPRVD SPCL TAX	53,177,018	59,833,000	54,594,000	61,266,000	61,266,000	6,672,000
SPECIAL ASSESSMENT	109,431	85,000				
REVENUE	25,093,808	35,168,000	25,635,000	31,073,000	31,073,000	5,438,000
TOT AVAIL FIN	\$ 437,440,544	\$ 471,214,000	\$ 472,474,000	\$ 483,184,000	\$ 483,184,000	\$ 10,710,000
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 307,805,954	\$ 323,541,000	\$ 322,786,000	\$ 345,160,000	\$ 345,160,000	\$ 22,374,000
PROP TAXES-CURR-UNSEC	19,296,916	18,509,000	19,895,000	18,879,000	18,879,000	-1,016,000
PROP TAXES-PRIOR-SEC	1,442,859	3,022,000	18,660,000	2,522,000	2,522,000	-16,138,000
PROP TAXES-PRIOR-UNS	1,658,519	347,000	1,620,000	347,000	347,000	-1,273,000
SUPP PROP TAXES-CURR	6,297,329	10,278,000	8,891,000	10,792,000	10,792,000	1,901,000
SUPP PROP TAXES-PRIOR	3,944,329	898,000	860,000	898,000	898,000	38,000
VOTER APPR SPEC TAXES	53,177,018	59,833,000	54,594,000	61,266,000	61,266,000	6,672,000
FORFEIT & PENALTIES	-18,665					
PEN/INT/COSTS-DEL TAX	2,940,068	2,493,000	2,338,000	2,493,000	2,493,000	155,000
INTEREST	81,812					
OTHER STATE IN-LIEU	9,943	11,000	13,000	11,000	11,000	-2,000
HOMEOWNER PRO TAX REL	4,731,861	4,764,000	4,797,000	4,764,000	4,764,000	-33,000
OTHER GOVT AGENCIES	15,491,163	16,448,000	16,535,000	17,255,000	17,255,000	720,000
CHRGs FOR SVCS-OTHER	1,857,626	1,952,000	1,952,000	2,050,000	2,050,000	98,000
SPECIAL ASSESSMENTS	109,431	85,000				
OPERATING TRANSFER IN		9,500,000		4,500,000	4,500,000	4,500,000
TOTAL	\$ 418,826,163	\$ 451,681,000	\$ 452,941,000	\$ 470,937,000	\$ 470,937,000	\$ 17,996,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - HEALTH HAZARDOUS MATERIALS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 9,500,527	\$ 10,146,000	\$ 10,096,000	\$ 10,505,000	\$ 10,505,000	\$ 409,000
SERVICES & SUPPLIES	282,467	424,000	428,000	433,000	433,000	5,000
GROSS TOTAL	\$ 9,782,994	\$ 10,570,000	\$ 10,524,000	\$ 10,938,000	\$ 10,938,000	\$ 414,000
TOT FIN REQMTS	\$ 9,782,994	\$ 10,570,000	\$ 10,524,000	\$ 10,938,000	\$ 10,938,000	\$ 414,000
AVAIL FINANCE						
REVENUE	10,460,326	12,260,000	11,794,000	12,625,000	12,625,000	831,000
TOT AVAIL FIN	\$ 10,460,326	\$ 12,260,000	\$ 11,794,000	\$ 12,625,000	\$ 12,625,000	\$ 831,000
BUDGETED POSITIONS	143.0	143.0	143.0	143.0	143.0	
REVENUE DETAIL						
OTHER LIC & PERMITS	\$ 7,914,629	\$ 8,673,000	\$ 8,336,000	\$ 8,935,000	\$ 8,935,000	\$ 599,000
CHRGs FOR SVCS-OTHER	2,542,547	3,584,000	3,454,000	3,687,000	3,687,000	233,000
MISCELLANEOUS	3,150	3,000	4,000	3,000	3,000	-1,000
TOTAL	\$ 10,460,326	\$ 12,260,000	\$ 11,794,000	\$ 12,625,000	\$ 12,625,000	\$ 831,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - LIFEGUARD BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 20,439,478	\$ 21,746,000	\$ 22,976,000	\$ 23,572,000	\$ 21,828,000	\$ -1,148,000
SERVICES & SUPPLIES	1,703,791	2,410,000	2,435,000	1,921,000	1,551,000	-884,000
FIXED ASSETS-EQUIP	232,649	60,000	70,000			-70,000
GROSS TOTAL	\$ 22,375,918	\$ 24,216,000	\$ 25,481,000	\$ 25,493,000	\$ 23,379,000	\$ -2,102,000
TOT FIN REQMTS	\$ 22,375,918	\$ 24,216,000	\$ 25,481,000	\$ 25,493,000	\$ 23,379,000	\$ -2,102,000
AVAIL FINANCE						
REVENUE	18,547,442	25,107,000	24,868,000	24,633,000	22,519,000	-2,349,000
TOT AVAIL FIN	\$ 18,547,442	\$ 25,107,000	\$ 24,868,000	\$ 24,633,000	\$ 22,519,000	\$ -2,349,000
BUDGETED POSITIONS	261.0	261.0	261.0	262.0	244.0	-17.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 17,969	\$ 18,000	\$ 26,000	\$ 18,000	\$ 18,000	\$ -8,000
STATE-OTHER	1,565,596	1,527,000	1,527,000	1,530,000	1,530,000	3,000
FEDERAL-OTHER	65,384	521,000	327,000			-327,000
AUDITING-ACCTG FEES	1,293,030	1,316,000	1,281,000	1,342,000	1,342,000	61,000
EDUCATIONAL SERVICES	554,108	543,000	543,000	551,000	551,000	8,000
CHRGs FOR SVCS-OTHER	14,989,760	20,855,000	20,837,000	21,192,000	19,078,000	-1,759,000
MISCELLANEOUS		327,000	327,000			-327,000
OPERATING TRANSFER IN	61,595					
TOTAL	\$ 18,547,442	\$ 25,107,000	\$ 24,868,000	\$ 24,633,000	\$ 22,519,000	\$ -2,349,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - OPERATIONS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 347,391,550	\$ 372,121,000	\$ 375,591,000	\$ 390,029,000	\$ 390,029,000	\$ 14,438,000
SERVICES & SUPPLIES	5,566,453	5,667,000	5,727,000	5,961,000	5,961,000	234,000
FIXED ASSETS-EQUIP	243,825	670,000	700,000	568,000	568,000	-132,000
GROSS TOTAL	\$ 353,201,828	\$ 378,458,000	\$ 382,018,000	\$ 396,558,000	\$ 396,558,000	\$ 14,540,000
TOT FIN REQMTS	\$ 353,201,828	\$ 378,458,000	\$ 382,018,000	\$ 396,558,000	\$ 396,558,000	\$ 14,540,000
AVAIL FINANCE						
REVENUE	75,419,626	77,849,000	78,194,000	74,736,000	74,736,000	-3,458,000
TOT AVAIL FIN	\$ 75,419,626	\$ 77,849,000	\$ 78,194,000	\$ 74,736,000	\$ 74,736,000	\$ -3,458,000
BUDGETED POSITIONS	2,541.0	2,543.0	2,543.0	2,549.0	2,549.0	6.0
REVENUE DETAIL						
FORFEIT & PENALTIES	\$ 200	\$	\$	\$	\$	\$
STATE-OTHER	190,290	37,000	193,000	69,000	69,000	-124,000
FEDERAL-OTHER	150,501					
ELECTION SERVICES	744					
COURT FEES & COSTS	28,028	23,000	28,000	23,000	23,000	-5,000
CHRGs FOR SVCS-OTHER	75,026,776	77,775,000	77,963,000	74,626,000	74,626,000	-3,337,000
MISCELLANEOUS	23,087	14,000	10,000	18,000	18,000	8,000
TOTAL	\$ 75,419,626	\$ 77,849,000	\$ 78,194,000	\$ 74,736,000	\$ 74,736,000	\$ -3,458,000
FUND	FUNCTION		ACTIVITY			
FIRE DEPARTMENT	PUBLIC PROTECTION		FIRE PROTECTION			

Fire (cont'd)

FIRE - PREVENTION BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 21,478,859	\$ 24,198,000	\$ 23,649,000	\$ 25,565,000	\$ 25,565,000	\$ 1,916,000
SERVICES & SUPPLIES	562,805	584,000	590,000	568,000	568,000	-22,000
FIXED ASSETS-EQUIP	21,482	156,000	166,000	32,000	32,000	-134,000
GROSS TOTAL	\$ 22,063,146	\$ 24,938,000	\$ 24,405,000	\$ 26,165,000	\$ 26,165,000	\$ 1,760,000
TOT FIN REQMTS	\$ 22,063,146	\$ 24,938,000	\$ 24,405,000	\$ 26,165,000	\$ 26,165,000	\$ 1,760,000
AVAIL FINANCE						
VOTER APPRVD SPCL TAX	-13					
SPECIAL ASSESSMENT	28,072	24,000	29,000	24,000	24,000	-5,000
REVENUE	5,370,463	4,621,000	4,803,000	4,396,000	4,396,000	-407,000
TOT AVAIL FIN	\$ 5,398,522	\$ 4,645,000	\$ 4,832,000	\$ 4,420,000	\$ 4,420,000	\$ -412,000
BUDGETED POSITIONS	217.0	213.0	213.0	212.0	212.0	-1.0
REVENUE DETAIL						
VOTER APPR SPEC TAXES \$	-13 \$					
BUSINESS LICENSES	27,860		31,000			-31,000
OTHER LIC & PERMITS	912	1,000	2,000	1,000	1,000	-1,000
FORFEIT & PENALTIES	63,380	52,000	62,000	52,000	52,000	-10,000
PEN/INT/COSTS-DEL TAX	1,349	2,000		2,000	2,000	2,000
STATE-OTHER	546,727	49,000	113,000	18,000	18,000	-95,000
FEDERAL-OTHER	134,575	3,000	3,000	49,000	49,000	46,000
PLANNING & ENG SVCS	44,431	38,000	32,000	38,000	38,000	6,000
EDUCATIONAL SERVICES	100					
CHRGs FOR SVCS-OTHER	4,550,836	4,475,000	4,558,000	4,235,000	4,235,000	-323,000
SPECIAL ASSESSMENTS	28,072	24,000	29,000	24,000	24,000	-5,000
MISCELLANEOUS	293	1,000	2,000	1,000	1,000	-1,000
TOTAL	\$ 5,398,522	\$ 4,645,000	\$ 4,832,000	\$ 4,420,000	\$ 4,420,000	\$ -412,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

Fire (cont'd)

FIRE - SERVICES BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 15,170,664	\$ 13,056,000	\$ 12,334,000	\$ 13,151,000	\$ 13,151,000	817,000
SERVICES & SUPPLIES	26,206,765	20,361,000	20,881,000	19,966,000	19,966,000	-915,000
LESS EXPENDITURE DIST	3,876					
TOT S & S	26,202,889	20,361,000	20,881,000	19,966,000	19,966,000	-915,000
OTHER CHARGES	4,804,698	5,041,000	6,157,000	5,589,000	5,589,000	-568,000
FIXED ASSETS-EQUIP	2,855,749	4,698,000	7,509,000	850,000	850,000	-6,659,000
OTHER FINANCING USES	200,000	200,000	200,000			-200,000
GROSS TOTAL	\$ 49,234,000	\$ 43,356,000	\$ 47,081,000	\$ 39,556,000	\$ 39,556,000	\$ -7,525,000
TOT FIN REQMTS	\$ 49,234,000	\$ 43,356,000	\$ 47,081,000	\$ 39,556,000	\$ 39,556,000	\$ -7,525,000
AVAIL FINANCE						
REVENUE	2,103,599	1,283,000	770,000	859,000	859,000	89,000
TOT AVAIL FIN	\$ 2,103,599	\$ 1,283,000	\$ 770,000	\$ 859,000	\$ 859,000	\$ 89,000
BUDGETED POSITIONS	233.0	189.0	189.0	186.0	186.0	-3.0
REVENUE DETAIL						
INTEREST	\$ 558,241	\$	\$	\$	\$	\$
RENTS AND CONCESSIONS	85,885	86,000	86,000	86,000	86,000	
FEDERAL-OTHER	67,696					
LEGAL SERVICES	22,879	19,000	14,000	20,000	20,000	6,000
CHRGs FOR SVCS-OTHER	742,156	847,000	408,000	422,000	422,000	14,000
OTHER SALES	1,496					
MISCELLANEOUS	142,247	129,000	112,000	129,000	129,000	17,000
SALE OF FIXED ASSETS	482,999	202,000	150,000	202,000	202,000	52,000
TOTAL	\$ 2,103,599	\$ 1,283,000	\$ 770,000	\$ 859,000	\$ 859,000	\$ 89,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - SPECIAL OPERATIONS BUDGET UNIT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 36,070,913	\$ 44,978,000	\$ 45,959,000	\$ 46,842,000	\$ 46,842,000	\$ 883,000
SERVICES & SUPPLIES	12,772,292	22,232,000	21,667,000	23,483,000	23,483,000	1,816,000
FIXED ASSETS-EQUIP	178,699	3,531,000	604,000	1,950,000	1,950,000	1,346,000
OTHER FINANCING USES		3,351,000	3,351,000	3,351,000	3,351,000	
GROSS TOTAL	\$ 49,021,904	\$ 74,092,000	\$ 71,581,000	\$ 75,626,000	\$ 75,626,000	\$ 4,045,000
TOT FIN REQMTS	\$ 49,021,904	\$ 74,092,000	\$ 71,581,000	\$ 75,626,000	\$ 75,626,000	\$ 4,045,000
AVAIL FINANCE						
REVENUE	9,275,778	10,028,000	8,863,000	10,102,000	10,102,000	1,239,000
TOT AVAIL FIN	\$ 9,275,778	\$ 10,028,000	\$ 8,863,000	\$ 10,102,000	\$ 10,102,000	\$ 1,239,000
BUDGETED POSITIONS	350.0	439.0	439.0	437.0	437.0	-2.0
REVENUE DETAIL						
STATE-OTHER	\$ 5,082,604	\$ 5,051,000	\$ 5,073,000	\$ 5,054,000	\$ 5,054,000	\$ -19,000
FEDERAL-OTHER	65,900	141,000	100,000	200,000	200,000	100,000
OTHER GOVT AGENCIES	52,556					
COURT FEES & COSTS	54					
EDUCATIONAL SERVICES	474,089	634,000	634,000	634,000	634,000	
CHRGs FOR SVCS-OTHER	3,598,357	4,199,000	3,052,000	4,211,000	4,211,000	1,159,000
MISCELLANEOUS	2,218	3,000	4,000	3,000	3,000	-1,000
TOTAL	\$ 9,275,778	\$ 10,028,000	\$ 8,863,000	\$ 10,102,000	\$ 10,102,000	\$ 1,239,000

FUND
FIRE DEPARTMENT

FUNCTION
PUBLIC PROTECTION

ACTIVITY
FIRE PROTECTION

FIRE - LIFEGUARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 13,849,845	\$ 19,848,000	\$ 19,848,000	\$ 23,559,000	\$ 17,783,000	\$ -2,065,000
NET COUNTY COST	\$ 13,849,845	\$ 19,848,000	\$ 19,848,000	\$ 23,559,000	\$ 17,783,000	\$ -2,065,000

Mission Statement

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

2003-04 Budget Message

The Fire Department - Lifeguards budget provides financing for lifeguard services at County-operated beaches that are the responsibility of the General Fund. This budget unit establishes appropriation for a General Fund transfer to the Fire Department budget, which includes all costs and budgeted positions for ocean lifeguard services.

The 2003-04 Proposed Budget reflects funding for previously negotiated increases in salaries and employee benefits and a curtailment of \$2,114,000 from 2002-03 which will eliminate 18.0 full-time equivalent lifeguard positions resulting in reduced summer beach staffing at all beaches throughout the County. In addition, the curtailment will eliminate the Lifeguard Training Academy and the Swift Water and Dive Team which are deployed to critical emergencies such as rescues in storm drains, missing swimmers, sunken vessels, airplane crashes, and other marine disasters.

Strategic Planning

The Fire Department's Strategic Plan will continue the focus on emergency and non-emergency service delivery and emphasis on increasing services to the cities we serve and improve internal business operations. The Department's strategies and objectives are designed to ensure the achievement of Organizational Goals related to Service Excellence, Workforce Excellence, Organizational Effectiveness and Fiscal Responsibility consistent with the Countywide Strategic Plan. Key objectives of this plan are identified under the Fire Department Budget Request.

Critical Needs

The Department has a critical need for restoration of the \$2,114,000 curtailment to ensure that critical Lifeguard programs are funded to provide lifesaving services.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -2,114,000	\$ --	\$ -2,114,000	--

Lifeguard Curtailment: Reflects a reduction in Lifeguard lifesaving services and the elimination of 18.0 positions and \$370,000 in services and supplies needed to address the County's projected structural funding deficit for fiscal year 2003-04. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 34,000	\$ --	\$ 34,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 15,000	\$ --	\$ 15,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
Total \$	-2,065,000	\$ 0	\$ -2,065,000	0.0

FIRE DEPARTMENT

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	383,643,000	385,232,295	386,167,000	934,705
Employee Benefits	119,851,000	121,273,705	139,736,000	18,462,295
Total Salaries and Employee Benefits	503,494,000	506,506,000	525,903,000	19,397,000
<u>Services and Supplies</u>				
Administrative and General	37,000	52,000	39,000	-13,000
Agricultural	24,000	38,000	24,000	-14,000
Clothing and Personal Supplies	1,172,000	873,000	1,198,000	325,000
Communications	5,337,000	7,073,000	5,221,000	-1,852,000
Computer Equipment - noncapital	1,037,000	1,020,000	1,131,000	111,000
Computer Software	180,000	549,000	195,000	-354,000
Food	760,000	336,000	802,000	466,000
Household Expenses	673,000	546,000	699,000	153,000
Information Technology Services	674,000	463,000	729,000	266,000
Insurance	2,213,000	1,137,000	2,390,000	1,253,000
Maintenance - Buildings and Improvements	5,272,000	7,336,000	5,048,000	-2,288,000
Maintenance - Equipment	11,659,000	8,281,000	11,783,000	3,502,000
Medical Dental and Laboratory Supplies	586,000	568,000	615,000	47,000
Memberships	154,000	88,000	164,000	76,000
Miscellaneous Expense	4,937,000	531,000	5,098,000	4,567,000
Office Expense - Other	686,000	628,000	757,000	129,000
Professional and Specialized Services	18,032,000	16,387,000	20,579,000	4,192,000
Publication and Legal Notices	0	5,000	0	-5,000
Rents and Leases - Bldg and Improvemts	1,367,000	2,546,000	1,341,000	-1,205,000
Rents and Leases - Equipment	3,355,000	3,941,000	3,544,000	-397,000
Small Tools and Instruments	808,000	384,000	857,000	473,000
Special Departmental Expense	2,194,000	5,502,000	711,000	-4,791,000
Telecommunications	932,000	1,521,000	794,000	-727,000
Training	981,000	1,152,000	1,026,000	-126,000
Transportation and Travel - Auto Mileage	112,000	76,000	118,000	42,000
Transportation and Travel - Auto Service	433,000	1,051,000	425,000	-626,000
Transportation and Travel - Other	2,194,000	3,120,000	2,173,000	-947,000
Transportation and Travel - Traveling	220,000	74,000	244,000	170,000
Utilities	2,493,000	3,167,000	2,426,000	-741,000
Total Services and Supplies	68,522,000	68,445,000	70,131,000	1,686,000
<u>Other Charges</u>				
Other Charges	200,000	200,000	75,000	-125,000
Judgments and Damages	120,000	120,000	100,000	-20,000
Retirement of Other Long-Term Debt	5,041,000	6,157,000	5,589,000	-568,000
Taxes and Assessments	70,000	70,000	50,000	-20,000
Total Other Charges	5,431,000	6,547,000	5,814,000	-733,000

Fire (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Aircraft	0	0	391,000	391,000
Communications Equipment	60,000	60,000	344,000	284,000
Computer Info and Data Processing Sys	240,000	240,000	42,000	-198,000
Construction and Heavy Maintenance	0	0	170,000	170,000
Electronic Equipment	81,000	81,000	639,000	558,000
Food Preparation Equipment	0	0	5,000	5,000
Machinery Equipment	351,000	351,000	378,000	27,000
Major Office Equipment	800,000	0	0	0
Manufactured or Prefabricated Structures	138,000	138,000	65,000	-73,000
Medical Equipment	2,316,000	0	16,000	16,000
Vehicle - Automobile	3,739,000	6,660,000	817,000	-5,843,000
Vehicle - Heavy Use	690,000	889,000	481,000	-408,000
Watercraft	900,000	780,000	12,000	-768,000
Other Undefined Assets	0	60,000	40,000	-20,000
Total Equipment	9,315,000	9,259,000	3,400,000	-5,859,000
Total Fixed Assets	9,315,000	9,259,000	3,400,000	-5,859,000
<u>Other Financing Uses</u>				
Operating Transfers Out	3,551,000	3,551,000	3,351,000	-200,000
Total Other Financing Uses	3,551,000	3,551,000	3,351,000	-200,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Appropriation for Contingencies	0	7,656,000	0	-7,656,000
<u>Reserves</u>				
Total Reserves	0	0	0	0
TOTAL FINANCING REQUIREMENTS	590,313,000	601,964,000	608,599,000	6,635,000
AVAILABLE FINANCING:				
Fund Balance	19,533,000	19,533,000	12,247,000	-7,286,000
Cancellation of Reserves/Designations	0	0	0	0

Fire (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Taxes	416,428,000	427,306,000	439,864,000	12,558,000
Licenses, Permits and Franchises	8,721,000	8,395,000	8,983,000	588,000
Fines, Forfeitures and Penalties	2,547,000	2,400,000	2,547,000	147,000
Revenue from Use of Money and Property	86,000	86,000	86,000	0
Intergovernmental Revenues - Federal	665,000	430,000	249,000	-181,000
Intergovernmental Revenues - State	11,453,000	11,755,000	11,460,000	-295,000
Intergovernmental Revenues - Other	16,448,000	16,535,000	17,255,000	720,000
Charges for Services	116,438,000	114,841,000	111,010,000	-3,831,000
Miscellaneous Revenues	539,000	523,000	196,000	-327,000
Other Financing Sources	9,702,000	160,000	4,702,000	4,542,000
Total Revenue	583,027,000	582,431,000	596,352,000	13,921,000
TOTAL AVAILABLE FINANCING	602,560,000	601,964,000	608,599,000	6,635,000

FIRE - LIFEGUARDS

DEPARTMENTAL DETAIL SUMMARY

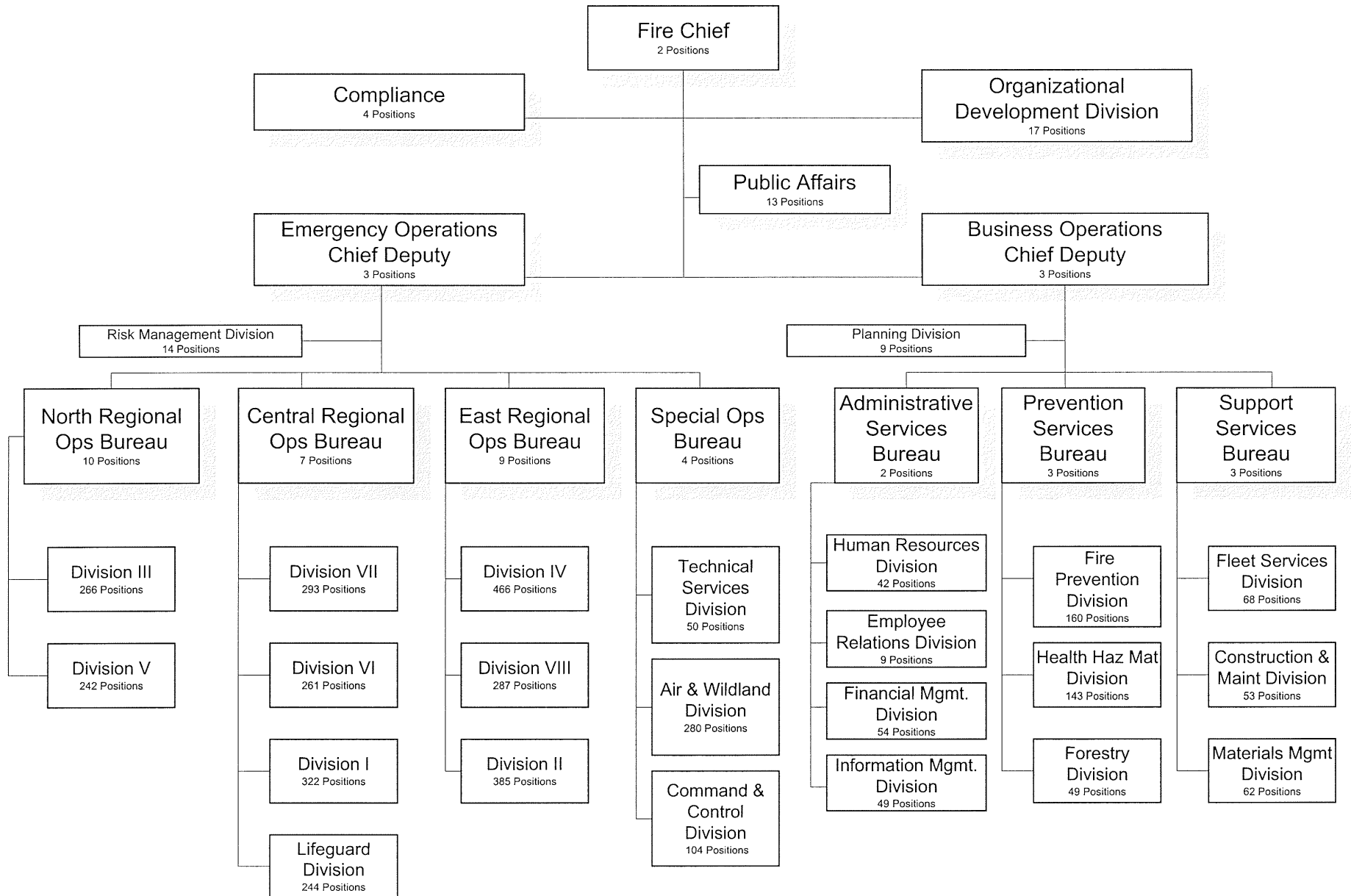
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Special Departmental Expense	19,848,000	19,848,000	17,783,000	-2,065,000
Total Services and Supplies	19,848,000	19,848,000	17,783,000	-2,065,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	19,848,000	19,848,000	17,783,000	-2,065,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	19,848,000	19,848,000	17,783,000	-2,065,000
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	19,848,000	19,848,000	17,783,000	-2,065,000

LOS ANGELES COUNTY FIRE DEPARTMENT

P. MICHAEL FREEMAN, FIRE CHIEF

Total 2003-04 Proposed Budget Positions = 3,992

26.29



GRAND JURY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 238,632	\$ 322,000	\$ 368,000	\$ 385,000	\$ 385,000	\$ 17,000
SERVICES & SUPPLIES	620,778	841,000	860,000	865,000	865,000	5,000
OTHER CHARGES	16,635	35,000	35,000	16,000	16,000	-19,000
GROSS TOTAL	\$ 876,045	\$ 1,198,000	\$ 1,263,000	\$ 1,266,000	\$ 1,266,000	\$ 3,000
REVENUE	15,469	16,000	16,000	15,000	15,000	-1,000
NET COUNTY COST	\$ 860,576	\$ 1,182,000	\$ 1,247,000	\$ 1,251,000	\$ 1,251,000	\$ 4,000
 BUDGETED POSITIONS	 4.0	 5.0	 5.0	 5.0	 5.0	
REVENUE DETAIL						
MISCELLANEOUS	\$ 15,469	\$ 16,000	\$ 16,000	\$ 15,000	\$ 15,000	\$ -1,000
TOTAL	\$ 15,469	\$ 16,000	\$ 16,000	\$ 15,000	\$ 15,000	\$ -1,000
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY JUDICIAL	

Mission Statement

The Los Angeles County criminal grand jury makes inquiries into all public offenses committed or triable within the County and presents them to the courts by indictment. The civil grand jury investigates and reports on the operations, accounts, and records of County departments, cities and school districts within the County, and any special legislative districts or other districts in the County, created pursuant to State Law, for which the officers of the County are serving in their capacity as officers of the districts pursuant to Article 1, Section 23, among other sections of the California Constitution.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net increase of \$4,000 due primarily to previously negotiated increases in salaries and employee benefits partially offset by reductions in County overhead and insurance premiums.

Critical Needs

The grand jury requires funding for the expansion of the civil grand jury assembly room.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 15,000	\$ --	\$ 15,000	--

Salaries and Employee Benefits: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.

Grand Jury (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u> (cont'd)				
2.	\$ 2,000	\$ --	\$ 2,000	--
	<u>Retirement Debt Service</u> : Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -1,000	\$ --	\$ -1,000	--
	<u>Insurance Premiums</u> : Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -12,000	\$ --	\$ -12,000	--
	<u>Countywide Cost Allocation Adjustment (A-87)</u> : Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ -1,000	\$ -1,000	\$ --	--
	<u>Accounting Adjustment</u> : Reflects a realignment of appropriation and revenue based on the expenditure and revenue pattern of the grand jury.			
Total \$	3,000	\$ -1,000	\$ 4,000	0.0

GRAND JURY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Civil Grand Jury (Investigation of County Departments)						
\$ 748,000	\$ --	\$ 8,000	\$ 740,000	\$ --	\$ 740,000	3.0

Authority: Mandated program - Article 1, Section 23, Constitution of California.

The civil grand jury investigates and reports on the operations, accounts, and records of County departments, cities and school districts within the County, and any special legislative districts or other districts in the County, created pursuant to State Law, for which the officers of the County are serving in their capacity as officers of the districts.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output</u>				
Citizen complaints	76	65	110	110
Contract audits	5	4	11	11

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Criminal Grand Jury (Investigation of Public Offenses)						
\$ 518,000	\$ --	\$ 7,000	\$ 511,000	\$ --	\$ 511,000	2.0

Authority: Mandated program - Article 1, Section 23, Constitution of California.

The criminal grand jury makes inquiry into all public offenses committed or triable within the County and presents them to the courts by indictment.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output</u>				
Indictment hearings	28	30	34	34
Indictments issued	28	26	20	20
Investigative hearings ⁽¹⁾	7	21	16	16
Subpoenas issued	861	631	708	708
Witnesses called	474	395	468	468

Explanatory Note(s):

(1) Completed hearings; not days in session.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$ 1,266,000	\$ 0	\$ 15,000	\$ 1,251,000	\$ 0	\$ 1,251,000	5.0

GRAND JURY

DEPARTMENTAL DETAIL SUMMARY

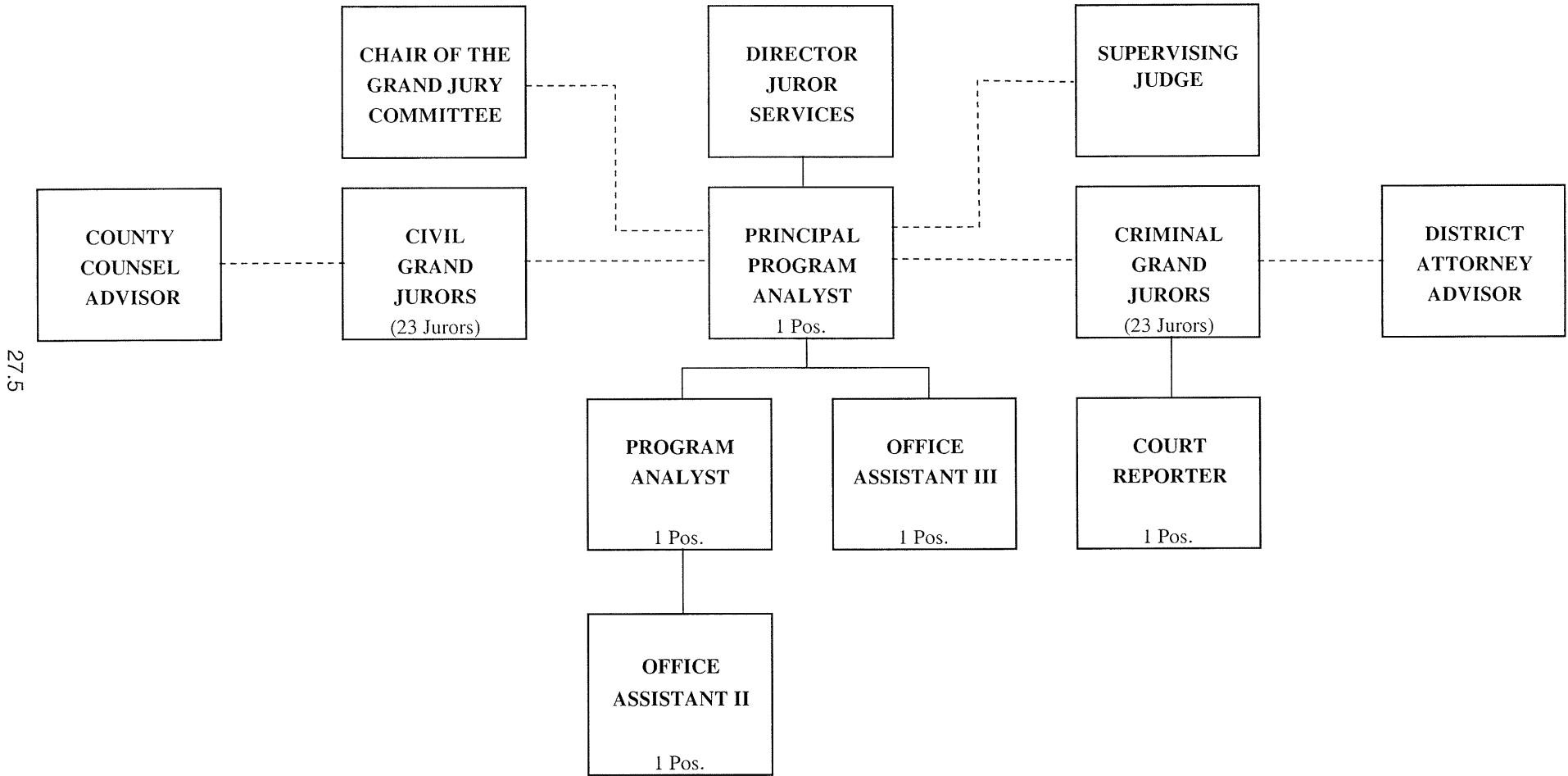
<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
<u>REQUIREMENTS:</u>				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	234,000	268,000	271,000	3,000
Employee Benefits	88,000	100,000	114,000	14,000
Total Salaries and Employee Benefits	322,000	368,000	385,000	17,000
<u>Services and Supplies</u>				
Communications	7,000	6,000	7,000	1,000
Jury and Witness Expense	250,000	269,000	269,000	0
Maintenance-Buildings and Improvements	46,000	48,000	48,000	0
Office Expense-Stat and Forms	0	0	2,000	2,000
Office Expense-Other	22,000	20,000	22,000	2,000
Professional and Specialized Services	137,000	308,000	137,000	-171,000
Publication and Legal Notices	0	32,000	0	-32,000
Rents and Leases-Bldg and Improvemts	9,000	9,000	8,000	-1,000
Rents and Leases-Equipment	6,000	8,000	8,000	0
Special Departmental Expense	206,000	0	206,000	206,000
Training	6,000	6,000	6,000	0
Transportation and Travel-Auto Mileage	81,000	81,000	81,000	0
Transportation and Travel-Traveling	2,000	2,000	2,000	0
Telecommunication	2,000	0	2,000	2,000
Utilities	67,000	71,000	67,000	-4,000
Total Services and Supplies	841,000	860,000	865,000	5,000
<u>Other Charges</u>				
Capital Lease	35,000	35,000	16,000	-19,000
Total Other Charges	35,000	35,000	16,000	-19,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0

Grand Jury (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,198,000	1,263,000	1,266,000	3,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	1,198,000	1,263,000	1,266,000	3,000
REVENUES:				
Miscellaneous Revenues	16,000	16,000	15,000	-1,000
TOTAL REVENUES	16,000	16,000	15,000	-1,000
NET COUNTY COST	1,182,000	1,247,000	1,251,000	4,000

GRAND JURY

Total 2003-04 Proposed Budget Positions = 5



HEALTH SERVICES
THOMAS L. GARTHWAITE, M.D., DIRECTOR AND CHIEF MEDICAL OFFICER

HEALTH SERVICES SUMMARY
INCLUDING GENERAL FUND AND HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET

FINANCE REQMTS						
=====						
OPERATING EXP						
SAL & EMP BEN	1,557,199,636	1,637,612,000	1,692,600,000	1,617,988,000	1,587,162,000	-105,438,000
SVCS & SUPPS	1,372,415,053	1,546,535,000	1,599,785,000	1,411,581,000	1,510,116,000	-89,669,000
LESS EXP DIST	78,128,548	81,467,000	81,467,000	81,031,000	88,488,000	7,021,000
TOT S & S	1,294,286,505	1,465,068,000	1,518,318,000	1,330,550,000	1,421,628,000	-96,690,000
OTHER CHARGES	526,958,632	511,252,000	518,099,000	508,369,000	507,781,000	-10,318,000
FA - EQUIPMENT	7,580,805	9,269,000	9,377,000	9,357,000	9,357,000	-20,000
TOT OP EXP	3,386,025,578	3,623,201,000	3,738,394,000	3,466,264,000	3,525,928,000	-212,466,000
OTH FIN USES	954,884,106	1,199,457,000	1,217,681,000	1,082,406,000	1,149,326,000	-68,355,000
GROSS TOTAL	4,340,909,684	4,822,658,000	4,956,075,000	4,548,670,000	4,675,254,000	-280,821,000
LESS INT TRFS	72,869,429	85,924,000	89,846,000	71,830,000	71,726,000	-18,120,000
NET TOTAL	4,268,040,255	4,736,734,000	4,866,229,000	4,476,840,000	4,603,528,000	-262,701,000
DESIGNATIONS	108,542,000	77,773,000				
TOT FIN REQMTS	4,376,582,255	4,814,507,000	4,866,229,000	4,476,840,000	4,603,528,000	-262,701,000
AVAIL FINANCE						
=====						
CANCEL RES/DES	63,687,864	245,872,000	245,872,000	129,939,000	197,485,000	-48,387,000
REVENUE	3,695,478,079	3,958,911,000	4,010,633,000	3,719,679,000	3,782,856,000	-227,777,000
NET CO COST	617,416,733	609,724,000	609,724,000	627,222,000	623,187,000	13,463,000
TOT AVAIL FIN	4,376,582,676	4,814,507,000	4,866,229,000	4,476,840,000	4,603,528,000	-262,701,000
POSITIONS	23,651.0	23,345.7	23,345.7	22,794.2	22,703.4	-642.3

Mission Statement

The mission of the Los Angeles County Department of Health Services (DHS) is to protect, maintain, and improve the health of the community.

On behalf of the community, DHS assesses health needs, develops policies to address those needs, ensures prevention and controls communicable diseases, manages harmful agents in the environment, encourages healthy behavior, and provides health promotion and preventive services.

The Department of Health Services ensures that, to the extent resources are available, the medically indigent and others who choose the County for their care have appropriate access to health care in their communities. The Department of Health Services serves as a provider, contractor, and coordinator of health care services that are effective, efficient, and comprehensive, and that lower the cultural, linguistic, financial, and disability-related barriers to access.

The Department of Health Services is a partner with the private sector, other County departments, and affiliated educational institutions in training health professionals.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects the continued implementation of Scenario III of the Department's System Redesign Plan, approved by the Board of Supervisors (Board) in 2002-03, and includes funding adjustments which will be refined during the Final Changes phase of the budget process.

As proposed, the 2003-04 budget is fully funded with available resources, including \$197.5 million from the designation, and reflects the minimum amount of local resources required by law (\$159.3 million and an amount equal to Vehicle License Fees-Realignment of \$340.1 million), plus an additional \$123.8 million in County funding. The additional County funding components include: \$101.8 million Tobacco Settlement; \$30.0 million General Fund (an increase of \$10.0 million consistent with the third year of the commitment under the 1115 Waiver Medicaid Demonstration Project (Waiver) to increase General Fund contributions); \$1.8 million Drug Court services program; \$1.1 million Security Action Plan; and \$0.3 million Auditor-Controller's Data Warehouse Project; partially offset by \$4.3 million in County resources allocated to the Department of Public Social Services (DPSS) for the In-Home Supportive Services (IHSS) provider health care plan and \$6.9 million allocated to the Capital Projects/Refurbishments Budget for health-related capital projects. The capital projects amount includes one-time costs associated with the conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center (MACC) funded by \$4.0 million in Tobacco Settlement funds.

The Proposed Budget does not reflect voter-approved Measure B special tax revenue for trauma centers, emergency medical services, and Bioterrorism Response. The Measure B related appropriation and special assessment revenue are reflected in the Measure B Special Tax fund in Volume II of the 2003-04 Proposed Budget. It is anticipated that the recommended use of Measure B special tax revenue in the Department's operating budgets will be included during the Final Changes phase of the budget process.

Explanation of the Proposed Budget

The 2003-04 Proposed Budget reflects a net County cost increase of \$13.5 million, consisting of increases of \$8.1 million for the Vehicle License Fee-Realignment equivalent amount and \$10.0 million for the third year of the Waiver commitment, partially offset by the transfer of \$4.0 million to the Capital Projects/Refurbishments Budget for the High Desert Hospital conversion and \$0.6 million to DPSS for increased enrollment in the IHSS provider health care plan.

The Proposed Budget reflects \$174.5 million in savings from continued implementation of the System Redesign Plan, including: closure of Rancho Los Amigos National Rehabilitation Center (RLANRC); operational efficiencies at Martin Luther King, Jr./Drew Medical Center; the first phase of the 100 acute bed reduction at LAC+USC Medical Center; conversion of High Desert Hospital to a MACC; system-wide restructuring of psychiatric services; development of a consistent staffing model at all comprehensive health centers; efficiencies in the Antelope Valley/DHS Partnership; reductions in the Public/Private Partnership Program; reductions in Public Health programs; and outsourcing of administrative functions of the Office of Managed Care/Community Health Plan (CHP).

The Proposed Budget provides funding for increased operational costs, including: previously negotiated increases in salaries and employee benefits; fixed and other employee benefits, such as workers' compensation; nurse-to-patient staffing requirements for hospital units; increased use of pharmaceuticals; and expansion of the Waiver commitments for Clinical Resources Management - Disease Management Programs. The Proposed Budget also reflects revenue reductions of \$45.5 million in Waiver revenues, consistent with the Waiver Extension Agreement, and \$5.5 million in Senate Bill (SB) 855 Disproportionate Share Hospital (DSH) net revenue, partially offset by a one-time increase of \$20.5 million in CHP revenue.

In addition, the Proposed Budget continues to utilize \$41.8 million in Tobacco Settlement funds, including \$15.5 million in the Health Services Administration budget for the Public/Private Partnership Program and \$4.0 million in the Capital Projects/Refurbishments Budget for the High Desert Hospital conversion. The remaining \$22.3 million in Tobacco Settlement funds are included as services and supplies appropriation in the Tobacco Settlement Programs budget until specific program expenditures are proposed by the Department and approved by the Board.

The Proposed Budget reflects a net reduction of 642.3 positions, consisting primarily of the reduction of 1,412.7 budgeted positions associated with the RLANRC closure and 113.1 positions related to outsourcing of CHP administrative functions, partially offset by increases in budgeted positions for the nurse-to-patient staffing requirements and Waiver-related programs, as well as public health, environmental health, HIV/AIDS and family medicine programs.

Strategic Planning

On June 26, 2002, the Board approved the Department's recommendations to implement Scenario III of its System Redesign Plan. The Department has already achieved significant reductions and/or efficiencies in health centers, school-based clinics, Public/Private Partnerships, Public Health and Health Services Administration. Other major Board-approved actions are currently in process and include: the High Desert Hospital conversion to a MACC; elimination of 100 beds at LAC+USC Medical Center; implementation of 16 percent savings at Martin Luther King, Jr./Drew Medical Center by 2005-06; outsourcing of the CHP's administrative functions; and the RLANRC closure.

Critical Needs

The Department's chronic funding challenges have resulted in directing funding to increased demand for patient care and delaying investments in areas such as information technology, training, medical equipment purchases and facility maintenance. The Department may request additional funding during the Final Changes phase of the budget process to address some of these unmet needs, including unmet information technology needs, as part of the Department's ongoing implementation of its System Redesign Plan.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -332,897,000	\$ -158,430,000	\$ -174,467,000	-1,525.8
	<u>System Redesign Plan:</u> Reflects savings from continued implementation of the System Redesign Plan, approved by the Board in 2002-03. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ 30,366,000	\$ --	\$ 30,366,000	608.0
	<u>Nurse-to-Patient Staffing Ratios:</u> Reflects funding and additional budgeted positions for increased nurse staffing requirements for hospital units, effective January 1, 2004. <i>Supports Countywide Strategic Plan Goal 2, Strategy 2.</i>			
3.	\$ 9,319,000	\$ 9,904,000	\$ -585,000	--
	<u>In-Home Supportive Services (IHSS) Provider Health Care Plan:</u> Reflects increased costs associated with increased enrollment in the IHSS provider health care plan. The Department is providing the Department of Public Social Services with funding to meet the matching net County cost requirement for this program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ 2,592,000	\$ 10,250,000	\$ -7,658,000	--
	<u>Office of Managed Care/Community Health Plan (CHP):</u> Reflects increased costs for changes in operations, enrollment and capitation for the Medi-Cal Managed Care Program, partially offset by decreases in costs and capitation revenue for the Healthy Families Program. Also reflects increases in Medi-Cal Managed Care and Healthy Families revenue at DHS facilities. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
5.	\$ -2,862,000	\$ -2,917,000	\$ 55,000	-22.6
	<u>Juvenile Court Health Services:</u> Reflects reductions in appropriation, revenue and intrafund transfers associated with the elimination of services for children under the jurisdiction of the Department of Children and Family Services, due to the closure of MacLaren Children's Center. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
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Program Changes (cont'd)

6.	\$ 7,467,000	\$ --	\$ 7,467,000	66.0
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Clinical Resources Management - Disease Management: Reflects funding and budgeted positions for the expansion of the sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes. *Supports Countywide Strategic Plan Goal 2, Strategy 2.*

7.	\$ -4,873,000	\$ -3,109,000	\$ -1,764,000	220.1
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Other Program Adjustments: Reflects a net decrease in costs and revenue, primarily associated with reductions in purchased services from private vendors by Children's Medical Services, services and supplies appropriation at Olive View/UCLA Medical Center, and services to California Work Opportunities and Responsibility to Kids (CalWORKs) participants in four Long-Term Family Self-Sufficiency projects due to the assumed elimination of Performance Incentives funding. Also reflects additional budgeted positions for Olive View/UCLA Medical Center to align budgeted positions to current staffing levels, fully offset by a portion of the services and supplies reduction; the restoration of budgeted positions related to the Family Medicine Program at Hubert H. Humphrey Comprehensive Health Center; and additional budgeted positions, primarily revenue offset, for public health, environmental health and HIV/AIDS programs. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

8.	\$ -10,550,000	\$ -13,577,000	\$ 3,027,000	12.0
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Information Systems: Reflects an increase in net County costs, primarily associated with initial compliance with the Health Insurance Portability and Accountability Act (HIPAA) by providing centrally managed privacy and security teams. Also reflects information systems funding adjustments, pending further review of information systems requirements to support the coordinated system of health services delivery envisioned in the System Redesign Plan. *Supports Countywide Strategic Plan Goal 7, Strategy 2.*

9.	\$ -2,591,000	\$ --	\$ -2,591,000	--
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Austerity Program: Reflects anticipated savings from Austerity Program reductions in supplies and purchased services, Health Services Administration information systems, consultants and legal fees. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Other Changes

1.	\$ 12,755,000	\$ 1,258,000	\$ 11,497,000	--
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Salaries and Employee Benefits: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.

2.	\$ 4,402,000	\$ --	\$ 4,402,000	--
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Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

3.	\$ 32,760,000	\$ 13,965,000	\$ 18,795,000	--
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Experience Adjustment: Reflects increased costs for fixed and other employee benefits increases, including workers' compensation, and adjustments to align budgeted categories to actual expenditures.

Health Services (cont'd)

Changes From 2002-03 Budget

	<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.	\$ -15,000	\$ -2,000	\$ -13,000	--
<u>Other Cost/Revenue Changes:</u> Reflects the net adjustment from the use of one-time CHP revenue, partially offset by increased operational costs, including increased costs from overhead charges billed among departments and within DHS, general county overhead charges, medical malpractice costs, and capital leases and commercial paper costs.				
5.	\$ 21,202,000	\$ 136,000	\$ 21,066,000	--
<u>Pharmaceuticals:</u> Reflects funding for increased pharmaceutical costs resulting from a projected 12.3 percent increase to recognize an industry trend of escalating drug cost and increased utilization.				
6.	\$ 10,576,000	\$ -48,903,000	\$ 59,479,000	--
<u>Waiver Revenue/Senate Bill (SB) 855 Adjustments:</u> Reflects an additional 20 percent reduction in Waiver revenues, partially offset by an additional \$10.0 million in County General Fund, consistent with the Waiver Extension Agreement, and net increase in intergovernmental transfers and reductions in SB 855 Disproportionate Share Hospital (DSH) revenue, related to the closure of Rancho Los Amigos National Rehabilitation Center and conversion of High Desert Hospital.				
7.	\$ -58,472,000	\$ -102,859,000	\$ 44,387,000	--
<u>Fund Balance/Cancellations:</u> Reflects a decrease in use of designation, from \$245.9 million in 2002-03 (shown on page 28 as cancellations) to \$197.5 million in the budget year.				
Total \$	-280,821,000	\$ -294,284,000	\$ 13,463,000	-642.3

HEALTH SERVICES GENERAL FUND SUMMARY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 326,521,566	\$ 355,466,000	\$ 367,968,000	\$ 382,917,000	\$ 368,571,000	\$ 603,000
SERVICES & SUPPLIES	519,362,430	622,990,000	641,482,000	519,084,000	624,418,000	-17,064,000
LESS EXPENDITURE DIST	7,333,769	6,889,000	6,889,000		8,068,000	1,179,000
TOT S & S	512,028,661	616,101,000	634,593,000	519,084,000	616,350,000	-18,243,000
OTHER CHARGES	429,008,997	407,401,000	407,669,000	394,238,000	394,227,000	-13,442,000
FIXED ASSETS-EQUIP	2,851,584	4,793,000	4,901,000	4,871,000	4,871,000	-30,000
OTHER FINANCING USES	536,123,941	558,953,000	577,177,000	571,718,000	571,092,000	-6,085,000
GROSS TOTAL	\$ 1,806,534,749	\$ 1,942,714,000	\$ 1,992,308,000	\$ 1,872,828,000	\$ 1,955,111,000	\$ -37,197,000
LESS INTRAFD TRANSFER	72,869,429	85,924,000	89,846,000	71,830,000	71,726,000	-18,120,000
NET TOTAL	\$ 1,733,665,320	\$ 1,856,790,000	\$ 1,902,462,000	\$ 1,800,998,000	\$ 1,883,385,000	\$ -19,077,000
REVENUE	1,116,248,587	1,247,066,000	1,292,738,000	1,173,776,000	1,260,198,000	-32,540,000
NET COUNTY COST	\$ 617,416,733	\$ 609,724,000	\$ 609,724,000	\$ 627,222,000	\$ 623,187,000	\$ 13,463,000
BUDGETED POSITIONS	5,204.2	5,162.6	5,162.6	5,151.0	5,142.6	-20.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 800	\$	\$	\$	\$	
OTHER LIC & PERMITS	967,856					
FORFEIT & PENALTIES	4,912,184	4,824,000	2,677,000	2,677,000	2,677,000	
INTEREST	1,227,280	1,227,000	1,227,000			-1,227,000
OTHER STATE AID-HLTH	574,113					
STATE-OTHER	144,436,967	159,065,000	168,773,000	154,053,000	172,222,000	3,449,000
STATE-REALIGNMENT REV	128,915,346	128,756,000	132,152,000	132,152,000	128,756,000	-3,396,000
FEDERAL-OTHER	136,851,527	159,719,000	170,185,000	175,129,000	174,793,000	4,608,000
ASSESS/TAX COLL FEES	150					
COURT FEES & COSTS	45					
RECORDING FEES	1,832,819					
HEALTH FEES	50,010,586	51,428,000	50,925,000	52,039,000	51,995,000	1,070,000
INSTIT CARE & SVS	85,892,534	140,158,000	110,775,000	60,884,000	141,044,000	30,269,000
EDUCATIONAL SERVICES	1,120,575					
CHRGs FOR SVCS-OTHER	114,725,327	156,687,000	208,696,000	162,535,000	154,404,000	-54,292,000
OTHER SALES	23,446					
MISCELLANEOUS	3,359,749	4,494,000	5,191,000	6,231,000	6,231,000	1,040,000
SALE OF FIXED ASSETS	1,217					
OPERATING TRANSFER IN	22,898,650	46,343,000	47,772,000	47,589,000	47,589,000	-183,000
OTHER FINANC SOURCES	418,497,416	394,365,000	394,365,000	380,487,000	380,487,000	-13,878,000
TOTAL	\$ 1,116,248,587	\$ 1,247,066,000	\$ 1,292,738,000	\$ 1,173,776,000	\$ 1,260,198,000	\$ -32,540,000

HEALTH SERVICES ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 66,699,884	\$ 78,143,000	\$ 84,862,000	\$ 86,806,000	\$ 79,136,000	\$ -5,726,000
SERVICES & SUPPLIES	60,364,571	141,788,000	148,175,000	136,992,000	136,527,000	-11,648,000
OTHER CHARGES	959,536	1,322,000	1,599,000	1,535,000	1,535,000	-64,000
FIXED ASSETS-EQUIP	1,365,322	2,477,000	2,585,000	2,535,000	2,535,000	-50,000
GROSS TOTAL	\$ 129,389,313	\$ 223,730,000	\$ 237,221,000	\$ 227,868,000	\$ 219,733,000	\$ -17,488,000
LESS INTRAFD TRANSFER	11,176,063	20,069,000	22,216,000	17,430,000	17,426,000	-4,790,000
NET TOTAL	\$ 118,213,250	\$ 203,661,000	\$ 215,005,000	\$ 210,438,000	\$ 202,307,000	\$ -12,698,000
REVENUE	110,124,659	192,668,000	222,998,000	203,359,000	195,228,000	-27,770,000
NET COUNTY COST	\$ 8,088,591	\$ 10,993,000	\$ -7,993,000	\$ 7,079,000	\$ 7,079,000	\$ 15,072,000
BUDGETED POSITIONS	995.7	1,084.3	1,084.3	1,050.3	1,050.0	-34.3
REVENUE DETAIL						
BUSINESS LICENSES	\$ 800	\$	\$	\$	\$	\$
FORFEIT & PENALTIES	4,824,267	4,824,000	2,677,000	2,677,000	2,677,000	
STATE-OTHER	648,229	784,000	760,000	760,000	760,000	
FEDERAL-OTHER	66,307	2,296,000	1,957,000	1,957,000	1,957,000	
ASSESS/TAX COLL FEES	150					
COURT FEES & COSTS	45					
INSTIT CARE & SVS	703	27,605,000	7,877,000	34,076,000	34,076,000	26,199,000
EDUCATIONAL SERVICES	1,120,575					
CHRGs FOR SVCS-OTHER	101,199,758	155,988,000	207,927,000	162,089,000	153,958,000	-53,969,000
OTHER SALES	10,107					
MISCELLANEOUS	1,082,828					
OPERATING TRANSFER IN	1,170,890	1,171,000	1,800,000	1,800,000	1,800,000	
TOTAL	\$ 110,124,659	\$ 192,668,000	\$ 222,998,000	\$ 203,359,000	\$ 195,228,000	\$ -27,770,000
FUND	GENERAL FUND		FUNCTION	HEALTH AND SANITATION	ACTIVITY	HEALTH

Health Services Administration (HSA) provides for the Director of Health Services and staff to administer the Department of Health Services. The organization includes functions such as the Office of Clinical and Medical Affairs, fiscal and legislative coordination, Waiver management, coordination of contracts and grants, inspection and audit unit, emergency medical services, and disaster services. The costs of HSA are partially distributed to other DHS General Fund and Enterprise Fund units.

The 2003-04 recommendations reflect:

- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- Various other cost changes from overhead charges billed among departments and within DHS, including reductions in Health Services Administration overhead charges to other DHS facilities.
- In addition to the System Redesign Phase I and II cuts attributable to the streamlining of HSA administrative functions in 2002-03, HSA is eliminating 39.0 budgeted information system and finance positions related to outsourcing of administrative activities in the Office of Managed Care.
- The reduction of 14.0 budgeted positions due to the transfer of the Office of Women's Health to Public Health.

Health Services Administration (cont'd)

- The addition of 12.0 budgeted positions related to the implementation of the Health Insurance Portability and Accountability Act (HIPAA).
- The addition of 5.7 budgeted positions related to the System Redesign and Administrative Consolidation activities.
- The addition of 2.0 budgeted positions fully offset by intrafund transfer, to expand the Emergency Medical Services Ambulance Services Program to provide transportation of inmates to and from medical and custody facilities for the Sheriff' Department.
- The reduction of 1.0 budgeted position due to the termination of funding from the Breast Cancer Treatment fund.
- Funding from the use of one-time Community Health Plan (CHP) revenue to offset Departmentwide operational costs.

OFFICE OF MANAGED CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 8,163,374	\$ 7,797,000	\$ 7,186,000	\$ 2,888,000	\$ 3,467,000	\$ -3,719,000	
SERVICES & SUPPLIES	150,951,418	116,490,000	114,583,000	10,675,000	119,921,000	5,338,000	
LESS EXPENDITURE DIST	7,333,769	6,889,000	6,889,000		8,068,000	1,179,000	
TOT S & S	143,617,649	109,601,000	107,694,000	10,675,000	111,853,000	4,159,000	
OTHER CHARGES		3,000	3,000			-3,000	
GROSS TOTAL	\$ 151,781,023	\$ 117,401,000	\$ 114,883,000	\$ 13,563,000	\$ 115,320,000	\$ 437,000	
REVENUE	103,036,004	117,340,000	114,963,000	13,563,000	115,390,000	427,000	
NET COUNTY COST	\$ 48,745,019	\$ 61,000	\$ -80,000		\$ -70,000	\$ 10,000	
BUDGETED POSITIONS	146.1	104.1	104.1	30.0	30.0	-74.1	
REVENUE DETAIL							
INTEREST	\$ 1,227,280	\$ 1,227,000	\$ 1,227,000			\$ -1,227,000	
STATE-OTHER	18,177,016	16,835,000	24,149,000		21,665,000	-2,484,000	
INSTIT CARE & SVS	71,309,341	99,268,000	89,507,000	13,563,000	93,725,000	4,218,000	
CHRGs FOR SVCS-OTHER	12,285,757	10,000	80,000			-80,000	
MISCELLANEOUS	36,610						
TOTAL	\$ 103,036,004	\$ 117,340,000	\$ 114,963,000	\$ 13,563,000	\$ 115,390,000	\$ 427,000	
FUND	GENERAL FUND		FUNCTION	HEALTH AND SANITATION		ACTIVITY	HEALTH

The Office of Managed Care (OMC) provides for the administration of the Community Health Plan (CHP). Through the CHP, the County delivers a full spectrum of health care services to Medi-Cal beneficiaries, eligible beneficiaries of the Healthy Families Program, certain temporary County employees, and eligible In-Home Supportive Services (IHSS) providers, in a managed care environment, either as a direct service provider or through contracts.

The 2003-04 recommendations reflect:

- The reduction of 74.1 budgeted positions associated with implementation of the System Redesign Plan to outsource the administrative functions of OMC/CHP.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- An increase in funding and related revenue for the IHSS provider health care plan to recognize an increase in enrollment and the provision of health care services.

TOBACCO SETTLEMENT PROGRAMS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$	\$ 26,291,000	\$ 26,291,000	\$ 26,291,000	\$ 22,291,000	\$ -4,000,000
NET COUNTY COST	\$	\$ 26,291,000	\$ 26,291,000	\$ 26,291,000	\$ 22,291,000	\$ -4,000,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	HEALTH AND SANITATION	HEALTH

The Tobacco Settlement Programs budget reflects appropriation for health services related costs funded by the County's allocation from the Master Settlement Agreement between 46 states, including California, and the tobacco manufacturers.

The 2003-04 recommendation reflects a transfer of \$4.0 million to the capital projects budget, consistent with the Department's System Redesign Plan to utilize tobacco settlement funds for one-time costs associated with the conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center (MACC).

OFFICE OF AIDS PROGRAMS AND POLICY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 11,705,493	\$ 12,666,000	\$ 14,073,000	\$ 15,272,000	\$ 14,343,000	\$ 270,000	
SERVICES & SUPPLIES	72,818,220	75,514,000	75,514,000	75,223,000	76,152,000	638,000	
OTHER CHARGES		5,000	5,000	5,000	5,000		
FIXED ASSETS-EQUIP				20,000	20,000	20,000	
GROSS TOTAL	\$ 84,523,713	\$ 88,185,000	\$ 89,592,000	\$ 90,520,000	\$ 90,520,000	\$ 928,000	
LESS INTRAFD TRANSFER	3,597,000	3,601,000	3,601,000	3,665,000	3,665,000	64,000	
NET TOTAL	\$ 80,926,713	\$ 84,584,000	\$ 85,991,000	\$ 86,855,000	\$ 86,855,000	\$ 864,000	
REVENUE	62,236,321	68,683,000	70,090,000	70,954,000	70,954,000	864,000	
NET COUNTY COST	\$ 18,690,392	\$ 15,901,000	\$ 15,901,000	\$ 15,901,000	\$ 15,901,000	\$	
BUDGETED POSITIONS	210.0	227.0	227.0	241.0	239.0	12.0	
REVENUE DETAIL							
STATE-OTHER	\$ 9,894,126	\$ 10,494,000	\$ 10,494,000	\$ 10,604,000	\$ 10,604,000	\$ 110,000	
FEDERAL-OTHER	52,131,901	58,145,000	59,552,000	60,350,000	60,350,000	798,000	
CHRGs FOR SVCS-OTHER		44,000	44,000			-44,000	
MISCELLANEOUS	210,294						
TOTAL	\$ 62,236,321	\$ 68,683,000	\$ 70,090,000	\$ 70,954,000	\$ 70,954,000	\$ 864,000	
FUND	GENERAL FUND		FUNCTION	HEALTH AND SANITATION		ACTIVITY	HEALTH

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

The 2003-04 recommendations reflect:

- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- The addition of 12.0 budgeted positions, fully revenue offset, in order to fulfill grant-mandated requirements as set by the Centers for Disease Control and Prevention and the Health Resources and Services Administration.

ALCOHOL AND DRUG PROGRAMS ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 11,625,069	\$ 12,779,000	\$ 13,631,000	\$ 14,603,000	\$ 14,237,000	\$ 606,000
SERVICES & SUPPLIES	157,366,832	175,514,000	175,514,000	174,818,000	175,083,000	-431,000
OTHER CHARGES	37	5,000	5,000	5,000	6,000	1,000
FIXED ASSETS-EQUIP	33,456	60,000	60,000	60,000	60,000	
GROSS TOTAL	\$ 169,025,394	\$ 188,358,000	\$ 189,210,000	\$ 189,486,000	\$ 189,386,000	\$ 176,000
LESS INTRAFD TRANSFER	33,691,805	32,597,000	32,597,000	30,637,000	30,537,000	-2,060,000
NET TOTAL	\$ 135,333,589	\$ 155,761,000	\$ 156,613,000	\$ 158,849,000	\$ 158,849,000	\$ 2,236,000
REVENUE	130,186,648	151,810,000	152,468,000	154,777,000	154,777,000	2,309,000
NET COUNTY COST	\$ 5,146,941	\$ 3,951,000	\$ 4,145,000	\$ 4,072,000	\$ 4,072,000	\$ -73,000
BUDGETED POSITIONS	215.3	210.3	210.3	210.3	210.3	
REVENUE DETAIL						
STATE-OTHER	\$ 30,569,917	\$ 27,392,000	\$ 27,392,000	\$ 25,808,000	\$ 25,808,000	\$ -1,584,000
FEDERAL-OTHER	68,337,630	69,026,000	69,026,000	72,990,000	72,990,000	3,964,000
INSTIT CARE & SVS	10,325,695	10,547,000	10,547,000	10,659,000	10,659,000	112,000
CHRGs FOR SVCS-OTHER	-373,377					
MISCELLANEOUS	74					
OPERATING TRANSFER IN	21,326,709	44,845,000	45,503,000	45,320,000	45,320,000	-183,000
TOTAL	\$ 130,186,648	\$ 151,810,000	\$ 152,468,000	\$ 154,777,000	\$ 154,777,000	\$ 2,309,000
FUND	GENERAL FUND		FUNCTION	HEALTH AND SANITATION	ACTIVITY	HEALTH

The Alcohol and Drug Program Administration (ADPA), a division of Public Health, Department of Health Services, has the primary responsibility for administering the County's alcohol and drug programs. The ADPA's mission is to reduce community and individual problems related to alcohol and drug use by contracting with community-based agencies. The ADPA promotes public involvement, change in public policy, and environmental strategies to reduce alcohol and drug use. Specific services include: alcohol and drug prevention, early intervention, and public policy programs; alcohol and drug detoxification programs; transitional living and alcohol/drug-free housing; social model alcohol recovery programs; residential and outpatient drug treatment programs; perinatal and women's programs; methadone maintenance programs; alcohol and drug criminal justice treatment programs; Penal Code 1000 drug diversion programs; and drinking driver programs.

The 2003-04 recommendations reflect:

- Reductions in intrafund transfers from the Department of Public Social Services for substance abuse services, due to the assumed elimination of the California Work Opportunities and Responsibility to Kids (CaWORKs) Performance Incentives funding.
- Funding for negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- Various other cost changes from overhead charges billed among departments and within DHS.

PUBLIC HEALTH

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 168,710,492	\$ 171,056,000	\$ 175,666,000	\$ 188,828,000	\$ 183,341,000	\$ 7,675,000
SERVICES & SUPPLIES	66,032,039	72,065,000	82,580,000	75,387,000	75,171,000	-7,409,000
OTHER CHARGES	856,067	2,112,000	2,093,000	2,572,000	2,572,000	479,000
FIXED ASSETS-EQUIP	1,372,195	2,126,000	2,126,000	2,126,000	2,126,000	
GROSS TOTAL	\$ 236,970,793	\$ 247,359,000	\$ 262,465,000	\$ 268,913,000	\$ 263,210,000	\$ 745,000
LESS INTRAFD TRANSFER	9,214,757	9,560,000	11,335,000	2,641,000	2,641,000	-8,694,000
NET TOTAL	\$ 227,756,036	\$ 237,799,000	\$ 251,130,000	\$ 266,272,000	\$ 260,569,000	\$ 9,439,000
REVENUE	123,849,053	139,166,000	151,385,000	160,623,000	157,208,000	5,823,000
NET COUNTY COST	\$ 103,906,983	\$ 98,633,000	\$ 99,745,000	\$ 105,649,000	\$ 103,361,000	\$ 3,616,000
BUDGETED POSITIONS	2,707.8	2,429.6	2,429.6	2,533.6	2,528.6	99.0
REVENUE DETAIL						
OTHER LIC & PERMITS	\$ 967,856	\$	\$	\$	\$	\$
FORFEIT & PENALTIES	87,917					
STATE-OTHER	50,401,693	51,836,000	54,215,000	61,271,000	58,236,000	4,021,000
FEDERAL-OTHER	16,315,689	30,252,000	39,650,000	39,832,000	39,496,000	-154,000
RECORDING FEES	1,832,819					
HEALTH FEES	50,010,586	51,428,000	50,925,000	52,039,000	51,995,000	1,070,000
INSTIT CARE & SVS	300,000	251,000	357,000	357,000	357,000	
CHRGs FOR SVCS-OTHER	1,507,967	578,000	578,000	424,000	424,000	-154,000
OTHER SALES	13,339					
MISCELLANEOUS	2,009,116	4,494,000	5,191,000	6,231,000	6,231,000	1,040,000
SALE OF FIXED ASSETS	1,020					
OPERATING TRANSFER IN	401,051	327,000	469,000	469,000	469,000	
TOTAL	\$ 123,849,053	\$ 139,166,000	\$ 151,385,000	\$ 160,623,000	\$ 157,208,000	\$ 5,823,000
	FUND GENERAL FUND		FUNCTION HEALTH AND SANITATION		ACTIVITY HEALTH	

Public Health seeks to safeguard and improve the health of all the residents of the County through research and analysis of the health care system, through proposals and policies to improve the system, and through implementation of programs designed to protect the public's health such as preparedness and response to bioterrorism, immunizations, lead-based paint inspections, restaurant and housing inspections, and anti-smoking campaigns.

The 2003-04 recommendations reflect:

- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- Various other cost changes from overhead charges billed among departments and within DHS.
- The addition of 14.0 budgeted positions, primarily revenue offset, related to the transfer of the Office of Women's Health from Health Services Administration to Public Health.
- The reduction of 39.0 budgeted positions for services to CalWORKs participants in four Long-Term Family Self-Sufficiency (LTFSS) Projects, due to the assumed elimination of Performance Incentives funding and the corresponding reduction in intrafund transfers from the Department of Public Social Services.
- The addition of 86.0 budgeted positions, primarily revenue offset, for various public health programs.
- The addition of 39.0 budgeted positions for the Environmental Health Services Division, fully revenue-offset with Environmental Health fees.
- A reduction of 1.0 budgeted position due to the Board-approved transfer of Centralized Contracting Monitoring activities to Health Services Administration.

JUVENILE COURT HEALTH SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 15,095,225	\$ 16,801,000	\$ 14,949,000	\$ 14,029,000	\$ 13,752,000	\$ -1,197,000
SERVICES & SUPPLIES	5,579,191	7,167,000	10,641,000	9,748,000	9,692,000	-949,000
OTHER CHARGES	48,760	89,000	99,000	201,000	189,000	90,000
FIXED ASSETS-EQUIP		30,000	30,000	30,000	30,000	
GROSS TOTAL	\$ 20,723,176	\$ 24,087,000	\$ 25,719,000	\$ 24,008,000	\$ 23,663,000	\$ -2,056,000
LESS INTRAFD TRANSFER	15,130,621	19,944,000	19,944,000	17,366,000	17,366,000	-2,578,000
NET TOTAL	\$ 5,592,555	\$ 4,143,000	\$ 5,775,000	\$ 6,642,000	\$ 6,297,000	\$ 522,000
REVENUE	923,517	940,000	963,000	626,000	624,000	-339,000
NET COUNTY COST	\$ 4,669,038	\$ 3,203,000	\$ 4,812,000	\$ 6,016,000	\$ 5,673,000	\$ 861,000
BUDGETED POSITIONS	157.6	157.6	157.6	136.1	135.0	-22.6
REVENUE DETAIL						
OTHER STATE AID-HLTH	\$ 574,113	\$	\$	\$	\$	\$
STATE-OTHER		603,000	626,000	547,000	547,000	-79,000
INSTIT CARE & SVS	349,207	337,000	337,000	79,000	77,000	-260,000
SALE OF FIXED ASSETS	197					
TOTAL	\$ 923,517	\$ 940,000	\$ 963,000	\$ 626,000	\$ 624,000	\$ -339,000
	FUND GENERAL FUND		FUNCTION HEALTH AND 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. Comprehensive health services are provided by the program's staff of physicians, dentists, nurses, pharmacists, health educators, and support personnel. These programs are partially funded by the Probation Department.

The 2003-04 recommendations reflect:

- A reduction of 22.6 budgeted positions related to the closure of the Department of Children and Family Services - MacLaren Children's Center.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- Various other cost changes from overhead charges billed among departments and within DHS.

CHILDREN'S MEDICAL SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 44,522,029	\$ 56,224,000	\$ 57,601,000	\$ 60,491,000	\$ 60,295,000	\$ 2,694,000
SERVICES & SUPPLIES	6,250,159	8,161,000	8,184,000	9,950,000	9,581,000	1,397,000
OTHER CHARGES	8,647,181	9,500,000	9,500,000	9,433,000	9,433,000	-67,000
FIXED ASSETS-EQUIP	80,611	100,000	100,000	100,000	100,000	
GROSS TOTAL	\$ 59,499,980	\$ 73,985,000	\$ 75,385,000	\$ 79,974,000	\$ 79,409,000	\$ 4,024,000
LESS INTRAFD TRANSFER	59,183	153,000	153,000	91,000	91,000	-62,000
NET TOTAL	\$ 59,440,797	\$ 73,832,000	\$ 75,232,000	\$ 79,883,000	\$ 79,318,000	\$ 4,086,000
REVENUE	35,870,147	53,338,000	53,354,000	57,235,000	56,774,000	3,420,000
NET COUNTY COST	\$ 23,570,650	\$ 20,494,000	\$ 21,878,000	\$ 22,648,000	\$ 22,544,000	\$ 666,000
BUDGETED POSITIONS	771.7	949.7	949.7	949.7	949.7	
REVENUE DETAIL						
STATE-OTHER	\$ 32,136,510	\$ 51,121,000	\$ 51,137,000	\$ 55,063,000	\$ 54,602,000	\$ 3,465,000
INSTIT CARE & SVS	3,607,588	2,150,000	2,150,000	2,150,000	2,150,000	
CHRGs FOR SVCS-OTHER	105,222	67,000	67,000	22,000	22,000	-45,000
MISCELLANEOUS	20,827					
TOTAL	\$ 35,870,147	\$ 53,338,000	\$ 53,354,000	\$ 57,235,000	\$ 56,774,000	\$ 3,420,000
FUND	GENERAL FUND		FUNCTION	HEALTH AND SANITATION	ACTIVITY	CALIFORNIA CHILDRENS SERVICES

Children's Medical Services is responsible for assuring health care for children with special needs due to chronic or physically disabling conditions through prevention, screening, diagnosis, treatment, rehabilitation, and case management, through the California Children Services (CCS) Program. Children's Medical Services also includes the Child Health and Disability Prevention (CHDP) Program and the Health Care Program for Children in Foster Care (HCPCFC). CHDP provides early and periodic screening to Medi-Cal eligible and low-income children up to age 21. The HCPCFC provides Public Health Nurses to function as health care consultants to the Children's Social Workers to ensure that children under the supervision of the Department of Children and Family Services receive needed, comprehensive health care services.

The 2003-04 recommendations reflect:

- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- An increase, largely revenue offset, in rents and leases for space accommodation due to the current year expansion of the Medical Case Management Division of the California Children Services Program.

HEALTH CARE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 418,497,416	\$ 394,365,000	\$ 394,365,000	\$ 380,487,000	\$ 380,487,000	\$ -13,878,000
REVENUE	418,497,416	394,365,000	394,365,000	380,487,000	380,487,000	-13,878,000
NET COUNTY COST	\$	\$	\$	\$	\$	\$
REVENUE DETAIL						
OTHER FINANC SOURCES	\$ 418,497,416	\$ 394,365,000	\$ 394,365,000	\$ 380,487,000	\$ 380,487,000	\$ -13,878,000
TOTAL	\$ 418,497,416	\$ 394,365,000	\$ 394,365,000	\$ 380,487,000	\$ 380,487,000	\$ -13,878,000
	FUND GENERAL FUND		FUNCTION HEALTH AND SANITATION		ACTIVITY HEALTH	

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

The 2003-04 recommendations reflect a net reduction in DSH funding resulting from the implementation of the Department's System Redesign Plan which includes closure of Rancho Los Amigos National Rehabilitation Center and the conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center (MACC), partially offset by increases in SB 855 revenue to the other four County hospitals.

REALIGNMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE	131,524,822	128,756,000	132,152,000	132,152,000	128,756,000	-3,396,000
NET COUNTY COST	\$ -131,524,822	\$ -128,756,000	\$ -132,152,000	\$ -132,152,000	\$ -128,756,000	\$ 3,396,000
REVENUE DETAIL						
STATE-OTHER	\$ 2,609,476	\$	\$	\$	\$	\$
STATE-REALIGNMENT REV	128,915,346	128,756,000	132,152,000	132,152,000	128,756,000	-3,396,000
TOTAL	\$ 131,524,822	\$ 128,756,000	\$ 132,152,000	\$ 132,152,000	\$ 128,756,000	\$ -3,396,000
	FUND GENERAL FUND		FUNCTION HEALTH AND SANITATION		ACTIVITY HEALTH	

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

The 2003-04 recommendations reflect a projected decrease in Realignment Sales Tax revenues.

CONTRIBUTIONS TO HOSPITAL ENTERPRISE FUNDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET

OTHER FIN USES -----						
ENT SUB HS-LAC	\$ 207,296,527	\$ 223,949,000	\$ 265,704,000	\$ 270,249,000	\$ 287,477,000	\$ 21,773,000
COASTL CLUSTER	63,623,841	62,168,000	86,232,000	82,106,000	89,340,000	3,108,000
S.W. CLUSTER	89,110,446	89,672,000	94,175,000	105,967,000	88,475,000	-5,700,000
RANCHO/AMIGOS	39,341,099	36,179,000	49,322,000	30,006,000	30,862,000	-18,460,000
S.F.V. CLUSTER	63,629,671	47,928,000	57,410,000	55,713,000	54,276,000	-3,134,000
A.V. CLUSTER	24,403,935	21,284,000	24,334,000	27,677,000	20,662,000	-3,672,000
ENT SUB - SB85	48,718,422	77,773,000				

TOTAL	\$ 536,123,941	\$ 558,953,000	\$ 577,177,000	\$ 571,718,000	\$ 571,092,000	\$ -6,085,000

The General Fund Contribution to Hospital Enterprise Funds provides a financial subsidy of General Fund resources to support the operation of the hospitals, comprehensive health centers, health centers, and rehabilitation center.

The 2003-04 recommendations reflect an increase in net County cost to Health Services General Fund operations with an associated decrease to the Hospital Enterprise Funds, offset by the use of designation.

**HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 1,230,678,070	\$ 1,282,146,000	\$ 1,324,632,000	\$ 1,235,071,000	\$ 1,218,591,000	\$ -106,041,000
SVCS & SUPPS	853,052,623	923,545,000	958,303,000	892,497,000	885,698,000	-72,605,000
LESS EXP DIST	70,794,779	74,578,000	74,578,000	81,031,000	80,420,000	5,842,000
TOT S & S	782,257,844	848,967,000	883,725,000	811,466,000	805,278,000	-78,447,000
OTHER CHARGES	97,949,635	103,851,000	110,430,000	114,131,000	113,554,000	3,124,000
FA - EQUIPMENT	4,729,221	4,476,000	4,476,000	4,486,000	4,486,000	10,000
OTH FIN USES	418,760,165	640,504,000	640,504,000	510,688,000	578,234,000	-62,270,000
TOTAL OPER EXP	\$ 2,534,374,935	\$ 2,879,944,000	\$ 2,963,767,000	\$ 2,675,842,000	\$ 2,720,143,000	\$ -243,624,000
DESIGNATIONS	108,542,000	77,773,000				
TOT FIN REQMTS	\$ 2,642,916,935	\$ 2,957,717,000	\$ 2,963,767,000	\$ 2,675,842,000	\$ 2,720,143,000	\$ -243,624,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 63,687,864	\$ 245,872,000	\$ 245,872,000	\$ 129,939,000	\$ 197,485,000	\$ -48,387,000
TOTAL REVENUE	2,043,105,551	2,152,892,000	2,140,718,000	1,974,185,000	1,951,566,000	-189,152,000
TOT AVAIL FIN	\$ 2,106,793,415	\$ 2,398,764,000	\$ 2,386,590,000	\$ 2,104,124,000	\$ 2,149,051,000	\$ -237,539,000
GAIN OR LOSS	\$ -536,123,520	\$ -558,953,000	\$ -577,177,000	\$ -571,718,000	\$ -571,092,000	\$ 6,085,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 536,123,941	\$ 558,953,000	\$ 577,177,000	\$ 571,718,000	\$ 571,092,000	\$ -6,085,000
POSITIONS	18,446.8	18,183.1	18,183.1	17,643.2	17,560.8	-622.3
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 212,201	\$ 540,000	\$ 566,000	\$ 194,000	\$ 194,000	\$ -372,000
I R - STATE						
SB 1732 REV	12,255,971	10,137,000	10,137,000	3,756,000	3,756,000	-6,381,000
STATE-OTHER	25,096,072	21,551,000	18,944,000	21,084,000	20,942,000	1,998,000
CHIP-HOSP	31,016,948	29,650,000	30,893,000	28,593,000	28,593,000	-2,300,000
PAT FIN SVS	12,779,046	12,302,000	13,675,000	13,008,000	13,008,000	-667,000
CHP-H F		1,758,000	2,346,000	2,997,000	2,319,000	-27,000
I R -FEDERAL						
FED-OTHER	569,449	559,000	559,000	559,000	559,000	

**HOSPITAL ENTERPRISE FUND
SUMMARY OF ENTERPRISE HOSPITALS (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	164,975,274	124,794,000	124,794,000	118,611,000	115,230,000	-9,564,000
SB 855	601,377,903	562,132,000	562,132,000	542,795,000	542,795,000	-19,337,000
HOSP INS COL	73,161,788	70,571,000	55,457,000	56,653,000	56,649,000	1,192,000
HOSP S/P COL	24,623,709	22,918,000	20,066,000	19,253,000	18,344,000	-1,722,000
CHP-MEDI-CAL	55,778,812	54,045,000	61,533,000	60,560,000	63,141,000	1,608,000
CHP-I.H.S.S		11,838,000		15,227,000	14,400,000	14,400,000
MEDCAL#1255	344,000,000	344,001,000	344,001,000	346,879,000	346,879,000	2,878,000
MEDI-CAL	336,570,364	317,613,000	306,573,000	262,305,000	271,278,000	-35,295,000
MEDICARE	72,817,689	83,192,000	86,769,000	76,952,000	76,922,000	-9,847,000
OTHR CHG-SVS	16,551,902	18,122,000	16,413,000	15,393,000	15,862,000	-551,000
MISC SVCS		29,859,000	43,436,000	135,944,000	39,860,000	-3,576,000
MH/PATC/NFFP	49,377,009	30,236,000	34,697,000			-34,697,000
OTH G/F DEPT	23,877,016	21,569,000	22,672,000	21,409,000	21,276,000	-1,396,000
1115 SUP PL	185,538,302	83,176,000	83,176,000	60,995,000	60,995,000	-22,181,000
1115 INDIGEN	9,292,447	55,704,000	55,704,000	40,850,000	40,850,000	-14,854,000
MISC REV						
DONATIONS	649					
OTH FIN SRCS						
OPER TRAN IN	3,233,000	246,625,000	246,175,000	130,168,000	197,714,000	-48,461,000
TOTAL REVENUE	\$ 2,043,105,551	\$ 2,152,892,000	\$ 2,140,718,000	\$ 1,974,185,000	\$ 1,951,566,000	\$ -189,152,000

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 39,557,080	\$ 45,882,000	\$ 49,735,000	\$ 36,659,000	\$ 35,635,000	\$ -14,100,000
SVCS & SUPPS	25,728,710	29,011,000	26,686,000	23,861,000	24,068,000	-2,618,000
OTHER CHARGES	2,890,322	3,569,000	3,281,000	4,710,000	4,710,000	1,429,000
FA - EQUIPMENT	170,696	69,000	69,000	130,000	130,000	61,000
OTH FIN USES	4,296,002	3,511,000	3,511,000			-3,511,000
TOTAL OPER EXP	\$ 72,642,810	\$ 82,042,000	\$ 83,282,000	\$ 65,360,000	\$ 64,543,000	\$ -18,739,000
TOT FIN REQMTS	\$ 72,642,810	\$ 82,042,000	\$ 83,282,000	\$ 65,360,000	\$ 64,543,000	\$ -18,739,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 182,767	\$	\$	\$	\$	\$
TOTAL REVENUE	48,056,107	60,758,000	58,948,000	37,683,000	43,881,000	-15,067,000
TOT AVAIL FIN	\$ 48,238,874	\$ 60,758,000	\$ 58,948,000	\$ 37,683,000	\$ 43,881,000	\$ -15,067,000
GAIN OR LOSS	\$ -24,403,936	\$ -21,284,000	\$ -24,334,000	\$ -27,677,000	\$ -20,662,000	\$ 3,672,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 24,403,935	\$ 21,284,000	\$ 24,334,000	\$ 27,677,000	\$ 20,662,000	\$ -3,672,000
POSITIONS	684.9	718.9	718.9	728.9	728.9	10.0
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 5,171	\$ 5,000	\$ 31,000	\$ 31,000	\$ 31,000	
I R - STATE						
STATE-OTHER	3,263,286	2,320,000	1,687,000	1,687,000	1,687,000	
CHIP-HOSP	610,342	1,081,000	608,000	498,000	498,000	-110,000
PAT FIN SVS	695,390	799,000	667,000	667,000	667,000	
CHP-H F		239,000	282,000	317,000	280,000	-2,000
I R -FEDERAL						
FED-OTHER		159,000	159,000	159,000	159,000	

**HOSPITAL ENTERPRISE FUND
ANTELOPE VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	3,925,048	3,923,000	3,923,000	4,133,000	4,018,000	95,000
SB 855	6,573,506	5,005,000	5,005,000			-5,005,000
HOSP INS COL	425,632	576,000	589,000	589,000	589,000	
HOSP S/P COL	2,485,798	2,251,000	1,790,000	1,790,000	1,790,000	
CHP-MEDI-CAL	7,245,481	7,968,000	7,651,000	8,975,000	11,997,000	4,346,000
CHP-I.H.S.S		604,000		557,000	576,000	576,000
MEDCAL#1255	3,000,000	6,880,000	6,880,000			-6,880,000
MEDI-CAL	6,563,500	4,474,000	4,474,000			-4,474,000
MEDICARE	896,186	951,000	794,000	94,000	94,000	-700,000
OTHR CHG-SVS	636,112	304,000	384,000	384,000	384,000	
MISC SVCS		909,000	1,625,000	1,625,000	1,625,000	
MH/PATC/NFFP	6,480					
OTH G/F DEPT	5,510,769	5,539,000	5,628,000	5,653,000	5,511,000	-117,000
1115 SUP PL	8,156,118	3,369,000	3,369,000	2,471,000	2,471,000	-898,000
1115 INDIGEN	-1,942,712	1,928,000	1,928,000	1,414,000	1,414,000	-514,000
OTH FIN SRCS						
OPER TRAN IN		11,474,000	11,474,000	6,639,000	10,090,000	-1,384,000
TOTAL REVENUE \$	48,056,107 \$	60,758,000 \$	58,948,000 \$	37,683,000 \$	43,881,000 \$	-15,067,000

The Antelope Valley Cluster consists of High Desert Hospital, Antelope Valley Rehabilitation Center, and four health centers. High Desert Hospital provides acute medical and surgical inpatient and outpatient services, as well as, extended skilled nursing services. The four health centers are operated by DHS.

During the 2003-04 budget process, changes to the structure of this cluster will be identified, consistent with Health Services System Redesign Plan.

The 2003-04 recommendations reflect:

- Reductions in funding associated with implementation of the System Redesign Plan, including conversion of High Desert Hospital to a Multi-Service Ambulatory Care Center (MACC) and the phased-in 5.0 percent Antelope Valley/Department of Health Services partnership efficiencies. Specific position reductions have not yet been identified by the Department.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- Various other cost changes from overhead charges billed among departments and within DHS, including increases in general county overhead.
- The addition of 5.0 budgeted positions for nurse-to-patient staffing ratios for outpatient surgery, effective January 1, 2004.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- The addition of 7.0 budgeted positions for sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes.
- The reduction of 2.0 budgeted positions related to System Redesign Plan Phase I curtailments.

HIGH DESERT HOSPITAL / MULTI-SERVICE AMBULATORY CARE CENTER

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	33,653,000	36,928,000	23,562,000	23,944,000	-12,984,000
Services and Supplies	21,310,000	18,830,000	15,537,000	15,818,000	-3,012,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	21,310,000	18,830,000	15,537,000	15,818,000	-3,012,000
Other Charges	1,551,000	1,248,000	2,324,000	2,324,000	1,076,000
Fixed Assets - Equipment	55,000	55,000	105,000	105,000	50,000
Other Financing Uses	3,511,000	3,511,000	0	0	-3,511,000
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	60,080,000	60,572,000	41,528,000	42,191,000	-18,381,000
Revenue/Fund Balance	45,862,000	44,791,000	24,615,000	30,213,000	-14,578,000
County Contribution	14,218,000	15,781,000	16,913,000	11,978,000	-3,803,000
Positions	510.2	510.2	512.6	512.6	2.4
Budgeted Beds (Average Daily Census)	58	58	0	0	-58

SUMMARY OF ANTELOPE VALLEY CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	6,491,000	7,222,000	7,141,000	6,249,000	-973,000
Services and Supplies	5,450,000	5,591,000	6,061,000	6,055,000	464,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	5,450,000	5,591,000	6,061,000	6,055,000	464,000
Other Charges	1,943,000	1,943,000	1,943,000	1,943,000	0
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	13,884,000	14,756,000	15,145,000	14,247,000	-509,000
Revenue/Fund Balance	8,814,000	8,336,000	7,247,000	7,847,000	-489,000
County Contribution	5,070,000	6,420,000	7,898,000	6,400,000	-20,000
Positions	148.1	148.1	118.7	118.7	-29.4

ANTELOPE VALLEY REHABILITATION CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	5,738,000	5,585,000	5,956,000	5,442,000	-143,000
Services and Supplies	2,251,000	2,265,000	2,263,000	2,195,000	-70,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	2,251,000	2,265,000	2,263,000	2,195,000	-70,000
Other Charges	75,000	90,000	443,000	443,000	353,000
Fixed Assets - Equipment	14,000	14,000	25,000	25,000	11,000
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	8,078,000	7,954,000	8,687,000	8,105,000	151,000
Revenue/Fund Balance	6,082,000	5,821,000	5,821,000	5,821,000	0
County Contribution	1,996,000	2,133,000	2,866,000	2,284,000	151,000
Positions	60.6	60.6	97.6	97.6	37.0

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 218,146,428	\$ 227,543,000	\$ 237,954,000	\$ 245,240,000	\$ 244,633,000	\$ 6,679,000
SVCS & SUPPS	144,135,354	157,234,000	160,812,000	167,989,000	165,325,000	4,513,000
LESS EXP DIST	11,531,561	11,532,000	11,532,000	11,532,000	11,532,000	
TOT S & S	132,603,793	145,702,000	149,280,000	156,457,000	153,793,000	4,513,000
OTHER CHARGES	11,832,692	13,577,000	14,124,000	15,985,000	15,985,000	1,861,000
FA - EQUIPMENT	867,986	868,000	868,000	918,000	918,000	50,000
OTH FIN USES	83,822,856	77,124,000	77,124,000	82,421,000	82,421,000	5,297,000
TOTAL OPER EXP	\$ 447,273,755	\$ 464,814,000	\$ 479,350,000	\$ 501,021,000	\$ 497,750,000	\$ 18,400,000
TOT FIN REQMTS	\$ 447,273,755	\$ 464,814,000	\$ 479,350,000	\$ 501,021,000	\$ 497,750,000	\$ 18,400,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 528,769	\$	\$	\$	\$	\$
TOTAL REVENUE	383,121,145	402,646,000	393,118,000	418,915,000	408,410,000	15,292,000
TOT AVAIL FIN	\$ 383,649,914	\$ 402,646,000	\$ 393,118,000	\$ 418,915,000	\$ 408,410,000	\$ 15,292,000
GAIN OR LOSS	\$ -63,623,841	\$ -62,168,000	\$ -86,232,000	\$ -82,106,000	\$ -89,340,000	\$ -3,108,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 63,623,841	\$ 62,168,000	\$ 86,232,000	\$ 82,106,000	\$ 89,340,000	\$ 3,108,000
POSITIONS	3,165.6	3,172.6	3,172.6	3,265.6	3,263.6	91.0
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 60,871	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
I R - STATE						
SB 1732 REV	686,536	609,000	609,000	698,000	698,000	89,000
STATE-OTHER	2,674,777	3,666,000	3,536,000	3,916,000	3,916,000	380,000
CHIP-HOSP	4,728,131	4,035,000	4,709,000	4,645,000	4,645,000	-64,000
PAT FIN SVS	1,573,183	1,841,000	2,594,000	2,594,000	2,594,000	
CHP-H F		488,000	517,000	660,000	536,000	19,000

**HOSPITAL ENTERPRISE FUND
COASTAL CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	26,751,646	20,654,000	20,654,000	21,505,000	20,894,000	240,000
SB 855	111,544,203	109,933,000	109,933,000	117,580,000	117,580,000	7,647,000
HOSP INS COL	27,178,468	27,173,000	17,395,000	23,007,000	23,007,000	5,612,000
HOSP S/P COL	6,588,923	6,557,000	3,368,000	3,368,000	3,368,000	
CHP-MEDI-CAL	9,299,978	10,532,000	9,723,000	11,893,000	13,891,000	4,168,000
CHP-I.H.S.S		2,192,000		2,414,000	2,160,000	2,160,000
MEDCAL#1255	57,000,000	65,700,000	65,700,000	74,232,000	74,232,000	8,532,000
MEDI-CAL	68,315,448	59,360,000	57,184,000	60,170,000	60,170,000	2,986,000
MEDICARE	29,893,906	24,122,000	25,903,000	25,631,000	25,611,000	-292,000
OTHR CHG-SVS	3,112,480	2,810,000	2,559,000	2,728,000	2,728,000	169,000
MISC SVCS		5,504,000	9,930,000	31,662,000	9,930,000	
MH/PATC/NFFP	7,702,008	5,991,000	7,408,000			-7,408,000
OTH G/F DEPT	4,169,240	2,523,000	2,523,000	1,997,000	1,997,000	-526,000
1115 SUP PL	21,107,600	7,726,000	7,726,000	5,666,000	5,666,000	-2,060,000
1115 INDIGEN	178,747	6,578,000	6,578,000	4,824,000	4,824,000	-1,754,000
OTH FIN SRCS						
OPER TRAN IN	555,000	34,622,000	34,539,000	19,695,000	29,933,000	-4,606,000
TOTAL REVENUE	\$ 383,121,145	\$ 402,646,000	\$ 393,118,000	\$ 418,915,000	\$ 408,410,000	\$ 15,292,000

The Coastal Cluster consists of Harbor-UCLA Medical Center, one comprehensive health center, and four health centers. Affiliated with the University of California at Los Angeles School of Medicine, Harbor-UCLA Medical Center provides acute and intensive care unit medical/surgical inpatient and outpatient care services, trauma and emergency room services, acute psychiatric services, pediatrics and obstetrics, and transplants. Of the five health/comprehensive health centers, two are operated by DHS, two are operated by private partners, and one is jointly operated by DHS and a private partner under the Public/Private Partnership Program.

The 2003-04 recommendations reflect:

- Reductions in funding associated with implementation of the System Redesign Plan, including the restructuring of psychiatric services and the development of a consistent staffing model in comprehensive health centers.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- The addition of 73.0 budgeted positions for nurse-to-patient staffing ratios for hospital units, effective January 1, 2004.
- The addition of 18.0 budgeted positions for sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- Various other cost changes from overhead charges billed among departments and within DHS, including increases in general county overhead.

HARBOR/UCLA MEDICAL CENTER

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	214,100,000	224,492,000	232,772,000	232,563,000	8,071,000
Services and Supplies	147,549,000	152,357,000	158,040,000	154,644,000	2,287,000
Less: Expenditure Distribution	11,532,000	11,532,000	11,532,000	11,532,000	0
Net Services and Supplies	136,017,000	140,825,000	146,508,000	143,112,000	2,287,000
Other Charges	12,006,000	12,553,000	15,982,000	15,982,000	3,429,000
Fixed Assets - Equipment	825,000	825,000	875,000	875,000	50,000
Other Financing Uses	0	0	0	0	0
Designation/SB 855	77,124,000	77,124,000	82,421,000	82,421,000	5,297,000
Total Financial Requirements	440,072,000	455,819,000	478,558,000	474,953,000	19,134,000
Revenue/Fund Balance	380,828,000	372,997,000	402,943,000	391,954,000	18,957,000
County Contribution	59,244,000	82,822,000	75,615,000	82,999,000	177,000
Positions	2,975.9	2,975.9	3,073.9	3,071.9	96.0
Budgeted Beds (Average Daily Census)	340	340	340	340	0

SUMMARY OF COASTAL CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	13,443,000	13,462,000	12,468,000	12,070,000	-1,392,000
Services and Supplies	9,685,000	8,455,000	9,949,000	10,681,000	2,226,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	9,685,000	8,455,000	9,949,000	10,681,000	2,226,000
Other Charges	1,571,000	1,571,000	3,000	3,000	-1,568,000
Fixed Assets - Equipment	43,000	43,000	43,000	43,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	24,742,000	23,531,000	22,463,000	22,797,000	-734,000
Revenue/Fund Balance	21,818,000	20,121,000	15,972,000	16,456,000	-3,665,000
County Contribution	2,924,000	3,410,000	6,491,000	6,341,000	2,931,000
Positions	196.7	196.7	191.7	191.7	-5.0

**HOSPITAL ENTERPRISE FUND
LAC+USC HEALTHCARE NETWORK ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 479,339,468	\$ 507,875,000	\$ 528,252,000	\$ 543,593,000	\$ 539,998,000	\$ 11,746,000
SVCS & SUPPS	406,987,254	436,596,000	456,716,000	456,604,000	453,789,000	-2,927,000
LESS EXP DIST	59,263,218	63,046,000	63,046,000	69,499,000	68,888,000	5,842,000
TOT S & S	347,724,036	373,550,000	393,670,000	387,105,000	384,901,000	-8,769,000
OTHER CHARGES	31,100,072	39,362,000	41,230,000	42,581,000	42,581,000	1,351,000
FA - EQUIPMENT	1,048,965	1,392,000	1,392,000	1,442,000	1,442,000	50,000
OTH FIN USES	164,443,297	157,723,000	157,723,000	168,556,000	168,556,000	10,833,000
TOTAL OPER EXP	\$ 1,023,655,838	\$ 1,079,902,000	\$ 1,122,267,000	\$ 1,143,277,000	\$ 1,137,478,000	\$ 15,211,000
TOT FIN REQMTS	\$ 1,023,655,838	\$ 1,079,902,000	\$ 1,122,267,000	\$ 1,143,277,000	\$ 1,137,478,000	\$ 15,211,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 1,978,215	\$	\$	\$	\$	\$
TOTAL REVENUE	814,381,096	855,953,000	856,563,000	873,028,000	850,001,000	-6,562,000
TOT AVAIL FIN	\$ 816,359,311	\$ 855,953,000	\$ 856,563,000	\$ 873,028,000	\$ 850,001,000	\$ -6,562,000
GAIN OR LOSS	\$ -207,296,527	\$ -223,949,000	\$ -265,704,000	\$ -270,249,000	\$ -287,477,000	\$ -21,773,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 207,296,527	\$ 223,949,000	\$ 265,704,000	\$ 270,249,000	\$ 287,477,000	\$ 21,773,000
POSITIONS	7,690.3	7,620.8	7,620.8	7,972.8	7,972.7	351.9
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 36,962	\$ 406,000	\$ 406,000	\$ 52,000	\$ 52,000	\$ -354,000
I R - STATE						
STATE-OTHER	14,201,134	9,910,000	8,292,000	10,216,000	10,074,000	1,782,000
CHIP-HOSP	17,095,559	13,483,000	17,027,000	15,310,000	15,310,000	-1,717,000
PAT FIN SVS	4,488,419	4,848,000	5,665,000	5,665,000	5,665,000	
CHP-H F		665,000	563,000	890,000	594,000	31,000
I R -FEDERAL						
FED-OTHER	425,780					

**HOSPITAL ENTERPRISE FUND
LAC+USC HEALTHCARE NETWORK ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	45,363,313	36,460,000	36,460,000	37,859,000	36,785,000	325,000
SB 855	246,587,851	224,820,000	224,820,000	240,459,000	240,459,000	15,639,000
HOSP INS COL	23,221,922	19,093,000	19,104,000	17,766,000	17,762,000	-1,342,000
HOSP S/P COL	10,789,145	9,922,000	10,566,000	10,243,000	9,434,000	-1,132,000
CHP-MEDI-CAL	17,076,715	15,465,000	20,453,000	17,110,000	15,154,000	-5,299,000
CHP-I.H.S.S		6,808,000		7,247,000	6,912,000	6,912,000
MEDCAL#1255	158,000,000	149,640,000	149,640,000	167,543,000	167,543,000	17,903,000
MEDI-CAL	136,246,980	124,760,000	115,385,000	112,529,000	121,502,000	6,117,000
MEDICARE	18,964,005	25,485,000	26,516,000	26,309,000	26,299,000	-217,000
OTHR CHG-SVS	9,633,314	9,966,000	10,518,000	10,296,000	10,648,000	130,000
MISC SVCS		10,880,000	13,210,000	74,633,000	13,210,000	
MH/PATC/NFFP	19,890,665	14,267,000	18,117,000			-18,117,000
OTH G/F DEPT	8,061,348	7,953,000	8,967,000	7,732,000	7,732,000	-1,235,000
1115 SUP PL	80,060,901	36,860,000	36,860,000	27,030,000	27,030,000	-9,830,000
1115 INDIGEN	2,450,083	26,340,000	26,340,000	19,316,000	19,316,000	-7,024,000
OTH FIN SRCS						
OPER TRAN IN	1,787,000	107,922,000	107,654,000	64,823,000	98,520,000	-9,134,000
TOTAL REVENUE \$	814,381,096 \$	855,953,000 \$	856,563,000 \$	873,028,000 \$	850,001,000 \$	-6,562,000

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

The 2003-04 recommendations reflect:

- Reductions in funding associated with implementation of the System Redesign Plan, including the first phase-in of the 100 bed reduction (58 acute beds), the restructuring of psychiatric services, and the development of a consistent staffing model in comprehensive health centers.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- The addition of 308.0 budgeted positions for nurse-to-patient staffing ratios for hospital units, effective January 1, 2004.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- The addition of 30.0 budgeted positions for sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes.
- Various other cost changes from overhead charges billed among departments and within DHS, including increases in general County overhead.
- The addition of 16.0 budgeted positions to hire graduates from the Medical Records Coding training class as part of the County's Workforce Development Program.
- The reduction of 2.1 budgeted positions related to the transfer of the Discipline Unit from the LAC+USC Healthcare Network to Health Services Administration as part of the Department's Administrative Consolidation efforts.

LAC+USC MEDICAL CENTER

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	457,965,000	473,769,000	485,822,000	487,453,000	13,684,000
Services and Supplies	399,691,000	417,805,000	418,791,000	412,551,000	-5,254,000
Less: Expenditure Distribution	63,046,000	63,046,000	69,499,000	68,888,000	5,842,000
Net Services and Supplies	336,645,000	354,759,000	349,292,000	343,663,000	-11,096,000
Other Charges	38,766,000	40,634,000	42,137,000	42,137,000	1,503,000
Fixed Assets - Equipment	1,392,000	1,392,000	1,442,000	1,442,000	50,000
Other Financing Uses	157,723,000	157,723,000	168,556,000	168,556,000	10,833,000
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	992,491,000	1,028,277,000	1,047,249,000	1,043,251,000	14,974,000
Revenue/Fund Balance	775,837,000	778,171,000	813,714,000	786,030,000	7,859,000
County Contribution	216,654,000	250,106,000	233,535,000	257,221,000	7,115,000
Positions	6,978.9	6,978.9	7,326.9	7,326.8	347.9
Budgeted Beds (Average Daily Census)	745	745	687	687	-58

SUMMARY OF LAC+USC HEALTHCARE NETWORK HEALTH CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	49,910,000	54,483,000	57,771,000	52,545,000	-1,938,000
Services and Supplies	36,905,000	38,911,000	37,813,000	41,238,000	2,327,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	36,905,000	38,911,000	37,813,000	41,238,000	2,327,000
Other Charges	596,000	596,000	444,000	444,000	-152,000
Fixed Assets - Equipment	0	0	0	0	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	87,411,000	93,990,000	96,028,000	94,227,000	237,000
Revenue/Fund Balance	80,116,000	78,392,000	59,314,000	63,971,000	-14,421,000
County Contribution	7,295,000	15,598,000	36,714,000	30,256,000	14,658,000
Positions	641.9	641.9	645.9	645.9	4.0

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 99,446,779	\$ 106,741,000	\$ 112,150,000		\$	\$ -112,150,000
SVCS & SUPPS	45,343,235	52,399,000	56,725,000	14,700,000	15,091,000	-41,634,000
OTHER CHARGES	16,111,701	16,247,000	17,970,000	15,306,000	15,771,000	-2,199,000
FA - EQUIPMENT	157,463	201,000	201,000			-201,000
OTH FIN USES	32,520,178	34,821,000	34,821,000			-34,821,000
TOTAL OPER EXP	\$ 193,579,356	\$ 210,409,000	\$ 221,867,000	\$ 30,006,000	\$ 30,862,000	\$ -191,005,000
TOT FIN REQMTS	\$ 193,579,356	\$ 210,409,000	\$ 221,867,000	\$ 30,006,000	\$ 30,862,000	\$ -191,005,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 85,946	\$	\$	\$	\$	\$
TOTAL REVENUE	154,152,310	174,230,000	172,545,000			-172,545,000
TOT AVAIL FIN	\$ 154,238,256	\$ 174,230,000	\$ 172,545,000	\$	\$	\$ -172,545,000
GAIN OR LOSS	\$ -39,341,100	\$ -36,179,000	\$ -49,322,000	\$ -30,006,000	\$ -30,862,000	\$ 18,460,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 39,341,099	\$ 36,179,000	\$ 49,322,000	\$ 30,006,000	\$ 30,862,000	\$ -18,460,000
POSITIONS	1,381.8	1,412.7	1,412.7			-1,412.7
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 28,241	\$ 18,000	\$ 18,000	\$	\$	\$ -18,000
I R - STATE						
SB 1732 REV	11,569,435	5,756,000	5,756,000			-5,756,000
STATE-OTHER	20,300	66,000	66,000			-66,000
CHIP-HOSP	1,971,560	2,350,000	1,964,000			-1,964,000
PAT FIN SVS	1,534,185	667,000	667,000			-667,000

**HOSPITAL ENTERPRISE FUND
RANCHO LOS AMIGOS ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	10,988,771	9,728,000	9,728,000			-9,728,000
SB 855	49,284,910	49,634,000	49,634,000			-49,634,000
HOSP INS COL	6,132,048	6,039,000	3,078,000			-3,078,000
HOSP S/P COL	494,522	169,000	490,000			-490,000
CHP-MEDI-CAL	396,885	87,000	7,000			-7,000
MEDCAL#1255	17,000,000	22,360,000	22,360,000			-22,360,000
MEDI-CAL	46,305,284	45,028,000	44,382,000			-44,382,000
MEDICARE	7,768,104	10,458,000	10,035,000			-10,035,000
OTHR CHG-SVS	357,567	194,000	1,096,000			-1,096,000
MISC SVCS		1,988,000	3,576,000			-3,576,000
OTH G/F DEPT	299,849	36,000	36,000			-36,000
MISC REV						
DONATIONS	649					
OTH FIN SRCS						
OPER TRAN IN		19,652,000	19,652,000			-19,652,000
TOTAL REVENUE	\$ 154,152,310	\$ 174,230,000	\$ 172,545,000			\$ -172,545,000

Consistent with the System Redesign Plan, the Board approved on January 28, 2003, the closure of Rancho Los Amigos National Rehabilitation Center (RLANRC) will be effective June 30, 2003. A report will be provided to the Board in April 2003 on the feasibility of transitioning RLANRC from County-operation to a private, non-profit entity.

The 2003-04 recommendations reflect \$16.2 million of funding for various ongoing fixed costs and \$14.7 million for indigent rehabilitative care services, which will be provided either by other DHS health facilities or through contracts with non-DHS providers.

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 151,088,778	\$ 151,243,000	\$ 152,879,000	\$ 156,966,000	\$ 150,734,000	\$ -2,145,000
SVCS & SUPPS	100,237,620	105,433,000	114,526,000	108,343,000	107,293,000	-7,233,000
OTHER CHARGES	15,277,668	12,959,000	14,185,000	14,797,000	14,797,000	612,000
FA - EQUIPMENT	1,327,240	563,000	563,000	613,000	613,000	50,000
OTH FIN USES	59,051,739	60,890,000	60,890,000	65,052,000	65,052,000	4,162,000
TOTAL OPER EXP	\$ 326,983,045	\$ 331,088,000	\$ 343,043,000	\$ 345,771,000	\$ 338,489,000	\$ -4,554,000
TOT FIN REQMTS	\$ 326,983,045	\$ 331,088,000	\$ 343,043,000	\$ 345,771,000	\$ 338,489,000	\$ -4,554,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 312,398	\$	\$	\$	\$	\$
TOTAL REVENUE	263,040,975	283,160,000	285,633,000	290,058,000	284,213,000	-1,420,000
TOT AVAIL FIN	\$ 263,353,373	\$ 283,160,000	\$ 285,633,000	\$ 290,058,000	\$ 284,213,000	\$ -1,420,000
GAIN OR LOSS	\$ -63,629,672	\$ -47,928,000	\$ -57,410,000	\$ -55,713,000	\$ -54,276,000	\$ 3,134,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 63,629,671	\$ 47,928,000	\$ 57,410,000	\$ 55,713,000	\$ 54,276,000	\$ -3,134,000
POSITIONS	1,975.8	1,965.8	1,965.8	2,180.6	2,100.8	135.0
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 49,287	\$ 54,000	\$ 54,000	\$ 54,000	\$ 54,000	
I R - STATE						
STATE-OTHER	2,574,811	3,447,000	2,884,000	2,783,000	2,783,000	-101,000
CHIP-HOSP	2,195,421	3,069,000	2,187,000	3,174,000	3,174,000	987,000
PAT FIN SVS	3,336,141	2,496,000	2,496,000	2,496,000	2,496,000	
CHP-H F			563,000	662,000	559,000	-4,000

**HOSPITAL ENTERPRISE FUND
SAN FERNANDO VALLEY CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	36,646,027	27,288,000	27,288,000	28,259,000	27,451,000	163,000
SB 855	80,405,522	86,543,000	86,543,000	92,563,000	92,563,000	6,020,000
HOSP INS COL	3,611,127	4,187,000	4,635,000	4,635,000	4,635,000	
HOSP S/P COL	2,978,298	2,657,000	2,490,000	2,490,000	2,390,000	-100,000
CHP-MEDI-CAL	8,470,229	7,511,000	7,511,000	8,948,000	8,839,000	1,328,000
CHP-I.H.S.S				2,691,000	2,448,000	2,448,000
MEDCAL#1255	35,000,000	38,180,000	38,180,000	39,197,000	39,197,000	1,017,000
MEDI-CAL	37,398,839	40,730,000	40,962,000	43,098,000	43,098,000	2,136,000
MEDICARE	6,747,413	6,653,000	6,653,000	7,435,000	7,435,000	782,000
OTHR CHG-SVS	1,034,016	2,955,000	567,000	467,000	584,000	17,000
MISC SVCS		5,450,000	9,876,000	21,422,000	9,876,000	
MH/PATC/NFFP	7,799,246	4,948,000	5,752,000			-5,752,000
OTH G/F DEPT	2,029,397	1,384,000	1,384,000	1,908,000	1,908,000	524,000
1115 SUP PL	30,360,907	12,805,000	12,805,000	9,390,000	9,390,000	-3,415,000
1115 INDIGEN	2,171,294	6,848,000	6,848,000	5,022,000	5,022,000	-1,826,000
OTH FIN SRCS						
OPER TRAN IN	233,000	25,955,000	25,955,000	13,364,000	20,311,000	-5,644,000
TOTAL REVENUE \$	263,040,975 \$	283,160,000 \$	285,633,000 \$	290,058,000 \$	284,213,000 \$	-1,420,000

The San Fernando Valley Cluster consists of Olive View/UCLA Medical Center, Mid-Valley Comprehensive Health Center and four health centers, which operate under the name "ValleyCare". Affiliated with the University of California at Los Angeles School of Medicine, Olive View/UCLA Medical Center provides services including acute and intensive care, emergency services, medical/surgical inpatient and outpatient health care services, obstetrics/gynecology services, and psychiatric services. In addition, Olive View/UCLA Medical Center also provides suspected child abuse and neglect (SCAN) services for the North County area. Of the five health/comprehensive health centers, three are operated by DHS and two are operated by a private partner under the Public/Private Partnership Program.

The 2003-04 recommendations reflect:

- Reductions in funding associated with implementation of the System Redesign Plan, including the restructuring of psychiatric services and the development of a consistent staffing model in the comprehensive health center.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- The addition of 60.0 budgeted positions for nurse-to-patient staffing ratios for hospital units, effective January 1, 2004.
- Various other cost changes from overhead charges billed among other departments and within DHS, including increases in general county overhead.
- The addition of 5.0 budgeted positions for sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes.
- An increase for pharmaceuticals to recognize an industry trend of escalating drug cost and increased utilization.
- The addition of 70.0 budgeted positions to align budgeted positions with current staffing levels.

OLIVE VIEW/UCLA MEDICAL CENTER

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	130,971,000	133,574,000	139,627,000	134,242,000	668,000
Services and Supplies	94,195,000	103,859,000	98,265,000	95,846,000	-8,013,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	94,195,000	103,859,000	98,265,000	95,846,000	-8,013,000
Other Charges	12,456,000	13,682,000	14,294,000	14,294,000	612,000
Fixed Assets - Equipment	243,000	243,000	293,000	293,000	50,000
Other Financing Uses	60,890,000	60,890,000	65,052,000	65,052,000	4,162,000
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	298,755,000	312,248,000	317,531,000	309,727,000	-2,521,000
Revenue/Fund Balance	254,647,000	257,120,000	267,452,000	259,640,000	2,520,000
County Contribution	44,108,000	55,128,000	50,079,000	50,087,000	-5,041,000
Positions	1,672.5	1,672.5	1,882.8	1,805.5	133.0
Budgeted Beds (Average Daily Census)	200	201	201	201	0

SUMMARY OF SAN FERNANDO VALLEY CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	20,272,000	19,305,000	17,339,000	16,492,000	-2,813,000
Services and Supplies	11,238,000	10,667,000	10,078,000	11,447,000	780,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	11,238,000	10,667,000	10,078,000	11,447,000	780,000
Other Charges	503,000	503,000	503,000	503,000	0
Fixed Assets - Equipment	320,000	320,000	320,000	320,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	32,333,000	30,795,000	28,240,000	28,762,000	-2,033,000
Revenue/Fund Balance	28,513,000	28,513,000	22,606,000	24,573,000	-3,940,000
County Contribution	3,820,000	2,282,000	5,634,000	4,189,000	1,907,000
Positions	293.3	293.3	297.8	295.3	2.0

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

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
OPER EXPENSE						
SAL & EMP BEN	\$ 243,099,537	\$ 242,862,000	\$ 243,662,000	\$ 252,613,000	\$ 247,591,000	\$ 3,929,000
SVCS & SUPPS	130,620,450	142,872,000	142,838,000	121,000,000	120,132,000	-22,706,000
OTHER CHARGES	20,737,180	18,137,000	19,640,000	20,752,000	19,710,000	70,000
FA - EQUIPMENT	1,156,871	1,383,000	1,383,000	1,383,000	1,383,000	
OTH FIN USES	74,626,093	60,563,000	60,563,000	64,720,000	64,720,000	4,157,000
TOTAL OPER EXP	\$ 470,240,131	\$ 465,817,000	\$ 468,086,000	\$ 460,468,000	\$ 453,536,000	\$ -14,550,000
TOT FIN REQMTS	\$ 470,240,131	\$ 465,817,000	\$ 468,086,000	\$ 460,468,000	\$ 453,536,000	\$ -14,550,000
AVAIL FINANCE						
CANCEL RES/DES	\$ 775,769	\$	\$	\$	\$	\$
TOTAL REVENUE	380,353,918	376,145,000	373,911,000	354,501,000	365,061,000	-8,850,000
TOT AVAIL FIN	\$ 381,129,687	\$ 376,145,000	\$ 373,911,000	\$ 354,501,000	\$ 365,061,000	\$ -8,850,000
GAIN OR LOSS	\$ -89,110,444	\$ -89,672,000	\$ -94,175,000	\$ -105,967,000	\$ -88,475,000	\$ 5,700,000
OPERATING TRAN						
TOT OP.SUB-GF	\$ 89,110,446	\$ 89,672,000	\$ 94,175,000	\$ 105,967,000	\$ 88,475,000	\$ -5,700,000
POSITIONS	3,548.4	3,292.3	3,292.3	3,495.3	3,494.8	202.5
REVENUE DETAIL						
USE OF MONEY						
DEPOSIT FNDS	\$ 31,669	\$ 27,000	\$ 27,000	\$ 27,000	\$ 27,000	
I R - STATE						
SB 1732 REV		3,772,000	3,772,000	3,058,000	3,058,000	-714,000
STATE-OTHER	2,361,764	2,142,000	2,479,000	2,482,000	2,482,000	3,000
CHIP-HOSP	4,415,935	5,632,000	4,398,000	4,966,000	4,966,000	568,000
PAT FIN SVS	1,151,728	1,651,000	1,586,000	1,586,000	1,586,000	
CHP-H F		366,000	421,000	468,000	350,000	-71,000
I R -FEDERAL						
FED-OTHER	143,669	400,000	400,000	400,000	400,000	

**HOSPITAL ENTERPRISE FUND
SOUTHWEST CLUSTER ENTERPRISE FUND OPERATING PLAN (cont'd)**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
REVENUE DETAIL, CONT'D						
CHARGES-SVS						
CBRC	41,300,469	26,741,000	26,741,000	26,855,000	26,082,000	-659,000
SB 855	106,981,911	86,197,000	86,197,000	92,193,000	92,193,000	5,996,000
HOSP INS COL	12,592,591	13,503,000	10,656,000	10,656,000	10,656,000	
HOSP S/P COL	1,287,023	1,362,000	1,362,000	1,362,000	1,362,000	
CHP-MEDI-CAL	13,289,524	12,482,000	16,188,000	13,634,000	13,260,000	-2,928,000
CHP-I.H.S.S		2,234,000		2,318,000	2,304,000	2,304,000
MEDCAL#1255	74,000,000	61,241,000	61,241,000	65,907,000	65,907,000	4,666,000
MEDI-CAL	41,740,313	43,261,000	44,186,000	46,508,000	46,508,000	2,322,000
MEDICARE	8,548,075	15,523,000	16,868,000	17,483,000	17,483,000	615,000
OTHR CHG-SVS	1,778,413	1,893,000	1,289,000	1,518,000	1,518,000	229,000
MISC SVCS		5,128,000	5,219,000	6,602,000	5,219,000	
MH/PATC/NFFP	13,978,610	5,030,000	3,420,000			-3,420,000
OTH G/F DEPT	3,806,413	4,134,000	4,134,000	4,119,000	4,128,000	-6,000
1115 SUP PL	45,852,776	22,416,000	22,416,000	16,438,000	16,438,000	-5,978,000
1115 INDIGEN	6,435,035	14,010,000	14,010,000	10,274,000	10,274,000	-3,736,000
OTH FIN SRCS						
OPER TRAN IN	658,000	47,000,000	46,901,000	25,647,000	38,860,000	-8,041,000
TOTAL REVENUE \$	380,353,918 \$	376,145,000 \$	373,911,000 \$	354,501,000 \$	365,061,000 \$	-8,850,000

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

The 2003-04 recommendations reflect:

- Reductions in funding associated with implementation of the System Redesign Plan, including the restructuring of psychiatric services, the development of a consistent staffing model in comprehensive health centers, and phased-in 16.0 percent efficiencies related to cost variability between MLK/Drew and other DHS facilities. Specific position reductions have not yet been identified by the Department.
- Funding for previously negotiated increases in salaries and employee benefits, a proportional share of the scheduled annual increase in debt services costs, and other miscellaneous changes.
- A reduction in Waiver revenues consistent with the Waiver Extension Agreement.
- The addition of 162.0 budgeted positions for nurse-to-patient staffing ratios for hospital units, effective January 1, 2004.
- The addition of 6.0 budgeted positions for sanctionable Waiver commitments for Clinical Resources Management - Disease Management Programs for congestive heart failure, pediatric asthma and diabetes.
- The addition of 3.5 budgeted positions due to restoration of the intrafund transfers from the Department of Community and Senior Services for Adult Protective Services.
- The restoration of 31.0 budgeted positions related to the Family Medicine Program at the Hubert H. Humphrey Comprehensive Health Center.

MARTIN LUTHER KING, JR./DREW MEDICAL CENTER

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	214,709,000	220,211,000	233,402,000	231,367,000	11,156,000
Services and Supplies	127,343,000	130,367,000	109,405,000	108,048,000	-22,319,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	127,343,000	130,367,000	109,405,000	108,048,000	-22,319,000
Other Charges	17,965,000	19,468,000	20,581,000	19,561,000	93,000
Fixed Assets - Equipment	1,026,000	1,026,000	1,026,000	1,026,000	0
Other Financing Uses	60,563,000	60,563,000	64,720,000	64,720,000	4,157,000
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	421,606,000	431,635,000	429,134,000	424,722,000	-6,913,000
Revenue/Fund Balance	332,578,000	328,892,000	322,520,000	332,189,000	3,297,000
County Contribution	89,028,000	102,743,000	106,614,000	92,533,000	-10,210,000
Positions	2,920.7	2,924.9	3,096.9	3,101.4	176.5
Budgeted Beds (Average Daily Census)	233	233	233	233	0

SUMMARY OF SOUTHWEST CLUSTER HEALTH CENTERS

	Estimated Fiscal Year 2002-03	Budget Fiscal Year 2002-03	Requested Fiscal Year 2003-04	Proposed Fiscal Year 2003-04	Change From Budget
Salaries and Employee Benefits	28,153,000	23,451,000	19,211,000	16,224,000	-7,227,000
Services and Supplies	15,529,000	12,471,000	11,595,000	12,084,000	-387,000
Less: Expenditure Distribution	0	0	0	0	0
Net Services and Supplies	15,529,000	12,471,000	11,595,000	12,084,000	-387,000
Other Charges	172,000	172,000	171,000	149,000	-23,000
Fixed Assets - Equipment	357,000	357,000	357,000	357,000	0
Other Financing Uses	0	0	0	0	0
Designation/SB 855	0	0	0	0	0
Total Financial Requirements	44,211,000	36,451,000	31,334,000	28,814,000	-7,637,000
Revenue/Fund Balance	43,567,000	45,019,000	31,981,000	32,872,000	-12,147,000
County Contribution	644,000	-8,568,000	-647,000	-4,058,000	4,510,000
Positions	371.6	367.4	398.4	393.4	26.0

**HOSPITAL ENTERPRISE FUND
SB855 ENTERPRISE FUND OPERATING PLAN**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET

FINANCE REQMTS						
=====						
OPER EXPENSE						

OTH FIN USES	\$	\$ 245,872,000	\$ 245,872,000	\$ 129,939,000	\$ 197,485,000	\$ -48,387,000
DESIGNATIONS	108,542,000	77,773,000				
TOT FIN REQMTS	\$ 108,542,000	\$ 323,645,000	\$ 245,872,000	\$ 129,939,000	\$ 197,485,000	\$ -48,387,000
=====						
AVAIL FINANCE						
=====						
CANCEL RES/DES	\$ 59,824,000	\$ 245,872,000	\$ 245,872,000	\$ 129,939,000	\$ 197,485,000	\$ -48,387,000
TOT AVAIL FIN	\$ 59,824,000	\$ 245,872,000	\$ 245,872,000	\$ 129,939,000	\$ 197,485,000	\$ -48,387,000
=====						
GAIN OR LOSS	\$ -48,718,000	\$ -77,773,000		\$	\$	\$
=====						
OPERATING TRAN						

TOT OP.SUB-GF	\$ 48,718,422	\$ 77,773,000		\$	\$	\$
REVENUE DETAIL						

=====						

The SB 855 Enterprise Fund accounts for miscellaneous enterprise fund items not associated with any specific facility.

As of the 2002-03 Adopted Budget, \$121.0 million remained in the designation. A surplus of \$77.8 million is projected to be generated by the Department in 2002-03 and transferred into this fund, bringing the total balance to \$198.8 million. The 2003-04 recommendations reflect appropriation of \$197.5 million of this amount, which is transferred to the five clusters for ongoing health care costs.

HEALTH SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$2,283,515,000	\$ --	\$2,283,515,000	\$ --	\$ --	\$ --	15,305.6

1. Hospitals

Authority: Mandated program - California Welfare and Institutions Code Section 17000.

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. Operating the four County hospitals is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: The Department of Health Services (DHS) operates four hospitals that provide a wide array of inpatient and outpatient care.

Service Delivery Standard: The DHS hospitals must maintain accreditation, meet all licensure requirements and provide care within the community standard.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated⁽¹⁾ 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output⁽²⁾</u>				
Average daily census				
LAC+USC	709	743	730	687
Harbor/UCLA	332	345	334	340
King/Drew	234	229	229	233
Rancho Los Amigos National Rehab. Center	199	203	201	--
Olive View/UCLA	205	194	196	201
High Desert	73	71	58	--
Total average daily census	1,752	1,785	1,748	1,461
Hospital emergency room visits ⁽³⁾	306,883	312,075	302,165	301,570
<u>Hospital outpatient visits⁽³⁾</u>				
LAC+USC	500,405	492,570	499,459	470,251
Harbor/UCLA	260,386	272,395	263,222	261,647
King/Drew	211,780	213,948	205,530	180,873
Rancho Los Amigos National Rehab. Center	59,474	58,938	60,141	--
Olive View/UCLA	164,345	171,451	182,474	182,558
High Desert	61,059	61,220	60,710	--
Total hospital outpatient visits	1,257,449	1,270,522	1,271,536	1,095,329
<u>Efficiency</u>				
Average accounts receivable days outstanding				
LAC+USC	182	178	167	178
Harbor/UCLA	167	158	169	158
King/Drew	205	193	205	193
Rancho Los Amigos National Rehab. Center	220	202	209	202
Olive View/UCLA	146	125	121	125
High Desert	202	209	241	--
<u>Quality</u>				
Average hospital length of stay (days)	6.1	6.4	6.3	6.3

Health Services (cont'd)

Performance Measures (cont'd)

Explanatory Note(s):

- (1) Reflects facility forecast, year to date actual through December 2002.
- (2) As part of the DHS' implementation of Scenario III of the System Redesign Plan, Rancho Los Amigos National Rehabilitation Center (RLANRC) is scheduled to close by June 30, 2003 and High Desert Hospital (HDH) is scheduled to convert to a Multi-Service Ambulatory Care Center (MACC) by May 2003. Fiscal years 2000-01 and 2001-02 actual data, and the fiscal year 2002-03 estimate include both RLANRC and HDH workload data. Fiscal year 2003-04 projected reflects the closure of RLANRC and the conversion of HDH to a MACC.
- (3) Hospital emergency room visits excludes psychiatric visits. Hospital outpatient visits include psychiatric outpatient visits based on the Office of Statewide Health Planning and Development (OSHPD) definitions.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Comprehensive Health Centers (CHC) / Health Centers (HC) / Multi-Service Ambulatory Care Center (MACC) / Antelope Valley Rehabilitation Center (AVRC)						
\$239,143,000	\$ --	\$ 239,143,000	\$ --	\$ --	\$ --	2,255.2

Authority: Mandated program - California Welfare and Institutions Code Section 17000.

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. Operating the CHCs, HCs, MACC, and the AVRC is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: DHS operates 6 CHCs, 17 HCs, 1 MACC, and the AVRC providing approximately 940,000 primary and specialty care visits annually.

Service Delivery Standard: The health centers must maintain accreditation (if applicable), meet all licensure requirements and provide care within the community standard.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated^{(1) (2)} 2002-03</u>	<u>Projected⁽²⁾ 2003-04</u>
<u>Workload/Output</u>				
CHC/HC/MACC outpatient visits ⁽³⁾				
LAC+USC Healthcare Network	429,462	453,896	405,515	401,403
Coastal Area	113,076	119,465	107,138	103,612
Southwest Area	271,111	297,668	201,809	186,107
San Fernando Valley Area	155,213	168,767	121,938	112,761
Antelope Valley Area	<u>45,832</u>	<u>46,875</u>	<u>58,032</u>	<u>131,815</u>
Total CHC/HC/MACC outpatient visits	1,014,694	1,086,671	894,432	935,698
AVRC visits	4,374	4,128	4,090	4,200

Explanatory Note(s):

- (1) Reflects facility forecast, year to date actual through December 2002.
- (2) Reflects the CHC, HC, MACC, and AVRC ambulatory care visits, excluding public health visits.
- (3) As part of the DHS' implementation of Scenario III of the System Redesign Plan, HDH is scheduled to convert to a MACC by May 2003. Fiscal year 2002-03 estimate and fiscal year 2003-04 projected includes HDH's conversion to a MACC workload data.

Health Services (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Public/Private Partnerships (PPP) and General Relief (GR)

\$52,024,000	\$ --	\$ 11,913,000	\$ 40,111,000	\$ 40,111,000	\$ --	6.0
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Authority: Mandated program - California Welfare and Institutions Code Section 17000.

State law and case law mandate that the County ensure the availability of health services that alleviate substantial pain, treat infection, maintain basic function and adequate nutrition and care for conditions posing serious health risks for certain groups without health insurance or financial resources. The PPP/GR program is one of the ways the County has chosen to fulfill its obligation to deliver these services.

Program Outcome: The DHS contracts with community clinics, professional medical groups, and private physicians to provide primary care, dental care, and specialty services to individuals who are uninsured and at or below 133 1/3 federal poverty level (this patient population includes the mandated population under Section 17000 of the California Welfare and Institutions Code). These providers assist the County in meeting its obligation to provide three million visits in County-operated clinics and PPP/GR contracted sites.

Service Delivery Standard: Providers must meet all licensure requirements and provide care within the community standard.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated⁽¹⁾ 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output</u>				
PPP/GR outpatient visits				
PPP visits	672,178	683,860	533,326	532,436
GR visits	48,716	47,375	32,739	40,797
Total PPP/GR outpatient visits	720,894	731,235	566,065	573,233

Explanatory Note(s):

(1) Reflects facility forecast, year to date actual through December 2002.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Office of Managed Care

\$115,320,000	\$ --	\$ 115,390,000	\$ -70,000	\$ -70,000	\$ --	30.0
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Authority: Non-mandated, discretionary program.

The Office of Managed Care administers the Department's health plan, "Community Health Plan," under California's Knox-Keene Act, which governs the operations of the health plan's product lines.

Program Outcome: The Community Health Plan (a managed care plan) is responsible for approximately 179,000 lives enrolled in Medi-Cal Managed Care, Healthy Families, the In-Home Supportive Services provider health care plan, and a managed care plan for certain temporary County employees.

Service Delivery Standard: The Community Health Plan must meet all regulatory requirements established by the State Department of Managed Health Care, State Department of Health Services, LA Care, and the Managed Risk Medical Insurance Board.

Health Services (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated⁽¹⁾ 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output</u>				
Community Health Plan members ⁽²⁾				
Medi-Cal	100,182	119,401	146,607	146,668
Healthy Families	19,012	24,799	24,769	24,606
In-Home Supportive Services	n/a	n/a	7,710	7,835

Explanatory Note(s):

- (1) Reflects facility forecast, year to date actual through December 2002.
 - (2) Community Health Plan information provided by the Office of Managed Care.
- n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
5. <u>Juvenile Court Health Services (JCHS)</u>						
\$23,663,000	\$ 17,366,000	\$ 624,000	\$ 5,673,000	\$ 5,673,000	\$ --	135.0

Authority: Mandated program - California Welfare and Institutions Code Section 17000.

JCHS 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. This program is partially funded by the Probation Department.

Program Outcome: JCHS staff provides ambulatory care services in juvenile detention facilities. Approximately 288,000 patient visits are provided annually.

Service Delivery Standard: Clinical staff at juvenile detention facilities must meet all licensure requirements and provide care within the community standard.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated⁽¹⁾ 2002-03</u>	<u>Projected 2003-04</u>
<u>Workload/Output</u>				
JCHS outpatient visits ⁽²⁾	429,115	323,949	299,893	288,716

Explanatory Note(s):

- (1) Reflects facility forecast, year to date actual through December 2002.
- (2) MacLaren Children's Center closed effective March 12, 2003. JCHS was responsible for protecting and promoting the physical well-being of juveniles in the Department of Children and Family Services-MacLaren Children's Center. Fiscal years 2000-01 and 2001-02 actual visits, and the fiscal year 2002-03 estimate include both Probation and MacLaren visits. Fiscal year 2003-04 projected reflects Probation visits only.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
6. <u>Public Health</u>						
\$622,525,000	\$ 36,934,000	\$ 439,713,000	\$ 145,878,000	\$ 145,878,000	\$ --	3,927.6

Authority: Mandated program - California Health and Safety Code Sections 101025, 101400, 101030, 101000, 101040, 101045, and 101050 and Title 17 of the California Code of Regulations, Section 1276.

State law mandates that the County must have a Health Officer and is responsible for taking measures necessary to preserve and protect the public health.

Health Services (cont'd)

6. **Public Health** (cont'd)

Program Outcome: Public Health programs include: Office of AIDS Programs and Policy, Alcohol and Drug Program Administration, Children's Medical Services, communicable disease control, and other public health programs and services.

Service Delivery Standard: Maintain basic, as required by law, health protection and disease prevention programs for the Los Angeles County community.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated⁽¹⁾ 2002-03	Projected 2003-04
<u>Workload/Output</u>				
Public health visits ⁽²⁾	525,006	519,741	446,286	443,083
Environmental health inspections	377,202	323,949	398,510	400,000
<u>Quality</u>				
Immunization levels of kindergarten enrollment	91%	92%	91%	92%

Explanatory Note(s):

(1) Reflects facility forecast, year to date actual through December 2002.

(2) Public health visits are categorized as immunizations, tuberculosis (including mantoux reading and testing), sexually transmitted disease (STD), communicable disease triage, acquired immunodeficiency syndrome (AIDS) testing, and human immunodeficiency virus (HIV) early detection.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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7. **Administration**

\$167,709,000 \$ 17,426,000 \$ 183,315,000 \$ -33,032,000 \$ -33,032,000 \$ -- 1,044.0

Authority: Non-mandated, discretionary program.

Administration includes the Director's Office, operations office, finance, intergovernmental relations, communications, and various other administrative functions with departmentwide impact.

Program Outcome: Responsible for budget, accounting and finance, personnel and payroll, procurement and general administration.

Service Delivery Standard: Provide effective administration within budget.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Workload/Output</u>				
Health Care Workforce Development Program (HCWDP) ⁽¹⁾				
Number of employees trained	n/a	791	2,539	2,600

Explanatory Note(s):

(1) The HCWDP, a new program required under the extension of the Department's 1115 Waiver Medicaid Demonstration Project, is an educational partnership between the DHS and the Service Employees International Union Local 660.

The mission of the HCWDP is to improve both the personal and technical competencies of the DHS workforce, in order to positively impact the work environment and in turn to improve health care access and quality of patient care.

n/a=not applicable

Health Services (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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8. Tobacco Settlement Budget Unit

\$22,291,000	\$ --	\$ --	\$ 22,291,000	\$ 22,291,000	\$ --	--
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Authority: Not applicable.

The Tobacco Settlement Programs budget unit reflects appropriation for health services related costs funded by the County's allocation from the Master Settlement Agreement between 46 states, including California, and the tobacco manufacturers.

Program Outcome: Not applicable.

Service Delivery Standard: Not applicable.

Performance measures are not applicable to this non-operating budget unit.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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9. Other

\$1,149,064,000	\$ --	\$ 706,728,000	\$ 442,336,000	\$ 442,336,000	\$ --	--
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Authority: Not applicable.

Represents the following four non-operating budget units:

Health Care - Represents funding of \$380.5 million from the Hospital Enterprise Funds to provide for the intergovernmental transfer required by the State in order to participate in and draw down federal revenue under the Medicaid Disproportionate Share Hospital (DSH) Supplementary Payment Program (Senate Bill 855).

Realignment - Represents \$128.8 million of Realignment Sales Tax revenues, which may be used for any County health services program.

Contributions to Hospital Enterprise Funds - Provides a financial subsidy of General Fund resources in the amount of \$571.1 million to support the operations of the hospitals, CHCs, HCs, MACC, and AVRC.

Senate Bill 855 - Represents the use of designation funds in the amount of \$197.5 million to support the operations of the hospitals, CHCs, HCs, MACC, and AVRC.

Program Outcome: Not applicable.

Service Delivery Standard: Not applicable.

Performance measures are not applicable to this non-operating budget unit.

Total Programs

\$4,675,254,000	\$ 71,726,000	\$3,980,341,000	\$ 623,187,000	\$ 623,187,000	\$ 0	22,703.4
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HEALTH SERVICES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	1,200,925,000	1,309,535,000	1,257,767,000	-51,768,000
Employee Benefits	436,687,000	383,065,000	329,395,000	-53,670,000
Total Salaries and Employee Benefits	1,637,612,000	1,692,600,000	1,587,162,000	-105,438,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	6,150,000	7,065,000	6,077,000	-988,000
Communications	25,475,000	25,119,000	22,461,000	-2,658,000
Food	430,000	578,000	503,000	-75,000
Household Expenses	7,803,000	6,761,000	7,524,000	763,000
Information Technology Services	4,273,000	4,273,000	5,216,000	943,000
Insurance	13,795,000	14,281,000	16,237,000	1,956,000
Maintenance-Buildings and Improvements	11,587,000	10,483,000	9,743,000	-740,000
Maintenance-Equipment	18,103,000	21,823,000	19,611,000	-2,212,000
Medical Dental and Laboratory Supplies	337,843,000	318,278,000	321,004,000	2,726,000
Memberships	1,371,000	1,154,000	1,019,000	-135,000
Miscellaneous Expense	702,000	733,000	426,000	-307,000
Office Expense-Other	15,625,000	20,492,000	11,972,000	-8,520,000
Office Expense-Postage	2,568,000	2,928,000	1,736,000	-1,192,000
Office Expense-Stat and Forms	10,617,000	8,721,000	7,540,000	-1,181,000
Professional and Specialized Services	1,017,490,000	1,081,873,000	1,010,419,000	-71,454,000
Publication and Legal Notices	251,000	282,000	229,000	-53,000
Rents and Leases-Bldg and Improvemts	12,111,000	13,187,000	12,863,000	-324,000
Rents and Leases-Equipment	17,450,000	16,056,000	17,297,000	1,241,000
Small Tools and Instruments	940,000	957,000	905,000	-52,000
Special Departmental Expense	3,714,000	5,851,000	3,372,000	-2,479,000
Telecommunications	5,000	5,000	0	-5,000
Transportation and Travel-Auto Mileage	1,433,000	1,496,000	1,311,000	-185,000
Transportation and Travel-Auto Service	2,278,000	2,143,000	1,910,000	-233,000
Transportation and Travel-Other	285,000	344,000	365,000	21,000
Transportation and Travel-Traveling	1,540,000	1,934,000	1,422,000	-512,000
Utilities	32,917,000	32,968,000	28,954,000	-4,014,000
Expense Applicable to Prior Years	-221,000	0	0	0
Less: Expense Distribution	81,467,000	81,467,000	88,488,000	7,021,000
Total Services and Supplies	1,465,068,000	1,518,318,000	1,421,628,000	-96,690,000
<u>Other Charges</u>				
Other Charges	511,252,000	518,099,000	507,781,000	-10,318,000
Total Other Charges	511,252,000	518,099,000	507,781,000	-10,318,000

Health Services - (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	52,000	52,000	52,000	0
Computer Info and Data Processing Sys	4,521,000	4,629,000	4,523,000	-106,000
Electronic Equipment	24,000	24,000	17,000	-7,000
Major Office Equipment	124,000	124,000	124,000	0
Medical Equipment	4,342,000	4,342,000	4,451,000	109,000
Vehicle-Automobile	71,000	171,000	144,000	-27,000
Vehicle-Heavy Use	29,000	29,000	40,000	11,000
Other Undefined Assets	106,000	6,000	6,000	0
Total Equipment	9,269,000	9,377,000	9,357,000	-20,000
Total Fixed Assets	9,269,000	9,377,000	9,357,000	-20,000
<u>Other Financing Uses</u>				
Operating Transfers Out	1,199,457,000	1,217,681,000	1,149,326,000	-68,355,000
Total Other Financing Uses	1,199,457,000	1,217,681,000	1,149,326,000	-68,355,000
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	77,773,000	0	0	0
Total Reserves	77,773,000	0	0	0
Gross Total	4,900,431,000	4,956,075,000	4,675,254,000	-280,821,000
Less: Intrafund Transfers	85,924,000	89,846,000	71,726,000	-18,120,000
TOTAL NET REQUIREMENTS	4,814,507,000	4,866,229,000	4,603,528,000	-262,701,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	245,872,000	245,872,000	197,485,000	-48,387,000
<u>Revenues</u>				
Fines, Forfeitures and Penalties	4,824,000	2,677,000	2,677,000	0
Revenue from Use of Money and Property	1,767,000	1,793,000	194,000	-1,599,000
Intergovernmental Revenues-Federal	160,278,000	170,744,000	175,352,000	4,608,000
Intergovernmental Revenues-State	363,219,000	376,920,000	369,596,000	-7,324,000
Charges for Services	2,178,043,000	2,187,819,000	2,031,924,000	-155,895,000
Miscellaneous Revenues	4,494,000	5,191,000	6,231,000	1,040,000
Other Financing Sources	1,246,286,000	1,265,489,000	1,196,882,000	-68,607,000
TOTAL AVAILABLE FINANCING	4,204,783,000	4,256,505,000	3,980,341,000	-276,164,000
NET COUNTY COST	609,724,000	609,724,000	623,187,000	13,463,000

HEALTH SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	57,257,000	60,394,000	55,884,000	-4,510,000
Employee Benefits	20,886,000	24,468,000	23,252,000	-1,216,000
Total Salaries and Employee Benefits	78,143,000	84,862,000	79,136,000	-5,726,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	275,000	1,109,000	464,000	-645,000
Communications	2,863,000	2,706,000	2,271,000	-435,000
Food	0	0	0	0
Household Expenses	183,000	237,000	237,000	0
Information Technology Services	0	0	0	0
Insurance	342,000	396,000	577,000	181,000
Maintenance-Buildings and Improvements	863,000	863,000	863,000	0
Maintenance-Equipment	659,000	1,272,000	671,000	-601,000
Medical Dental and Laboratory Supplies	485,000	328,000	328,000	0
Memberships	134,000	0	0	0
Miscellaneous Expense	315,000	313,000	5,000	-308,000
Office Expense-Other	631,000	2,414,000	460,000	-1,954,000
Office Expense-Postage	63,000	63,000	63,000	0
Office Expense-Stat and Forms	131,000	608,000	23,000	-585,000
Professional and Specialized Services	131,942,000	131,303,000	127,133,000	-4,170,000
Publication and Legal Notices	62,000	62,000	62,000	0
Rents and Leases-Bldg and Improvemts	209,000	1,014,000	274,000	-740,000
Rents and Leases-Equipment	306,000	634,000	634,000	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	181,000	2,602,000	183,000	-2,419,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	35,000	35,000	35,000	0
Transportation and Travel-Auto Service	162,000	162,000	162,000	0
Transportation and Travel-Other	0	42,000	42,000	0
Transportation and Travel-Traveling	244,000	309,000	309,000	0
Utilities	1,703,000	1,703,000	1,731,000	28,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	141,788,000	148,175,000	136,527,000	-11,648,000
<u>Other Charges</u>				
Other Charges	1,322,000	1,599,000	1,535,000	-64,000
Total Other Charges	1,322,000	1,599,000	1,535,000	-64,000

Health Services - Administration (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	2,477,000	2,585,000	2,535,000	-50,000
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	2,477,000	2,585,000	2,535,000	-50,000
Total Fixed Assets	2,477,000	2,585,000	2,535,000	-50,000
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	223,730,000	237,221,000	219,733,000	-17,488,000
Less: Intrafund Transfers	20,069,000	22,216,000	17,426,000	-4,790,000
TOTAL NET REQUIREMENTS	203,661,000	215,005,000	202,307,000	-12,698,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	4,821,000	2,677,000	2,677,000	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	2,296,000	1,957,000	1,957,000	0
Intergovernmental Revenues-State	784,000	760,000	760,000	0
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	183,593,000	215,804,000	188,034,000	-27,770,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	1,171,000	1,800,000	1,800,000	0
TOTAL AVAILABLE FINANCING	192,668,000	222,998,000	195,228,000	-27,770,000
NET COUNTY COST	10,993,000	-7,993,000	7,079,000	15,072,000

HEALTH SERVICES - OFFICE OF MANAGED CARE

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	6,256,000	5,645,000	2,217,000	-3,428,000
Employee Benefits	1,541,000	1,541,000	1,250,000	-291,000
Total Salaries and Employee Benefits	7,797,000	7,186,000	3,467,000	-3,719,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	292,000	286,000	66,000	-220,000
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	5,000	5,000	12,000	7,000
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	16,970,000	18,151,000	0	-18,151,000
Memberships	37,000	32,000	0	-32,000
Miscellaneous Expense	0	0	0	0
Office Expense-Other	681,000	1,970,000	95,000	-1,875,000
Office Expense-Postage	741,000	960,000	0	-960,000
Office Expense-Stat and Forms	1,000	96,000	0	-96,000
Professional and Specialized Services	96,498,000	91,776,000	118,538,000	26,762,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	1,083,000	934,000	1,086,000	152,000
Rents and Leases-Equipment	24,000	173,000	0	-173,000
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	133,000	115,000	103,000	-12,000
Telecommunications	5,000	5,000	0	-5,000
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	30,000	80,000	21,000	-59,000
Utilities	0	0	0	0
Expense Applicable to Prior Years	-10,000	0	0	0
Less: Expense Distribution	6,889,000	6,889,000	8,068,000	1,179,000
Total Services and Supplies	109,601,000	107,694,000	111,853,000	4,159,000
<u>Other Charges</u>				
Other Charges	3,000	3,000	0	-3,000
Total Other Charges	3,000	3,000	0	-3,000

Health Services - Office of Managed Care (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	117,401,000	114,883,000	115,320,000	437,000
Less: Intrafund Transfers				0
TOTAL NET REQUIREMENTS	117,401,000	114,883,000	115,320,000	437,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	1,227,000	1,227,000	0	-1,227,000
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	16,835,000	24,149,000	21,665,000	-2,484,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	99,278,000	89,587,000	93,725,000	4,138,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	117,340,000	114,963,000	115,390,000	427,000
NET COUNTY COST	61,000	-80,000	-70,000	10,000

HEALTH SERVICES - TOBACCO SETTLEMENT

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	0	0	0	0
Employee Benefits	0	0	0	0
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	0	0	0	0
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	0	0	0	0
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	0	0	0	0
Office Expense-Postage	0	0	0	0
Office Expense-Stat and Forms	0	0	0	0
Professional and Specialized Services	26,291,000	26,291,000	22,291,000	-4,000,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	0	0	0	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	0	0	0	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	0	0	0	0
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	26,291,000	26,291,000	22,291,000	-4,000,000
<u>Other Charges</u>				
Other Charges	0	0	0	0
Total Other Charges	0	0	0	0

Health Services - Tobacco Settlement (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	26,291,000	26,291,000	22,291,000	-4,000,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	26,291,000	26,291,000	22,291,000	-4,000,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	0	0	0	0
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	0	0	0	0
NET COUNTY COST	26,291,000	26,291,000	22,291,000	-4,000,000

HEALTH SERVICES - OFFICE OF AIDS PROGRAMS AND POLICY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	8,956,000	10,363,000	10,208,000	-155,000
Employee Benefits	3,710,000	3,710,000	4,135,000	425,000
Total Salaries and Employee Benefits	12,666,000	14,073,000	14,343,000	270,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	15,000	15,000	0	-15,000
Communications	218,000	218,000	417,000	199,000
Food	0	0	0	0
Household Expenses	36,000	36,000	0	-36,000
Information Technology Services	0	0	0	0
Insurance	9,000	9,000	9,000	0
Maintenance-Buildings and Improvements	11,000	11,000	11,000	0
Maintenance-Equipment	15,000	15,000	15,000	0
Medical Dental and Laboratory Supplies	47,000	47,000	47,000	0
Memberships	43,000	43,000	98,000	55,000
Miscellaneous Expense	186,000	186,000	186,000	0
Office Expense-Other	515,000	515,000	378,000	-137,000
Office Expense-Postage	1,000	1,000	1,000	0
Office Expense-Stat and Forms	90,000	90,000	90,000	0
Professional and Specialized Services	71,822,000	71,822,000	72,338,000	516,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	45,000	45,000	45,000	0
Rents and Leases-Equipment	649,000	649,000	663,000	14,000
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	214,000	214,000	614,000	400,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	37,000	37,000	37,000	0
Transportation and Travel-Auto Service	15,000	15,000	15,000	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	690,000	690,000	481,000	-209,000
Utilities	856,000	856,000	707,000	-149,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	75,514,000	75,514,000	76,152,000	638,000
<u>Other Charges</u>				
Other Charges	5,000	5,000	5,000	0
Total Other Charges	5,000	5,000	5,000	0

Health Services - Office of AIDS Programs and Policy (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	20,000	20,000
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	20,000	20,000
Total Fixed Assets	0	0	20,000	20,000
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	88,185,000	89,592,000	90,520,000	928,000
Less: Intrafund Transfers	3,601,000	3,601,000	3,665,000	64,000
TOTAL NET REQUIREMENTS	84,584,000	85,991,000	86,855,000	864,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	58,145,000	59,552,000	60,350,000	798,000
Intergovernmental Revenues-State	10,494,000	10,494,000	10,604,000	110,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	44,000	44,000	0	-44,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	68,683,000	70,090,000	70,954,000	864,000
NET COUNTY COST	15,901,000	15,901,000	15,901,000	0

HEALTH SERVICES - ALCOHOL AND DRUG PROGRAMS ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	9,249,000	11,788,000	11,786,000	-2,000
Employee Benefits	3,530,000	1,843,000	2,451,000	608,000
Total Salaries and Employee Benefits	12,779,000	13,631,000	14,237,000	606,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	193,000	173,000	168,000	-5,000
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	7,000	7,000	8,000	1,000
Maintenance-Buildings and Improvements	35,000	35,000	35,000	0
Maintenance-Equipment	30,000	30,000	30,000	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	15,000	15,000	15,000	0
Miscellaneous Expense	45,000	45,000	45,000	0
Office Expense-Other	1,547,000	1,547,000	301,000	-1,246,000
Office Expense-Postage	4,000	4,000	4,000	0
Office Expense-Stat and Forms	73,000	73,000	73,000	0
Professional and Specialized Services	172,056,000	172,145,000	172,774,000	629,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	41,000	41,000	41,000	0
Rents and Leases-Equipment	1,330,000	1,263,000	1,449,000	186,000
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	35,000	35,000	35,000	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	32,000	32,000	32,000	0
Transportation and Travel-Auto Service	15,000	13,000	18,000	5,000
Transportation and Travel-Other	0	5,000	0	-5,000
Transportation and Travel-Traveling	45,000	40,000	45,000	5,000
Utilities	11,000	11,000	10,000	-1,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	175,514,000	175,514,000	175,083,000	-431,000
<u>Other Charges</u>				
Other Charges	5,000	5,000	6,000	1,000
Total Other Charges	5,000	5,000	6,000	1,000

Health Services - Alcohol and Drug Programs Administration (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	60,000	60,000	60,000	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	60,000	60,000	60,000	0
Total Fixed Assets	60,000	60,000	60,000	0
Other Financing Uses				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	188,358,000	189,210,000	189,386,000	176,000
Less: Intrafund Transfers	32,597,000	32,597,000	30,537,000	-2,060,000
TOTAL NET REQUIREMENTS	155,761,000	156,613,000	158,849,000	2,236,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	69,026,000	69,026,000	72,990,000	3,964,000
Intergovernmental Revenues-State	27,392,000	27,392,000	25,808,000	-1,584,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	10,547,000	10,547,000	10,659,000	112,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	44,845,000	45,503,000	45,320,000	-183,000
TOTAL AVAILABLE FINANCING	151,810,000	152,468,000	154,777,000	2,309,000
NET COUNTY COST	3,951,000	4,145,000	4,072,000	-73,000

HEALTH SERVICES - PUBLIC HEALTH

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	125,276,000	130,417,000	131,909,000	1,492,000
Employee Benefits	45,780,000	45,249,000	51,432,000	6,183,000
Total Salaries and Employee Benefits	171,056,000	175,666,000	183,341,000	7,675,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	696,000	696,000	696,000	0
Communications	3,183,000	3,183,000	3,298,000	115,000
Food	0	0	0	0
Household Expenses	655,000	655,000	655,000	0
Information Technology Services	0	0	0	0
Insurance	636,000	636,000	908,000	272,000
Maintenance-Buildings and Improvements	367,000	367,000	367,000	0
Maintenance-Equipment	184,000	184,000	184,000	0
Medical Dental and Laboratory Supplies	6,777,000	6,937,000	6,936,000	-1,000
Memberships	11,000	11,000	11,000	0
Miscellaneous Expense	6,000	6,000	6,000	0
Office Expense-Other	820,000	820,000	693,000	-127,000
Office Expense-Postage	549,000	549,000	499,000	-50,000
Office Expense-Stat and Forms	974,000	974,000	1,035,000	61,000
Professional and Specialized Services	46,548,000	56,903,000	49,581,000	-7,322,000
Publication and Legal Notices	47,000	47,000	47,000	0
Rents and Leases-Bldg and Improvemts	7,055,000	7,055,000	6,803,000	-252,000
Rents and Leases-Equipment	213,000	213,000	490,000	277,000
Small Tools and Instruments	1,000	1,000	1,000	0
Special Departmental Expense	88,000	88,000	88,000	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	1,004,000	1,004,000	834,000	-170,000
Transportation and Travel-Auto Service	294,000	294,000	294,000	0
Transportation and Travel-Other	49,000	49,000	49,000	0
Transportation and Travel-Traveling	226,000	226,000	226,000	0
Utilities	1,682,000	1,682,000	1,470,000	-212,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	72,065,000	82,580,000	75,171,000	-7,409,000
<u>Other Charges</u>				
Other Charges	2,112,000	2,093,000	2,572,000	479,000
Total Other Charges	2,112,000	2,093,000	2,572,000	479,000

Health Services - Public Health (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	1,882,000	1,882,000	1,882,000	0
Electronic Equipment	17,000	17,000	17,000	0
Major Office Equipment	94,000	94,000	94,000	0
Medical Equipment	133,000	133,000	133,000	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	2,126,000	2,126,000	2,126,000	0
Total Fixed Assets	2,126,000	2,126,000	2,126,000	0
Other Financing Uses				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	247,359,000	262,465,000	263,210,000	745,000
Less: Intrafund Transfers	9,560,000	11,335,000	2,641,000	-8,694,000
TOTAL NET REQUIREMENTS	237,799,000	251,130,000	260,569,000	9,439,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	30,252,000	39,650,000	39,496,000	-154,000
Intergovernmental Revenues-State	51,836,000	54,215,000	58,236,000	4,021,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	52,257,000	51,860,000	52,776,000	916,000
Miscellaneous Revenues	4,494,000	5,191,000	6,231,000	1,040,000
Other Financing Sources	327,000	469,000	469,000	0
TOTAL AVAILABLE FINANCING	139,166,000	151,385,000	157,208,000	5,823,000
NET COUNTY COST	98,633,000	99,745,000	103,361,000	3,616,000

HEALTH SERVICES - JUVENILE COURT HEALTH SERVICES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	13,062,000	11,676,000	9,833,000	-1,843,000
Employee Benefits	3,739,000	3,273,000	3,919,000	646,000
Total Salaries and Employee Benefits	16,801,000	14,949,000	13,752,000	-1,197,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	12,000	12,000	11,000	-1,000
Communications	73,000	73,000	85,000	12,000
Food	1,000	1,000	1,000	0
Household Expenses	15,000	15,000	15,000	0
Information Technology Services	40,000	40,000	43,000	3,000
Insurance	88,000	49,000	102,000	53,000
Maintenance-Buildings and Improvements	20,000	20,000	20,000	0
Maintenance-Equipment	10,000	10,000	10,000	0
Medical Dental and Laboratory Supplies	1,402,000	1,386,000	1,213,000	-173,000
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	54,000	54,000	34,000	-20,000
Office Expense-Postage	8,000	8,000	10,000	2,000
Office Expense-Stat and Forms	30,000	24,000	24,000	0
Professional and Specialized Services	5,476,000	8,802,000	7,999,000	-803,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	14,000	14,000	14,000	0
Small Tools and Instruments	3,000	3,000	3,000	0
Special Departmental Expense	28,000	28,000	28,000	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	14,000	14,000	14,000	0
Transportation and Travel-Auto Service	33,000	33,000	34,000	1,000
Transportation and Travel-Other	2,000	2,000	2,000	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	53,000	53,000	30,000	-23,000
Expense Applicable to Prior Years	-209,000	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	7,167,000	10,641,000	9,692,000	-949,000
<u>Other Charges</u>				
Other Charges	89,000	99,000	189,000	90,000
Total Other Charges	89,000	99,000	189,000	90,000

Health Services - Juvenile Court Health Services (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	30,000	30,000	30,000	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	30,000	30,000	30,000	0
Total Fixed Assets	30,000	30,000	30,000	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	24,087,000	25,719,000	23,663,000	-2,056,000
Less: Intrafund Transfers	19,944,000	19,944,000	17,366,000	-2,578,000
TOTAL NET REQUIREMENTS	4,143,000	5,775,000	6,297,000	522,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	603,000	626,000	547,000	-79,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	337,000	337,000	77,000	-260,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	940,000	963,000	624,000	-339,000
NET COUNTY COST	3,203,000	4,812,000	5,673,000	861,000

HEALTH SERVICES - CHILDREN'S MEDICAL SERVICES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	43,881,000	45,258,000	45,531,000	273,000
Employee Benefits	12,343,000	12,343,000	14,764,000	2,421,000
Total Salaries and Employee Benefits	56,224,000	57,601,000	60,295,000	2,694,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	496,000	644,000	528,000	-116,000
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	67,000	87,000	91,000	4,000
Maintenance-Buildings and Improvements	1,000	0	1,000	1,000
Maintenance-Equipment	32,000	0	32,000	32,000
Medical Dental and Laboratory Supplies	78,000	78,000	78,000	0
Memberships	0	0	0	0
Miscellaneous Expense	0	1,000	0	-1,000
Office Expense-Other	1,545,000	1,847,000	1,544,000	-303,000
Office Expense-Postage	540,000	586,000	540,000	-46,000
Office Expense-Stat and Forms	148,000	178,000	148,000	-30,000
Professional and Specialized Services	1,871,000	3,448,000	1,811,000	-1,637,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	2,561,000	260,000	3,986,000	3,726,000
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	599,000	422,000	599,000	177,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	120,000	135,000	120,000	-15,000
Transportation and Travel-Auto Service	13,000	15,000	13,000	-2,000
Transportation and Travel-Other	32,000	0	32,000	32,000
Transportation and Travel-Traveling	58,000	58,000	58,000	0
Utilities	0	425,000	0	-425,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	8,161,000	8,184,000	9,581,000	1,397,000
<u>Other Charges</u>				
Other Charges	9,500,000	9,500,000	9,433,000	-67,000
Total Other Charges	9,500,000	9,500,000	9,433,000	-67,000

Health Services - Children's Medical Services (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	100,000	100,000	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	100,000	0	0	0
Total Equipment	100,000	100,000	100,000	0
Total Fixed Assets	100,000	100,000	100,000	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	73,985,000	75,385,000	79,409,000	4,024,000
Less: Intrafund Transfers	153,000	153,000	91,000	-62,000
TOTAL NET REQUIREMENTS	73,832,000	75,232,000	79,318,000	4,086,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	51,121,000	51,137,000	54,602,000	3,465,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	2,217,000	2,217,000	2,172,000	-45,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	53,338,000	53,354,000	56,774,000	3,420,000
NET COUNTY COST	20,494,000	21,878,000	22,544,000	666,000

HEALTH SERVICES - HEALTH CARE

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	0	0	0	0
Employee Benefits	0	0	0	0
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	0	0	0	0
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	0	0	0	0
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	0	0	0	0
Office Expense-Postage	0	0	0	0
Office Expense-Stat and Forms	0	0	0	0
Professional and Specialized Services	0	0	0	0
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	0	0	0	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	0	0	0	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	0	0	0	0
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Other Charges	394,365,000	394,365,000	380,487,000	-13,878,000
Total Other Charges	394,365,000	394,365,000	380,487,000	-13,878,000

Health Services - Health Care (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	394,365,000	394,365,000	380,487,000	-13,878,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	394,365,000	394,365,000	380,487,000	-13,878,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	0	0	0	0
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	394,365,000	394,365,000	380,487,000	-13,878,000
TOTAL AVAILABLE FINANCING	394,365,000	394,365,000	380,487,000	-13,878,000
NET COUNTY COST	0	0	0	0

HEALTH SERVICES - REALIGNMENT

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	0	0	0	0
Employee Benefits	0	0	0	0
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	0	0	0	0
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	0	0	0	0
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	0	0	0	0
Office Expense-Postage	0	0	0	0
Office Expense-Stat and Forms	0	0	0	0
Professional and Specialized Services	0	0	0	0
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	0	0	0	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	0	0	0	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	0	0	0	0
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Other Charges	0	0	0	0
Total Other Charges	0	0	0	0

Health Services - Realignment (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	0	0
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	0	0	0	0
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	0	0	0	0
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	128,756,000	132,152,000	128,756,000	-3,396,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	128,756,000	132,152,000	128,756,000	-3,396,000
NET COUNTY COST	-128,756,000	-132,152,000	-128,756,000	3,396,000

HEALTH SERVICES - CONTRIBUTIONS TO HOSPITAL ENTERPRISE FUNDS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	0	0	0	0
Employee Benefits	0	0	0	0
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	0	0	0	0
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	0	0	0	0
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	0	0	0	0
Office Expense-Postage	0	0	0	0
Office Expense-Stat and Forms	0	0	0	0
Professional and Specialized Services	0	0	0	0
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	0	0	0	0
Rents and Leases-Equipment	0	0	0	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	0	0	0	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	0	0	0	0
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Other Charges	0	0	0	0
Total Other Charges	0	0	0	0

Health Services - Contributions to Hospital Enterprise Funds (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	558,953,000	577,177,000	571,092,000	-6,085,000
Total Other Financing Uses	558,953,000	577,177,000	571,092,000	-6,085,000
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	558,953,000	577,177,000	571,092,000	-6,085,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	558,953,000	577,177,000	571,092,000	-6,085,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	0	0	0	0
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	0	0	0	0
NET COUNTY COST	558,953,000	577,177,000	571,092,000	-6,085,000

HEALTH SERVICES - ANTELOPE VALLEY CLUSTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	31,945,000	35,897,000	20,287,000	-15,610,000
Employee Benefits	13,937,000	13,838,000	15,348,000	1,510,000
Total Salaries and Employee Benefits	45,882,000	49,735,000	35,635,000	-14,100,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	61,000	36,000	36,000	0
Communications	563,000	566,000	427,000	-139,000
Food	190,000	259,000	259,000	0
Household Expenses	289,000	248,000	248,000	0
Information Technology Services	0	0	0	0
Insurance	496,000	496,000	711,000	215,000
Maintenance-Buildings and Improvements	767,000	906,000	517,000	-389,000
Maintenance-Equipment	589,000	238,000	72,000	-166,000
Medical Dental and Laboratory Supplies	6,374,000	4,618,000	5,311,000	693,000
Memberships	82,000	5,000	5,000	0
Miscellaneous Expense	2,000	0	2,000	2,000
Office Expense-Other	258,000	131,000	131,000	0
Office Expense-Postage	35,000	35,000	35,000	0
Office Expense-Stat and Forms	138,000	51,000	51,000	0
Professional and Specialized Services	16,600,000	16,542,000	14,065,000	-2,477,000
Publication and Legal Notices	32,000	23,000	23,000	0
Rents and Leases-Bldg and Improvemts	56,000	41,000	43,000	2,000
Rents and Leases-Equipment	291,000	327,000	308,000	-19,000
Small Tools and Instruments	18,000	46,000	28,000	-18,000
Special Departmental Expense	534,000	552,000	172,000	-380,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	83,000	85,000	85,000	0
Transportation and Travel-Auto Service	115,000	32,000	32,000	0
Transportation and Travel-Other	2,000	4,000	4,000	0
Transportation and Travel-Traveling	2,000	4,000	0	-4,000
Utilities	1,434,000	1,441,000	1,503,000	62,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	29,011,000	26,686,000	24,068,000	-2,618,000
<u>Other Charges</u>				
Other Charges	3,569,000	3,281,000	4,710,000	1,429,000
Total Other Charges	3,569,000	3,281,000	4,710,000	1,429,000

Health Services - Antelope Valley Cluster (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	26,000	26,000	26,000	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	23,000	23,000	73,000	50,000
Vehicle-Automobile	14,000	14,000	14,000	0
Vehicle-Heavy Use	0	0	11,000	11,000
Other Undefined Assets	6,000	6,000	6,000	0
Total Equipment	69,000	69,000	130,000	61,000
Total Fixed Assets	69,000	69,000	130,000	61,000
Other Financing Uses				
Operating Transfers Out	3,511,000	3,511,000	0	-3,511,000
Total Other Financing Uses	3,511,000	3,511,000	0	-3,511,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	82,042,000	83,282,000	64,543,000	-18,739,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	82,042,000	83,282,000	64,543,000	-18,739,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	5,000	31,000	31,000	0
Intergovernmental Revenues-Federal	159,000	159,000	159,000	0
Intergovernmental Revenues-State	4,439,000	3,244,000	3,132,000	-112,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	44,681,000	44,040,000	30,469,000	-13,571,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	11,474,000	11,474,000	10,090,000	-1,384,000
TOTAL AVAILABLE FINANCING	60,758,000	58,948,000	43,881,000	-15,067,000
COUNTY CONTRIBUTION	21,284,000	24,334,000	20,662,000	-3,672,000

HEALTH SERVICES - COASTAL CLUSTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	171,936,000	188,146,000	196,343,000	8,197,000
Employee Benefits	55,607,000	49,808,000	48,290,000	-1,518,000
Total Salaries and Employee Benefits	227,543,000	237,954,000	244,633,000	6,679,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	1,626,000	1,593,000	1,626,000	33,000
Communications	3,266,000	3,266,000	3,193,000	-73,000
Food	46,000	46,000	46,000	0
Household Expenses	1,104,000	1,053,000	1,104,000	51,000
Information Technology Services	0	0	0	0
Insurance	2,205,000	2,237,000	2,465,000	228,000
Maintenance-Buildings and Improvements	1,427,000	1,425,000	1,427,000	2,000
Maintenance-Equipment	2,667,000	2,776,000	2,725,000	-51,000
Medical Dental and Laboratory Supplies	48,518,000	41,787,000	49,723,000	7,936,000
Memberships	586,000	446,000	456,000	10,000
Miscellaneous Expense	27,000	53,000	44,000	-9,000
Office Expense-Other	792,000	584,000	793,000	209,000
Office Expense-Postage	181,000	236,000	182,000	-54,000
Office Expense-Stat and Forms	2,204,000	2,179,000	2,108,000	-71,000
Professional and Specialized Services	84,271,000	94,408,000	90,819,000	-3,589,000
Publication and Legal Notices	88,000	88,000	88,000	0
Rents and Leases-Bldg and Improvements	1,965,000	2,285,000	1,965,000	-320,000
Rents and Leases-Equipment	702,000	702,000	693,000	-9,000
Small Tools and Instruments	216,000	216,000	216,000	0
Special Departmental Expense	0	7,000	0	-7,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	39,000	39,000	39,000	0
Transportation and Travel-Auto Service	97,000	79,000	97,000	18,000
Transportation and Travel-Other	51,000	51,000	51,000	0
Transportation and Travel-Traveling	36,000	36,000	36,000	0
Utilities	5,120,000	5,220,000	5,429,000	209,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	11,532,000	11,532,000	11,532,000	0
Total Services and Supplies	145,702,000	149,280,000	153,793,000	4,513,000
<u>Other Charges</u>				
Other Charges	13,577,000	14,124,000	15,985,000	1,861,000
Total Other Charges	13,577,000	14,124,000	15,985,000	1,861,000

Health Services - Coastal Cluster (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	839,000	839,000	889,000	50,000
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	29,000	29,000	29,000	0
Other Undefined Assets	0	0	0	0
Total Equipment	868,000	868,000	918,000	50,000
Total Fixed Assets	868,000	868,000	918,000	50,000
<u>Other Financing Uses</u>				
Operating Transfers Out	77,124,000	77,124,000	82,421,000	5,297,000
Total Other Financing Uses	77,124,000	77,124,000	82,421,000	5,297,000
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	464,814,000	479,350,000	497,750,000	18,400,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	464,814,000	479,350,000	497,750,000	18,400,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	30,000	30,000	30,000	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	10,639,000	11,965,000	12,389,000	424,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	357,355,000	346,584,000	366,058,000	19,474,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	34,622,000	34,539,000	29,933,000	-4,606,000
TOTAL AVAILABLE FINANCING	402,646,000	393,118,000	408,410,000	15,292,000
COUNTY CONTRIBUTION	62,168,000	86,232,000	89,340,000	3,108,000

HEALTH SERVICES - LAC+USC HEALTHCARE NETWORK

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	369,624,000	439,459,000	493,596,000	54,137,000
Employee Benefits	138,251,000	88,793,000	46,402,000	-42,391,000
Total Salaries and Employee Benefits	507,875,000	528,252,000	539,998,000	11,746,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	3,000,000	3,000,000	3,000,000	0
Communications	7,590,000	7,609,000	7,102,000	-507,000
Food	191,000	270,000	195,000	-75,000
Household Expenses	3,765,000	2,545,000	3,907,000	1,362,000
Information Technology Services	4,233,000	4,233,000	5,173,000	940,000
Insurance	4,780,000	4,780,000	5,490,000	710,000
Maintenance-Buildings and Improvements	5,236,000	4,974,000	5,467,000	493,000
Maintenance-Equipment	7,128,000	7,832,000	7,709,000	-123,000
Medical Dental and Laboratory Supplies	178,612,000	178,926,000	196,156,000	17,230,000
Memberships	329,000	327,000	274,000	-53,000
Miscellaneous Expense	121,000	103,000	129,000	26,000
Office Expense-Other	5,707,000	5,920,000	5,707,000	-213,000
Office Expense-Postage	83,000	135,000	136,000	1,000
Office Expense-Stat and Forms	1,871,000	2,043,000	2,043,000	0
Professional and Specialized Services	195,595,000	215,270,000	191,486,000	-23,784,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvemts	1,121,000	1,121,000	2,168,000	1,047,000
Rents and Leases-Equipment	4,919,000	5,124,000	4,892,000	-232,000
Small Tools and Instruments	592,000	640,000	614,000	-26,000
Special Departmental Expense	1,193,000	1,280,000	1,205,000	-75,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	27,000	29,000	29,000	0
Transportation and Travel-Auto Service	961,000	961,000	942,000	-19,000
Transportation and Travel-Other	58,000	84,000	84,000	0
Transportation and Travel-Traveling	97,000	91,000	97,000	6,000
Utilities	9,387,000	9,419,000	9,784,000	365,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	63,046,000	63,046,000	68,888,000	5,842,000
Total Services and Supplies	373,550,000	393,670,000	384,901,000	-8,769,000
<u>Other Charges</u>				
Other Charges	39,362,000	41,230,000	42,581,000	1,351,000
Total Other Charges	39,362,000	41,230,000	42,581,000	1,351,000

Health Services - LAC+USC Healthcare Network (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	52,000	52,000	52,000	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	30,000	30,000	30,000	0
Medical Equipment	1,310,000	1,310,000	1,360,000	50,000
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	1,392,000	1,392,000	1,442,000	50,000
Total Fixed Assets	1,392,000	1,392,000	1,442,000	50,000
Other Financing Uses				
Operating Transfers Out	157,723,000	157,723,000	168,556,000	10,833,000
Total Other Financing Uses	157,723,000	157,723,000	168,556,000	10,833,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	1,079,902,000	1,122,267,000	1,137,478,000	15,211,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	1,079,902,000	1,122,267,000	1,137,478,000	15,211,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	406,000	406,000	52,000	-354,000
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	28,906,000	31,547,000	31,643,000	96,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	718,719,000	716,956,000	719,786,000	2,830,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	107,922,000	107,654,000	98,520,000	-9,134,000
TOTAL AVAILABLE FINANCING	855,953,000	856,563,000	850,001,000	-6,562,000
COUNTY CONTRIBUTION	223,949,000	265,704,000	287,477,000	21,773,000

HEALTH SERVICES - RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	75,533,000	80,235,000	0	-80,235,000
Employee Benefits	31,208,000	31,915,000	0	-31,915,000
Total Salaries and Employee Benefits	106,741,000	112,150,000	0	-112,150,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	80,000	105,000	0	-105,000
Communications	1,577,000	1,727,000	0	-1,727,000
Food	0	0	0	0
Household Expenses	406,000	450,000	0	-450,000
Information Technology Services	0	0	0	0
Insurance	360,000	601,000	391,000	-210,000
Maintenance-Buildings and Improvements	1,386,000	921,000	0	-921,000
Maintenance-Equipment	1,187,000	1,433,000	0	-1,433,000
Medical Dental and Laboratory Supplies	12,000,000	11,811,000	0	-11,811,000
Memberships	40,000	92,000	0	-92,000
Miscellaneous Expense	0	17,000	0	-17,000
Office Expense-Other	992,000	1,152,000	0	-1,152,000
Office Expense-Postage	56,000	85,000	0	-85,000
Office Expense-Stat and Forms	252,000	169,000	0	-169,000
Professional and Specialized Services	27,700,000	31,790,000	14,700,000	-17,090,000
Publication and Legal Notices	19,000	53,000	0	-53,000
Rents and Leases-Bldg and Improvemts	0	1,000	0	-1,000
Rents and Leases-Equipment	1,134,000	1,139,000	0	-1,139,000
Small Tools and Instruments	94,000	6,000	0	-6,000
Special Departmental Expense	230,000	161,000	0	-161,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	245,000	236,000	0	-236,000
Transportation and Travel-Other	0	5,000	0	-5,000
Transportation and Travel-Traveling	56,000	247,000	0	-247,000
Utilities	4,585,000	4,524,000	0	-4,524,000
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	52,399,000	56,725,000	15,091,000	-41,634,000
<u>Other Charges</u>				
Other Charges	16,247,000	17,970,000	15,771,000	-2,199,000
Total Other Charges	16,247,000	17,970,000	15,771,000	-2,199,000

Health Services - Rancho Los Amigos National Rehabilitation Center (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	76,000	76,000	0	-76,000
Electronic Equipment	7,000	7,000	0	-7,000
Major Office Equipment	0	0	0	0
Medical Equipment	91,000	91,000	0	-91,000
Vehicle-Automobile	27,000	27,000	0	-27,000
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	201,000	201,000	0	-201,000
Total Fixed Assets	201,000	201,000	0	-201,000
<u>Other Financing Uses</u>				
Operating Transfers Out	34,821,000	34,821,000	0	-34,821,000
Total Other Financing Uses	34,821,000	34,821,000	0	-34,821,000
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	210,409,000	221,867,000	30,862,000	-191,005,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	210,409,000	221,867,000	30,862,000	-191,005,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	18,000	18,000	0	-18,000
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	8,839,000	8,453,000	0	-8,453,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	145,721,000	144,422,000	0	-144,422,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	19,652,000	19,652,000	0	-19,652,000
TOTAL AVAILABLE FINANCING	174,230,000	172,545,000	0	-172,545,000
COUNTY CONTRIBUTION	36,179,000	49,322,000	30,862,000	-18,460,000

HEALTH SERVICES - SAN FERNANDO VALLEY CLUSTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	111,558,000	113,194,000	107,345,000	-5,849,000
Employee Benefits	39,685,000	39,685,000	43,389,000	3,704,000
Total Salaries and Employee Benefits	151,243,000	152,879,000	150,734,000	-2,145,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	265,000	417,000	244,000	-173,000
Communications	2,053,000	1,706,000	2,023,000	317,000
Food	0	0	0	0
Household Expenses	629,000	675,000	510,000	-165,000
Information Technology Services	0	0	0	0
Insurance	1,546,000	1,653,000	1,680,000	27,000
Maintenance-Buildings and Improvements	1,032,000	633,000	707,000	74,000
Maintenance-Equipment	2,815,000	5,148,000	5,116,000	-32,000
Medical Dental and Laboratory Supplies	31,405,000	29,103,000	30,245,000	1,142,000
Memberships	46,000	65,000	74,000	9,000
Miscellaneous Expense	0	8,000	8,000	0
Office Expense-Other	1,095,000	844,000	979,000	135,000
Office Expense-Postage	174,000	166,000	166,000	0
Office Expense-Stat and Forms	1,685,000	1,115,000	1,130,000	15,000
Professional and Specialized Services	57,306,000	68,286,000	60,027,000	-8,259,000
Publication and Legal Notices	3,000	9,000	9,000	0
Rents and Leases-Bldg and Improvemts	152,000	247,000	271,000	24,000
Rents and Leases-Equipment	2,755,000	2,397,000	1,616,000	-781,000
Small Tools and Instruments	15,000	35,000	35,000	0
Special Departmental Expense	274,000	174,000	174,000	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	20,000	73,000	73,000	0
Transportation and Travel-Auto Service	80,000	97,000	97,000	0
Transportation and Travel-Other	21,000	21,000	21,000	0
Transportation and Travel-Traveling	48,000	91,000	91,000	0
Utilities	2,015,000	1,563,000	1,997,000	434,000
Expense Applicable to Prior Years	-1,000	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	105,433,000	114,526,000	107,293,000	-7,233,000
<u>Other Charges</u>				
Other Charges	12,959,000	14,185,000	14,797,000	612,000
Total Other Charges	12,959,000	14,185,000	14,797,000	612,000

Health Services - San Fernando Valley Cluster (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	563,000	563,000	613,000	50,000
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	563,000	563,000	613,000	50,000
Total Fixed Assets	563,000	563,000	613,000	50,000
<u>Other Financing Uses</u>				
Operating Transfers Out	60,890,000	60,890,000	65,052,000	4,162,000
Total Other Financing Uses	60,890,000	60,890,000	65,052,000	4,162,000
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
<u>Reserves</u>				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	331,088,000	343,043,000	338,489,000	-4,554,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	331,088,000	343,043,000	338,489,000	-4,554,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
<u>Revenues</u>				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	54,000	54,000	54,000	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	9,012,000	8,130,000	9,012,000	882,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	248,139,000	251,494,000	254,836,000	3,342,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	25,955,000	25,955,000	20,311,000	-5,644,000
TOTAL AVAILABLE FINANCING	283,160,000	285,633,000	284,213,000	-1,420,000
COUNTY CONTRIBUTION	47,928,000	57,410,000	54,276,000	-3,134,000

HEALTH SERVICES - SOUTHWEST CLUSTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	176,392,000	177,063,000	172,828,000	-4,235,000
Employee Benefits	66,470,000	66,599,000	74,763,000	8,164,000
Total Salaries and Employee Benefits	242,862,000	243,662,000	247,591,000	3,929,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	120,000	82,000	0	-82,000
Communications	3,108,000	2,962,000	2,883,000	-79,000
Food	2,000	2,000	2,000	0
Household Expenses	721,000	847,000	848,000	1,000
Information Technology Services	0	0	0	0
Insurance	3,254,000	3,325,000	3,793,000	468,000
Maintenance-Buildings and Improvements	442,000	328,000	328,000	0
Maintenance-Equipment	2,787,000	2,885,000	3,047,000	162,000
Medical Dental and Laboratory Supplies	35,175,000	25,106,000	30,967,000	5,861,000
Memberships	48,000	118,000	86,000	-32,000
Miscellaneous Expense	0	1,000	1,000	0
Office Expense-Other	988,000	2,694,000	857,000	-1,837,000
Office Expense-Postage	133,000	100,000	100,000	0
Office Expense-Stat and Forms	3,020,000	1,121,000	815,000	-306,000
Professional and Specialized Services	83,514,000	93,087,000	66,857,000	-26,230,000
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvements	384,000	403,000	167,000	-236,000
Rents and Leases-Equipment	2,552,000	3,161,000	2,552,000	-609,000
Small Tools and Instruments	1,000	10,000	8,000	-2,000
Special Departmental Expense	205,000	173,000	171,000	-2,000
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	22,000	13,000	13,000	0
Transportation and Travel-Auto Service	248,000	206,000	206,000	0
Transportation and Travel-Other	70,000	81,000	80,000	-1,000
Transportation and Travel-Traveling	8,000	62,000	58,000	-4,000
Utilities	6,071,000	6,071,000	6,293,000	222,000
Expense Applicable to Prior Years	-1,000	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	142,872,000	142,838,000	120,132,000	-22,706,000
<u>Other Charges</u>				
Other Charges	18,137,000	19,640,000	19,710,000	70,000
Total Other Charges	18,137,000	19,640,000	19,710,000	70,000

Health Services - Southwest Cluster (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	1,383,000	1,383,000	1,383,000	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	1,383,000	1,383,000	1,383,000	0
Total Fixed Assets	1,383,000	1,383,000	1,383,000	0
Other Financing Uses				
Operating Transfers Out	60,563,000	60,563,000	64,720,000	4,157,000
Total Other Financing Uses	60,563,000	60,563,000	64,720,000	4,157,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	0	0	0	0
Total Reserves	0	0	0	0
Gross Total	465,817,000	468,086,000	453,536,000	-14,550,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	465,817,000	468,086,000	453,536,000	-14,550,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	0	0	0	0
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	27,000	27,000	27,000	0
Intergovernmental Revenues-Federal	400,000	400,000	400,000	0
Intergovernmental Revenues-State	13,563,000	12,656,000	12,442,000	-214,000
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	315,155,000	313,927,000	313,332,000	-595,000
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	47,000,000	46,901,000	38,860,000	-8,041,000
TOTAL AVAILABLE FINANCING	376,145,000	373,911,000	365,061,000	-8,850,000
COUNTY CONTRIBUTION	89,672,000	94,175,000	88,475,000	-5,700,000

HEALTH SERVICES - SB855 ENTERPRISE FUND

DEPARTMENTAL DETAIL SUMMARY

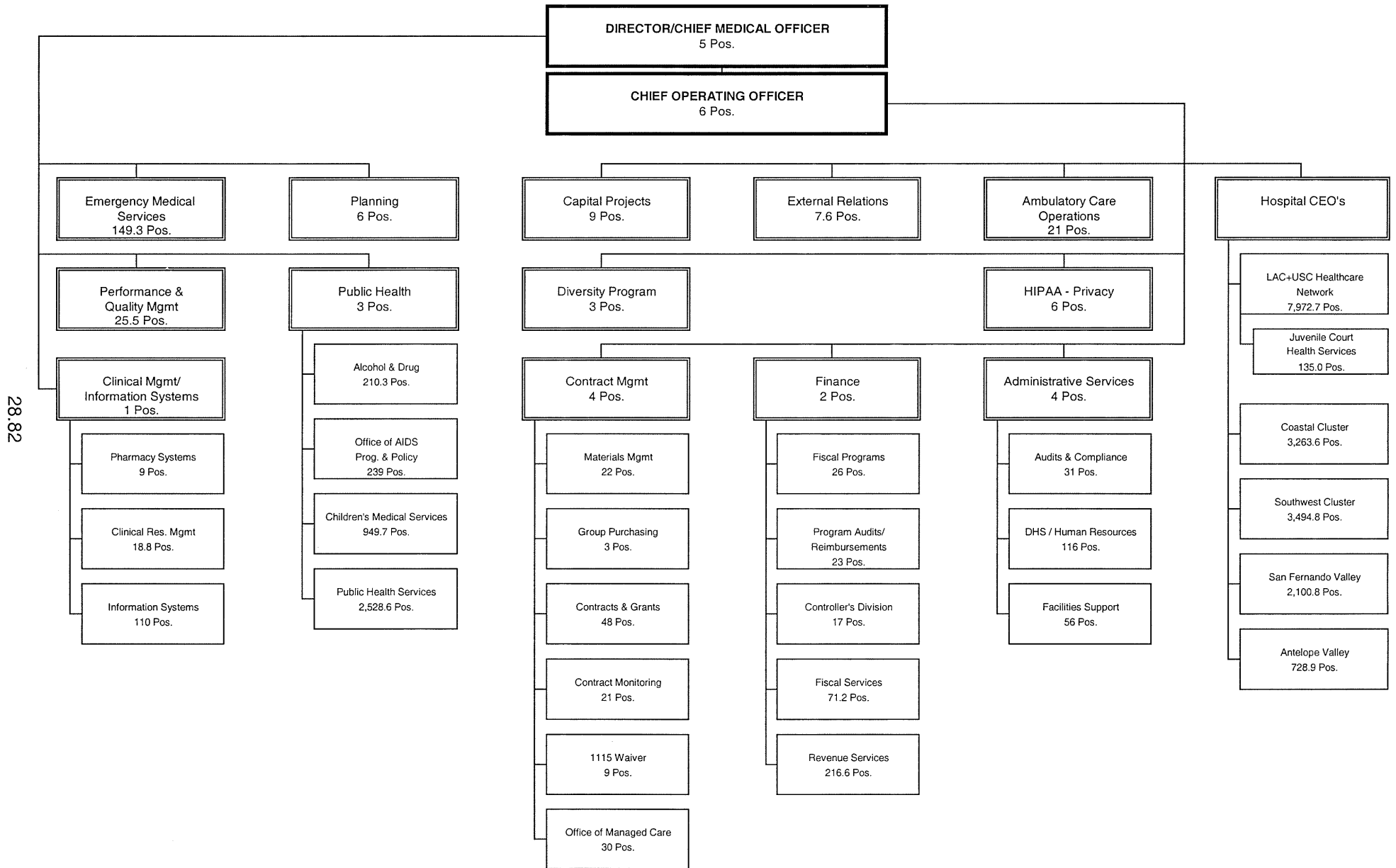
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	0	0	0	0
Employee Benefits	0	0	0	0
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	0	0	0	0
Communications	0	0	0	0
Food	0	0	0	0
Household Expenses	0	0	0	0
Information Technology Services	0	0	0	0
Insurance	0	0	0	0
Maintenance-Buildings and Improvements	0	0	0	0
Maintenance-Equipment	0	0	0	0
Medical Dental and Laboratory Supplies	0	0	0	0
Memberships	0	0	0	0
Miscellaneous Expense	0	0	0	0
Office Expense-Other	0	0	0	0
Office Expense-Postage	0	0	0	0
Office Expense-Stat and Forms	0	0	0	0
Professional and Specialized Services	0	0	0	0
Publication and Legal Notices	0	0	0	0
Rents and Leases-Bldg and Improvements	0	0	0	0
Rents and Leases-Equipment	0	0	0	0
Small Tools and Instruments	0	0	0	0
Special Departmental Expense	0	0	0	0
Telecommunications	0	0	0	0
Transportation and Travel-Auto Mileage	0	0	0	0
Transportation and Travel-Auto Service	0	0	0	0
Transportation and Travel-Other	0	0	0	0
Transportation and Travel-Traveling	0	0	0	0
Utilities	0	0	0	0
Expense Applicable to Prior Years	0	0	0	0
Less: Expense Distribution	0	0	0	0
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Other Charges	0	0	0	0
Total Other Charges	0	0	0	0

Health Services - SB855 Enterprise Fund (cont'd)

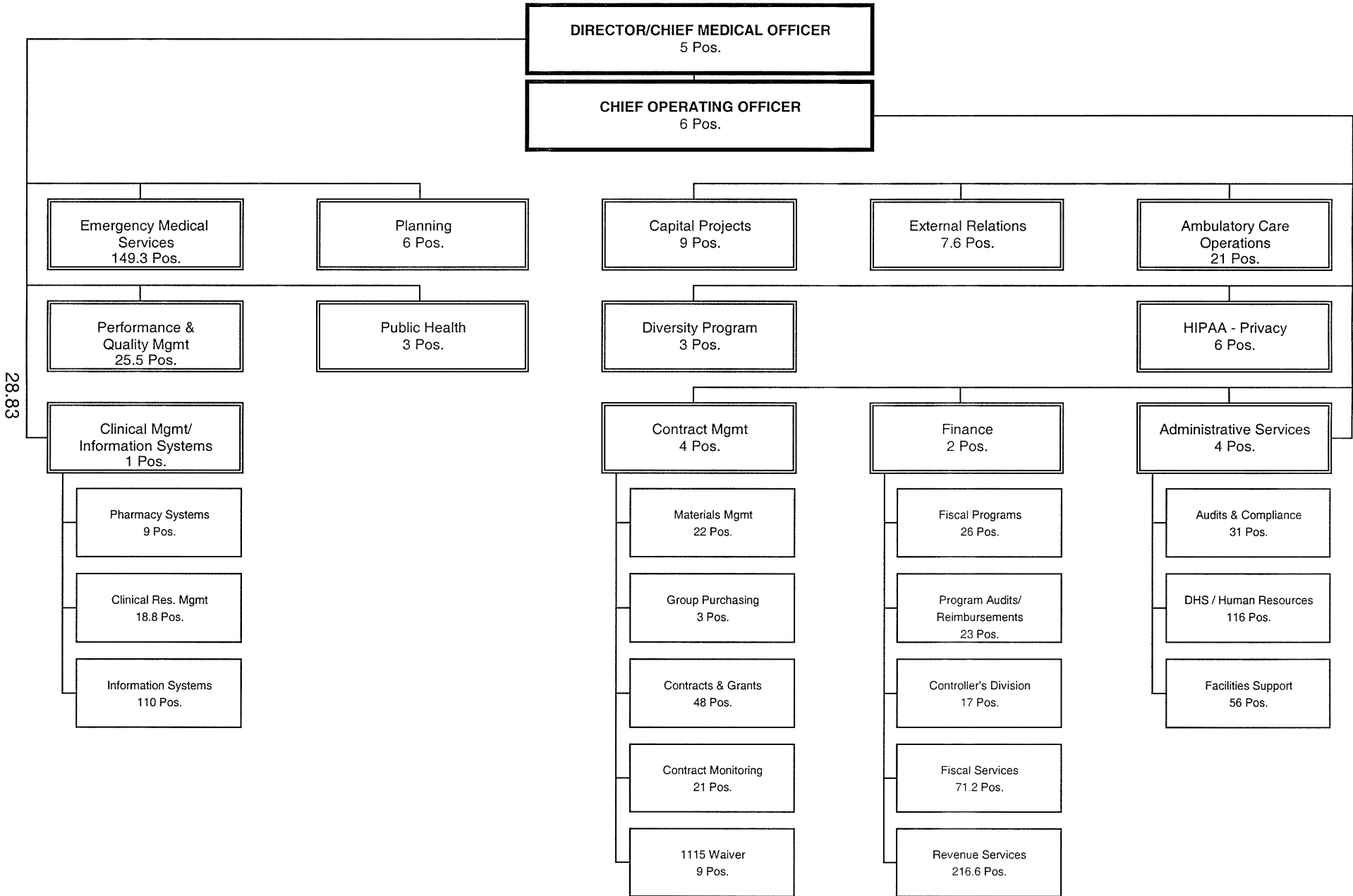
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Communications Equipment	0	0	0	0
Computer Info and Data Processing Sys	0	0	0	0
Electronic Equipment	0	0	0	0
Major Office Equipment	0	0	0	0
Medical Equipment	0	0	0	0
Vehicle-Automobile	0	0	0	0
Vehicle-Heavy Use	0	0	0	0
Other Undefined Assets	0	0	0	0
Total Equipment	0	0	0	0
Total Fixed Assets	0	0	0	0
Other Financing Uses				
Operating Transfers Out	245,872,000	245,872,000	197,485,000	-48,387,000
Total Other Financing Uses	245,872,000	245,872,000	197,485,000	-48,387,000
Residual Equity Transfers				
Residual Equity Transfers Out	0	0	0	0
Total Residual Equity Transfers	0	0	0	0
Reserves				
Designations	77,773,000	0	0	0
Total Reserves	77,773,000	0	0	0
Gross Total	323,645,000	245,872,000	197,485,000	-48,387,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	323,645,000	245,872,000	197,485,000	-48,387,000
AVAILABLE FINANCING:				
Cancellation of Reserves/Designations	245,872,000	245,872,000	197,485,000	-48,387,000
Revenues				
Fines, Forfeitures and Penalties	0	0	0	0
Revenue from Use of Money and Property	0	0	0	0
Intergovernmental Revenues-Federal	0	0	0	0
Intergovernmental Revenues-State	0	0	0	0
Intergovernmental Revenues-Other	0	0	0	0
Charges for Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	0	0	0	0
TOTAL AVAILABLE FINANCING	245,872,000	245,872,000	197,485,000	-48,387,000
COUNTY CONTRIBUTION	77,773,000	0	0	0

Health Services

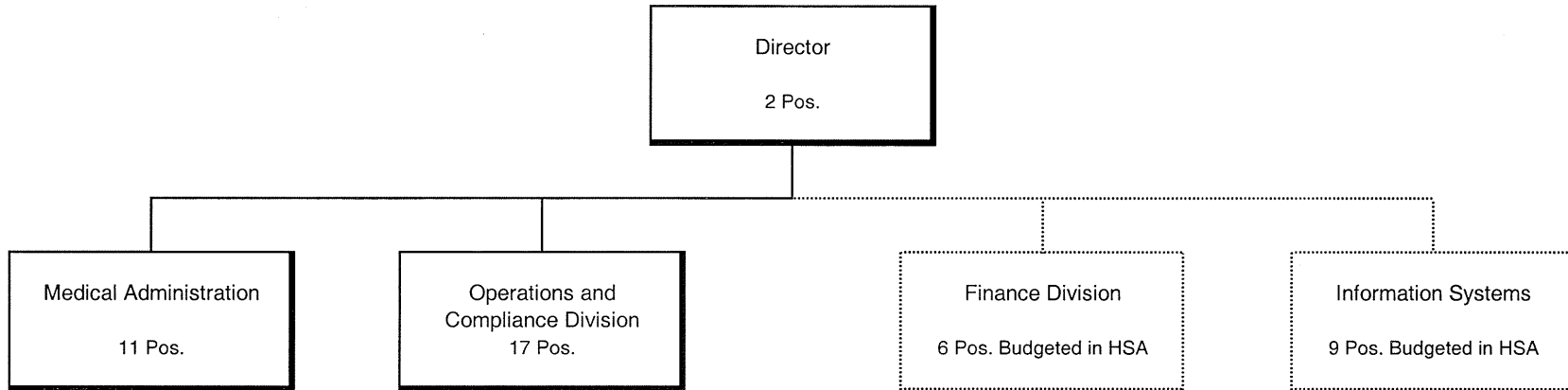
2003-04 Proposed Budget Total Positions: 22,703.4



Health Services - Administration
2003-04 Proposed Budget Total Positions: 1,050.0



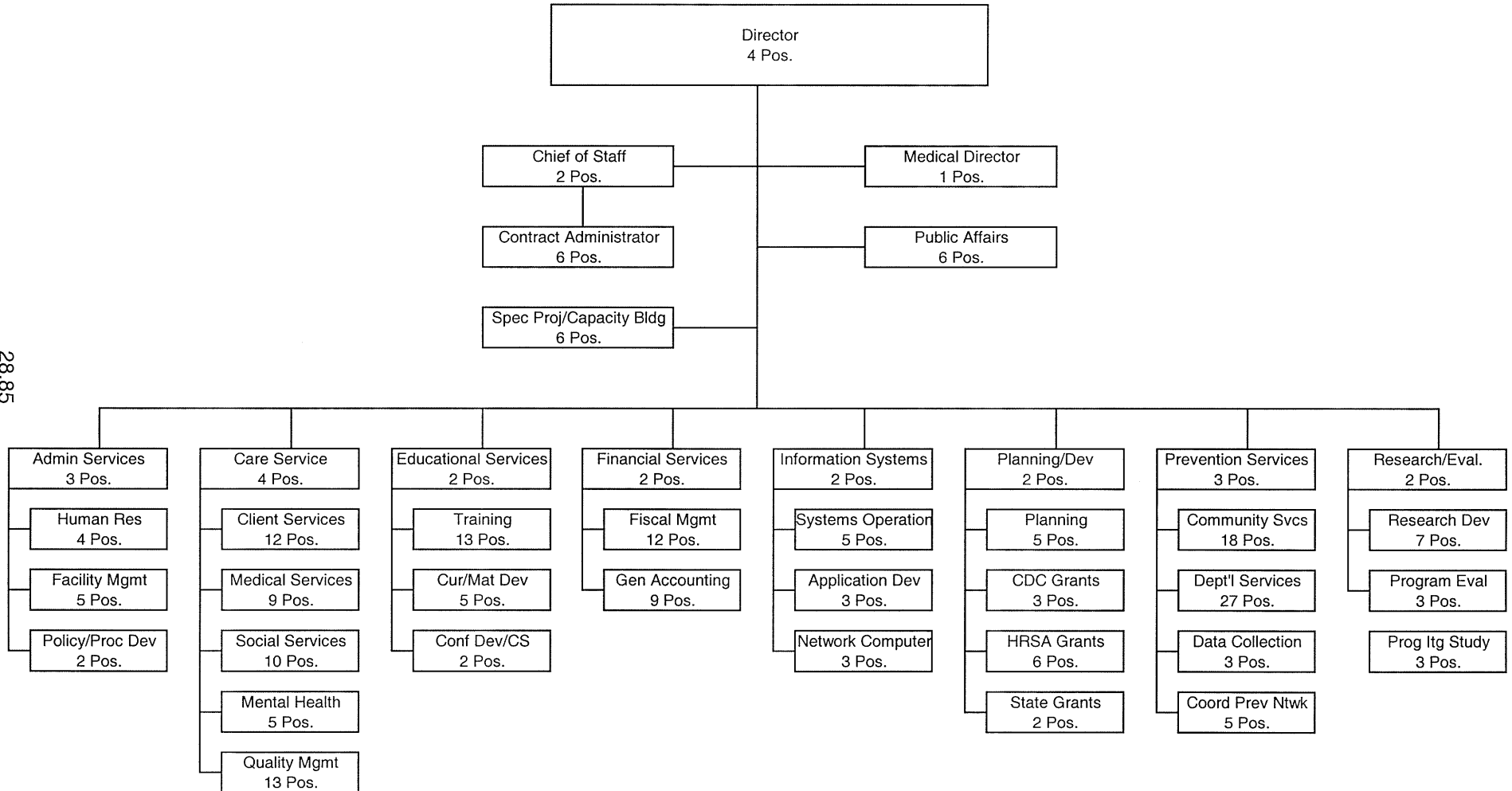
Health Services - Office of Managed Care
2003-04 Proposed Budget Total Positions: 30



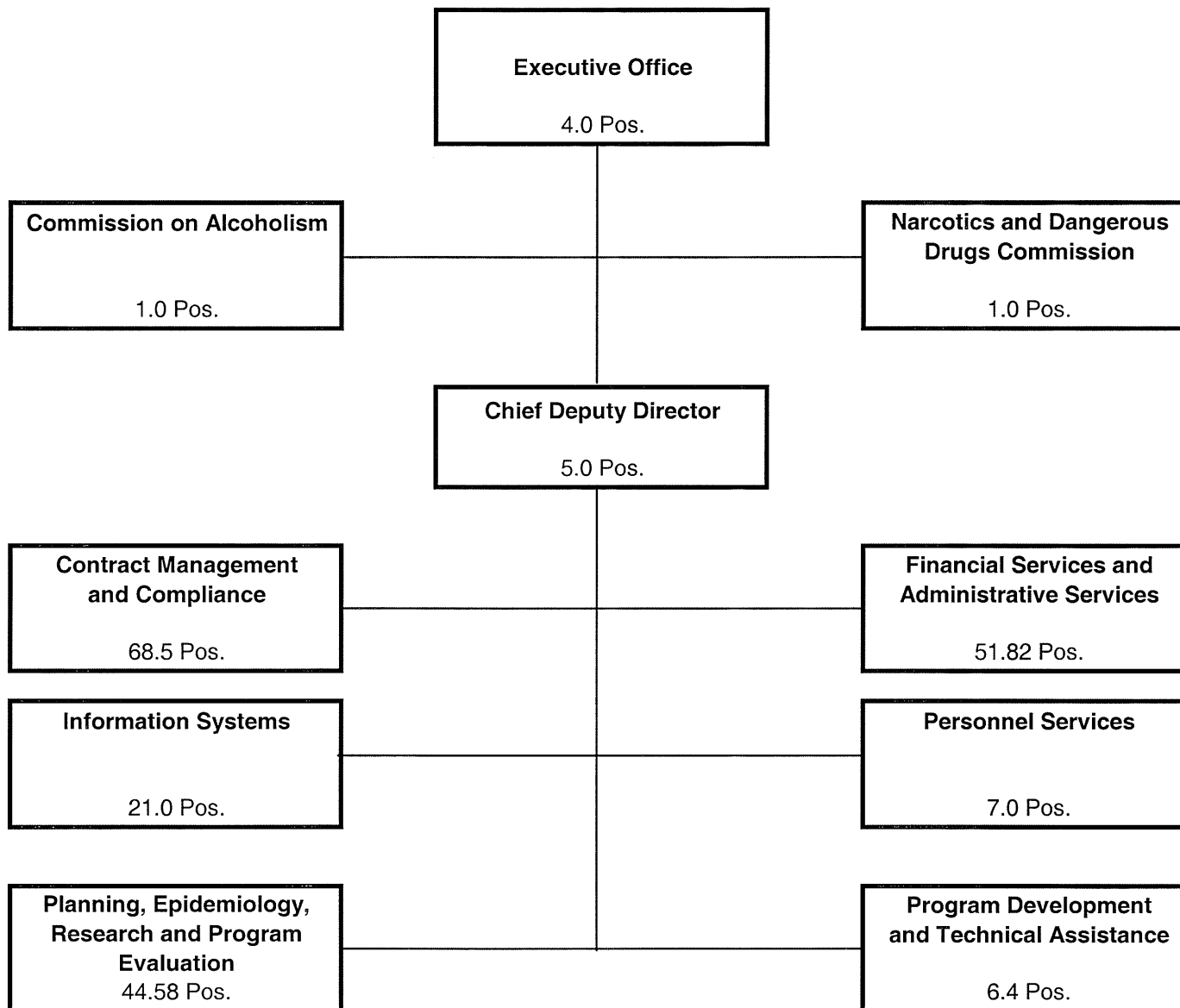
28.84

Health Services - Office of AIDS Programs and Policy
 2003-04 Proposed Budget Total Positions: 239.0

28.85

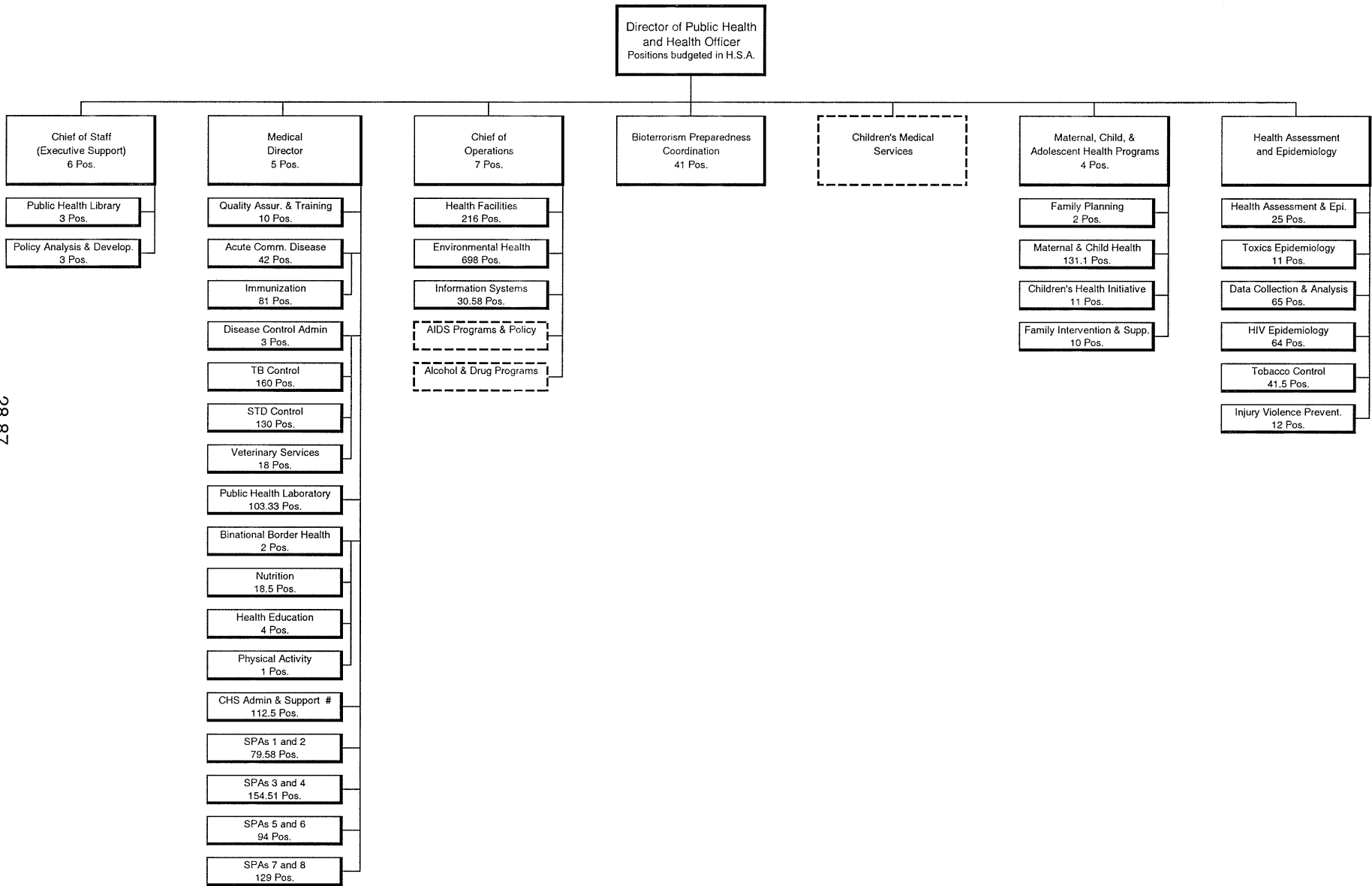


Health Services - Alcohol and Drug Programs Administration
2003-04 Proposed Budget Total Positions: 210.3



Health Services - Public Health

2003-04 Proposed Budget Total Positions: 2,528.6

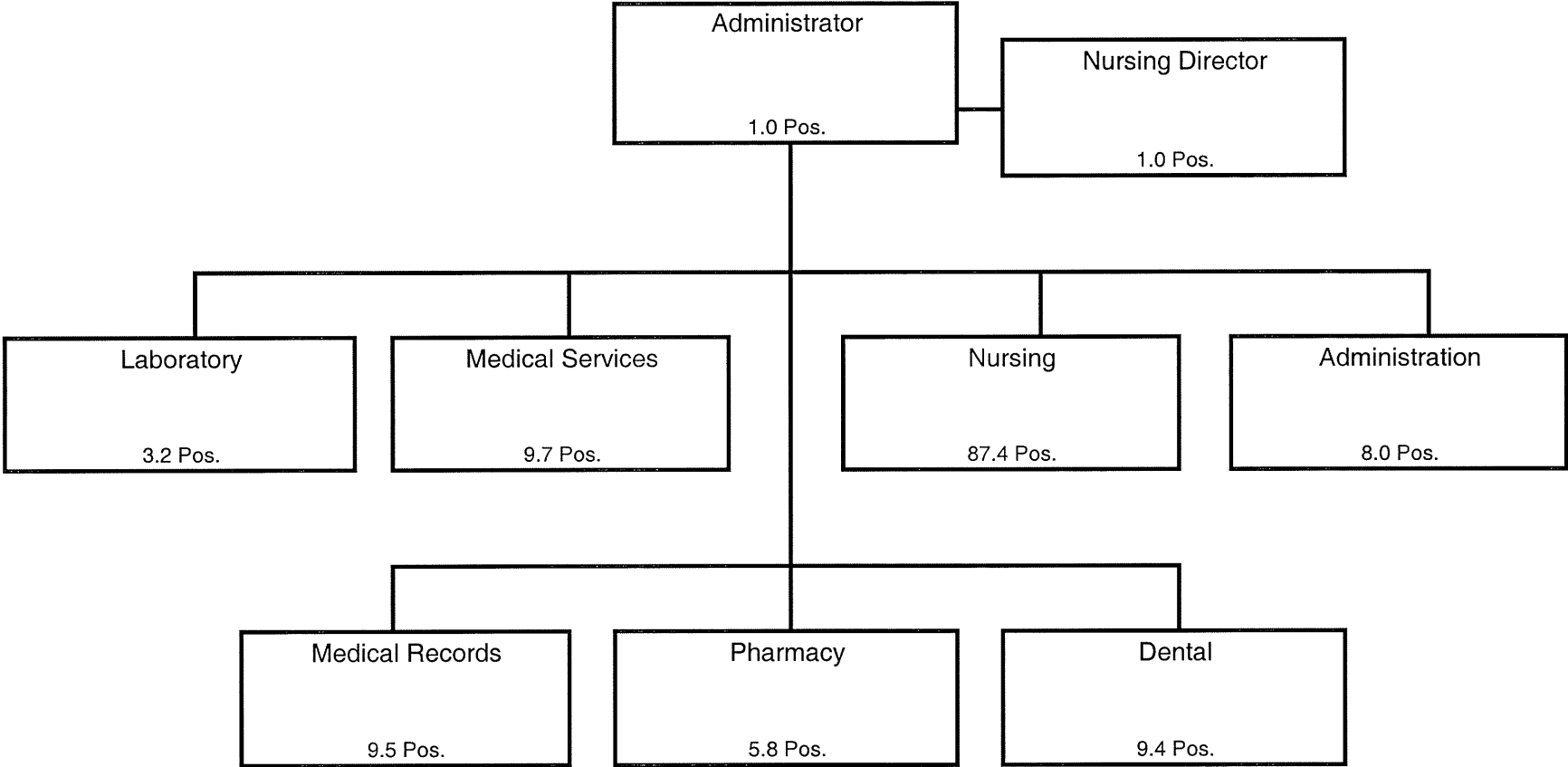


28.87

Denotes separate Budget Unit

CHS Admin & Support includes: Administration (11); TB Augmentation (17); Dental (3); Public Health Investigation headquarters (16); Public Health Nursing headquarters (18.34); Health Center Support (10.58); HIV/AIDS (26); and As-Needed Physicians (10.58).

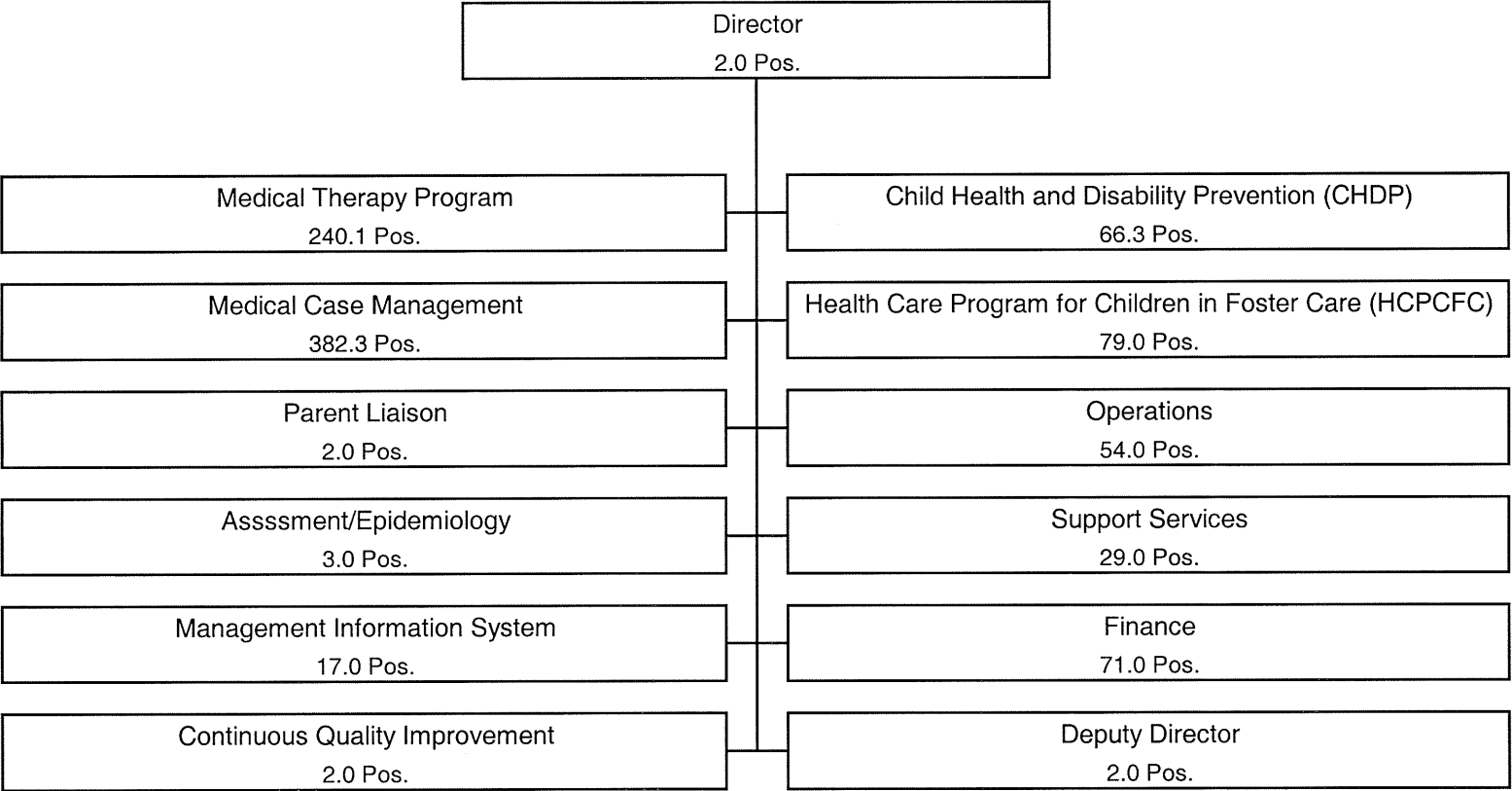
Health Services - Juvenile Court Health Services
2003-04 Proposed Budget Total Positions: 135.0



28.88

Health Services - Children's Medical Services

2003-04 Proposed Budget Total Positions: 949.7



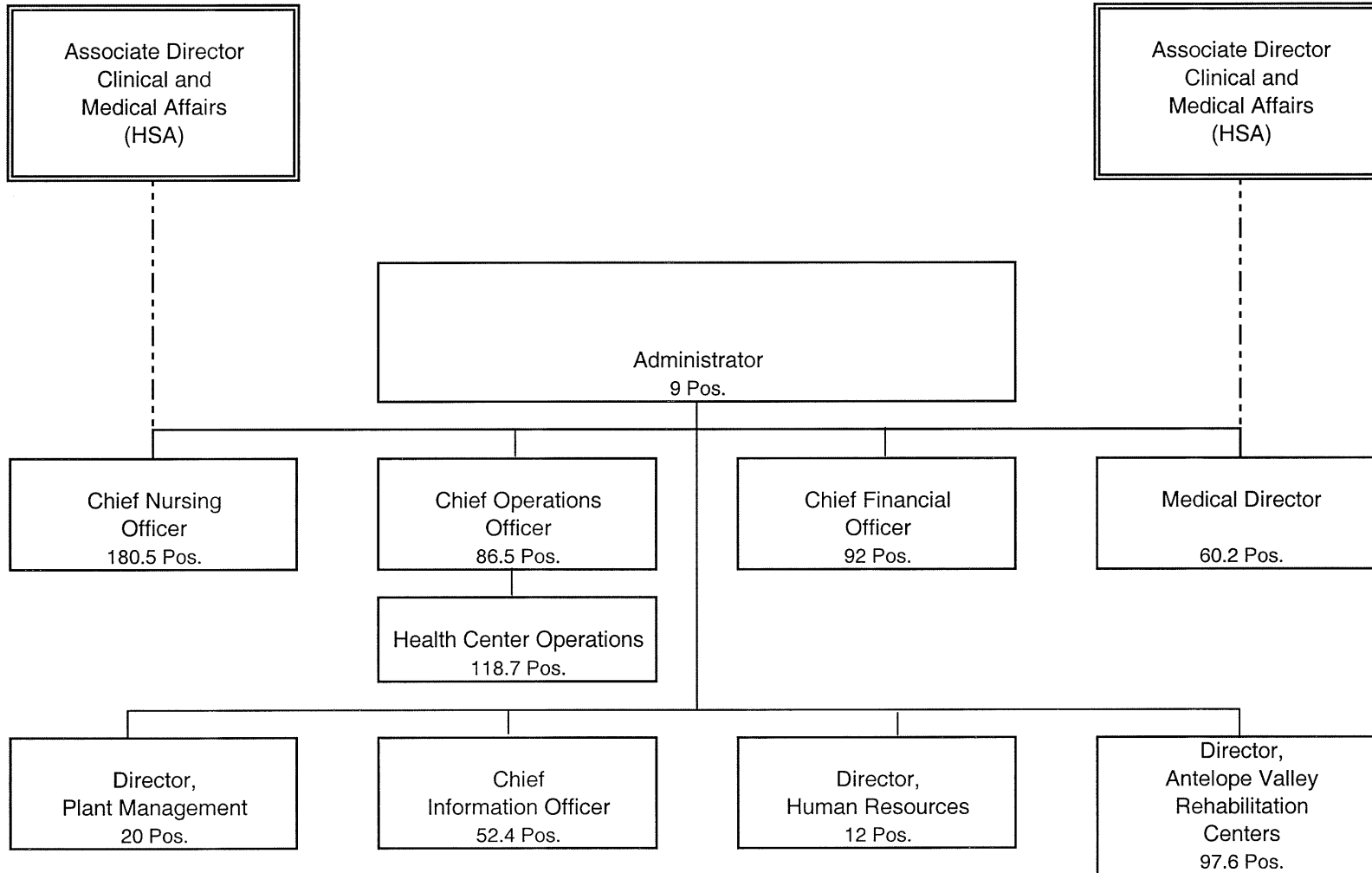
28.89

Health Services - Antelope Valley Cluster

2003-04 Proposed Budget Total Positions: 728.9

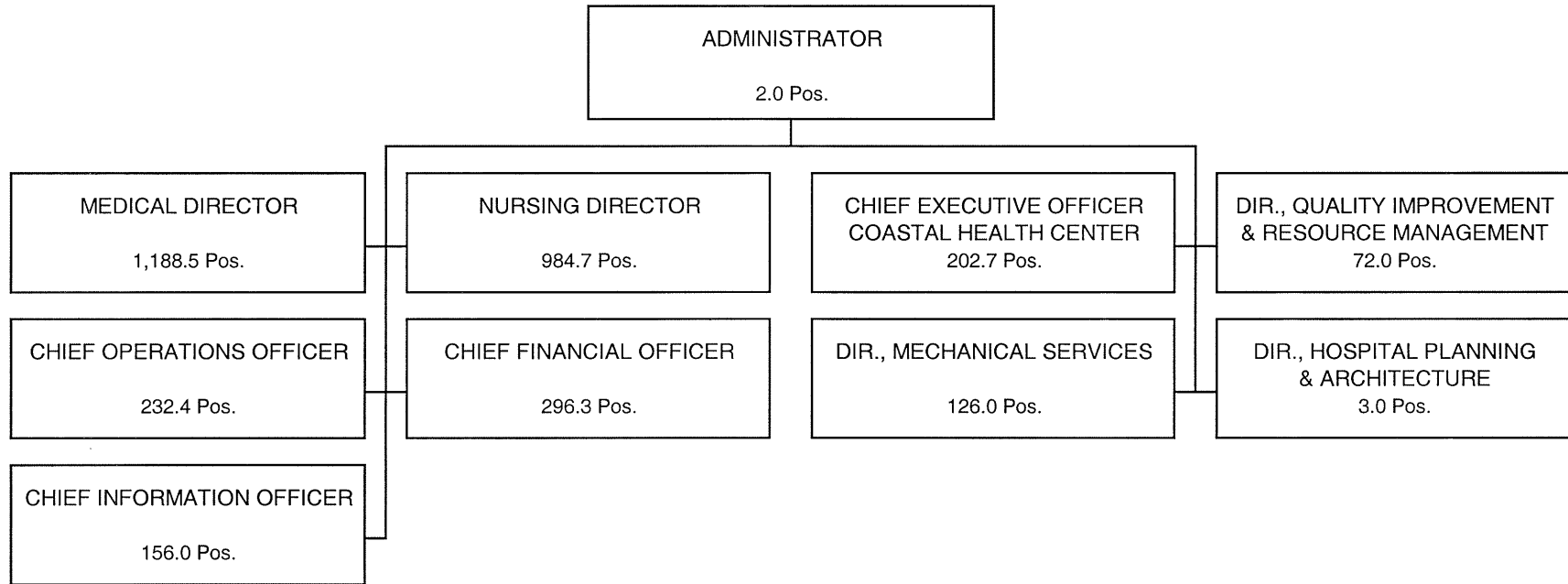
Reflects FY 2002-03 Organizational Structure, Pending High Desert Hospital's Conversion to a Multi-Service Ambulatory Care Center

28.90

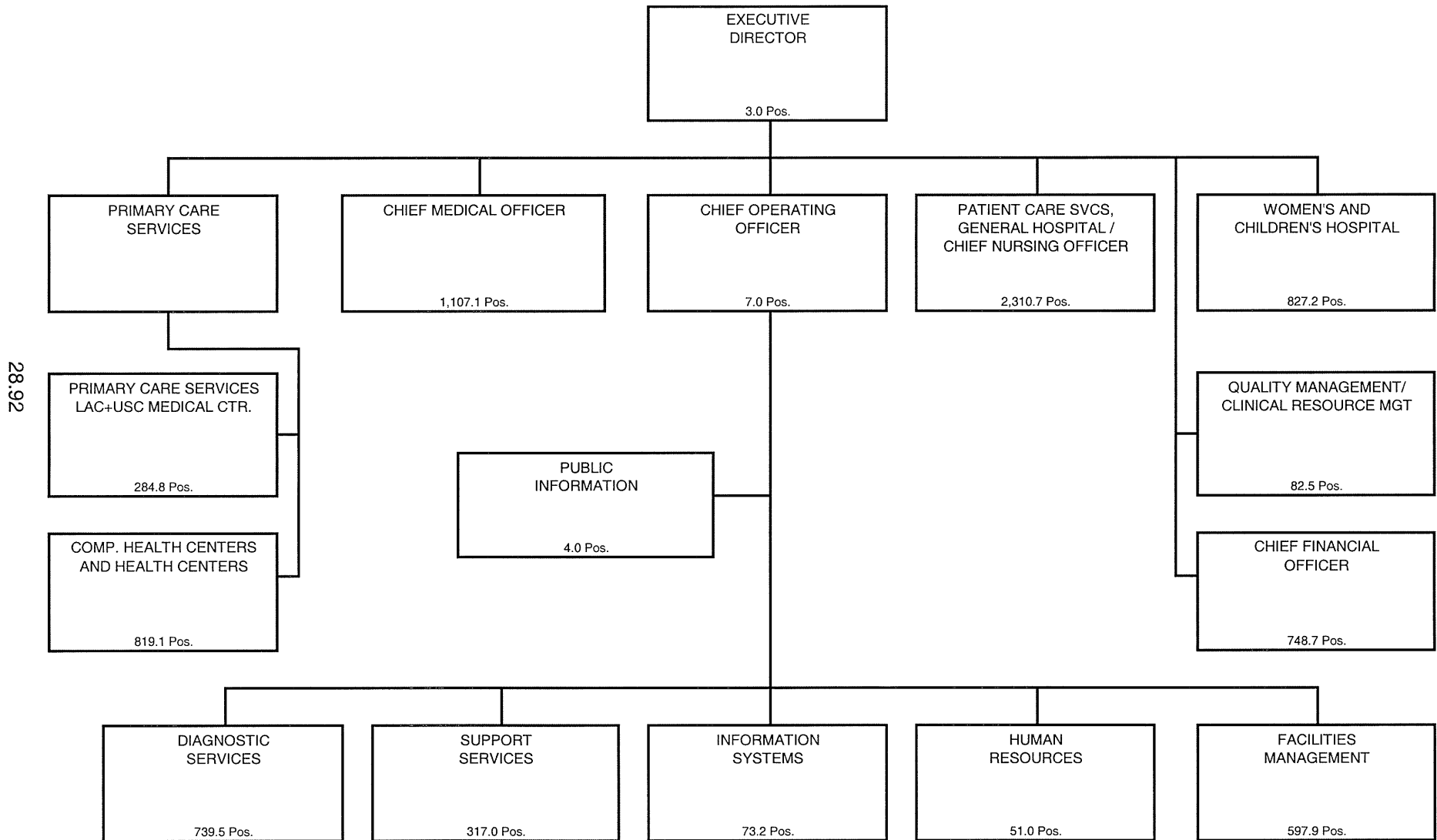


Health Services - Coastal Cluster
2003-04 Proposed Budget Total Positions: 3,263.6

28.91

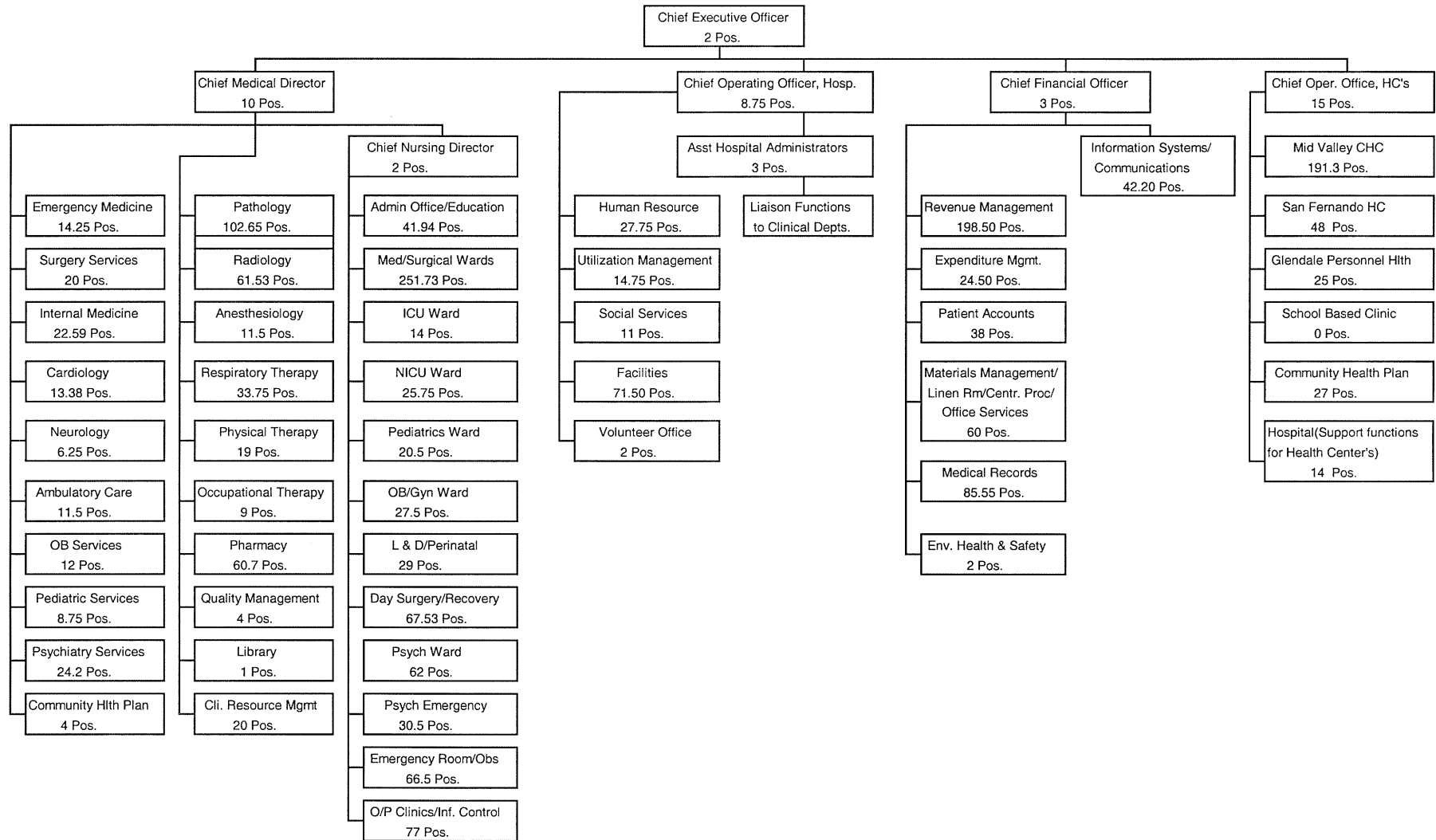


Health Services - LAC+USC Healthcare Network
 2003-04 Proposed Budget Total Positions: 7,972.7



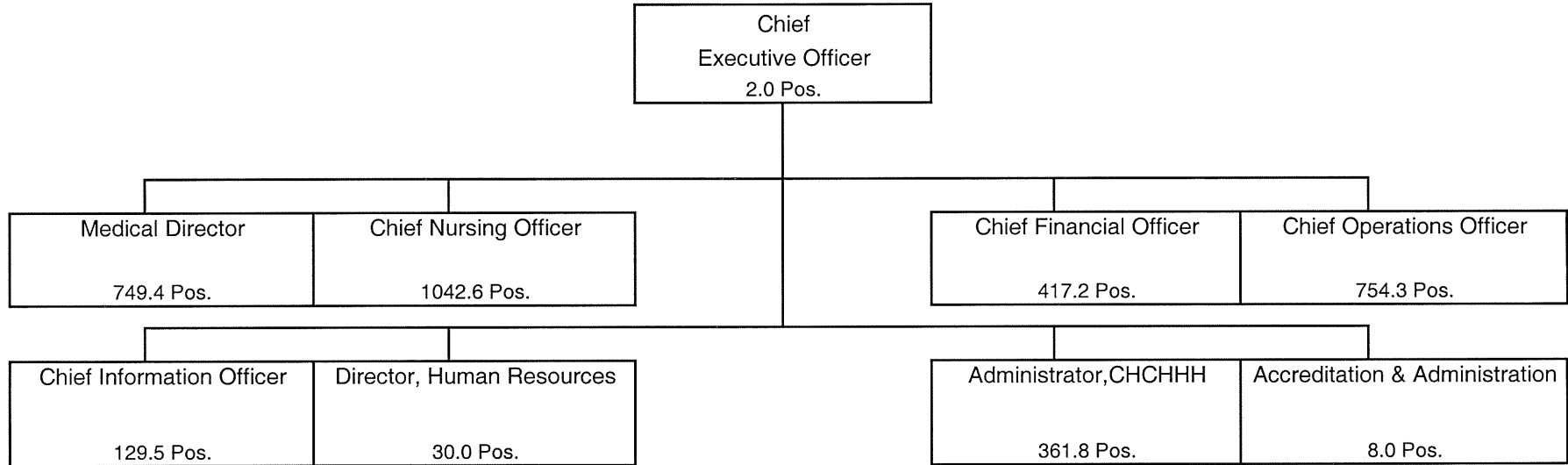
28.92

Health Services - San Fernando Valley Cluster
2003-04 Proposed Budget Total Positions: 2100.8



28.93

Health Services - Southwest Cluster
 2003-04 Proposed Budget Total Positions: 3494.8



28.94

**HUMAN RELATIONS COMMISSION
ROBIN S. TOMA, EXECUTIVE DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,257,772	\$ 1,421,000	\$ 1,453,000	\$ 1,542,000	\$ 1,489,000	\$ 36,000
SERVICES & SUPPLIES	1,000,595	800,000	680,000	1,117,000	723,000	43,000
OTHER CHARGES	23,894	28,000	28,000	28,000	28,000	
GROSS TOTAL	\$ 2,282,261	\$ 2,249,000	\$ 2,161,000	\$ 2,687,000	\$ 2,240,000	\$ 79,000
REVENUE	221,470	146,000	26,000	432,000	86,000	60,000
NET COUNTY COST	\$ 2,060,791	\$ 2,103,000	\$ 2,135,000	\$ 2,255,000	\$ 2,154,000	\$ 19,000
 BUDGETED POSITIONS	 21.0	 19.0	 19.0	 20.5	 19.0	
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$	\$ 120,000	\$	\$ 346,000	\$	\$
MISCELLANEOUS	88,470	26,000	26,000	86,000	86,000	60,000
OPERATING TRANSFER IN	133,000					
TOTAL	\$ 221,470	\$ 146,000	\$ 26,000	\$ 432,000	\$ 86,000	\$ 60,000
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

Mission Statement

To foster harmonious and equitable intergroup relations, empower communities and institutions to engage in non-violent conflict resolution, and promote an informed and inclusive multi-cultural Los Angeles County.

2003-04 Budget Message

The Human Relations Commission's 2003-04 Proposed Budget includes additional funds for previously negotiated salaries and employee benefits increases and new funding for the annual John Anson Ford Award Event, which is offset by a donation.

Strategic Planning

The Human Relations Commission began a strategic planning process that has proceeded concomitantly with the Countywide Strategic Planning process. In December 2002, following several months of strategic review of department programs and projects, strategic plan priorities were revised for the coming multi-year period as follows:

- PUBLIC SAFETY: Enhance public safety through prevention of and planned response to hate crime and discrimination.
- OUR YOUTH: Equip youth with the knowledge and skills to improve intergroup relations in a multi-cultural society.
- CAPACITY BUILDING: Build or strengthen the capacity of local government and other key institutions to more effectively handle human relations issues in the region.
- CRISIS RESPONSE: Lead in responding to crises threatening intergroup relations due to civil unrest, war, terrorism, and other critical incidents.

Strategic Planning (cont'd)

The activities and budget requests for the Proposed Budget year that advance the County's and Commission's strategic plan are multiple and varied. Some key examples are:

Hate Crime Prevention and Response: In the coming fiscal year, the Commission will be implementing the department's part of the County government-wide enhanced hate crime prevention and response strategy, as part of the County's public safety preparedness plan related to terrorist attacks. This is intended to increase public safety for County residents by ensuring the development of necessary training for well-coordinated, comprehensive response and recovery plans for terrorist incidents. Supports Countywide Strategic Plan Goal 5, Goal 6 and Goal 8, Strategies 2 and 3.

Youth Public Education Campaign: Following the launch of phase 2 of the Campaign (slated for Spring), the Commission will be mobilizing partners in the private and public sectors to assist youth, parents and schools in creating new human relations programs for youth, and strengthen existing ones, at schools around the County. The impact will be to enhance campus safety, social and emotional well-being of youth, and better prepare them for success in a culturally diverse society. Supports Countywide Strategic Plan Goal 5, Strategies 1, 2 and 3; and Goals 6 and 8.

Critical Needs

The Commission critically needs \$103,000 for staff positions to assist the Commission in the development of a countywide enhanced hate crime prevention and response strategy and to further the establishment of a human relations institute in collaboration with a major local university.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 60,000	\$ 60,000	\$ --	--
	<u>John Anson Ford Annual Awards:</u> Reflects \$17,000 in salaries and employee benefits and \$43,000 in services and supplies for the John Anson Ford Annual Awards Event, which is fully offset by a donation from the John Anson Ford Trust Fund. Supports Countywide Strategic Plan Goals 3 and 4.			
<u>Other Changes</u>				
1.	\$ 3,000	\$ --	\$ 3,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
2.	\$ 16,000	\$ --	\$ 16,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
Total \$	79,000	\$ 60,000	\$ 19,000	0.0

HUMAN RELATIONS COMMISSION

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 2,240,000	\$ --	\$ 86,000	\$ 2,154,000	\$ --	\$ 2,154,000	19.0

1. Human Relations

Authority: Non-mandated, discretionary program. The Commission is authorized by the Los Angeles County, Article XXIX added to the Ordinance 4099, the Administrative Code by Ordinance 7425.

The Commission develops intergroup conflict management methodology and works in partnerships with others in advocacy, capacity building, and the creation of human relations infrastructure with the capacity to respond to intergroup tension and conflicts. This includes working with local cities through the Commission’s Human Relations Mutual Assistance Network, the development of mutual assistance agreements and municipal hate crime task forces; working with schools and school districts in the development of hate crime policy and procedures, conflict resolution and human relations programs; working in partnerships with the media, corporations, and community-based organizations in human relations advocacy and initiatives; responding to intergroup conflicts and crises in the community and working with community leadership to identify short and long-term strategies that facilitate the building of conflict management capacity.

Program Outcome: Our institutional partners (city-based human relations organizations, community-based organizations, schools, police agencies, businesses, faith communities, etc.) gain an increased level of skills to effectively handle their own hate crime and other human relations issues, and an increased awareness of the County and other resources available to them.

Service Delivery Standard: Each program staff shall plan, organize and carry out human relations training/educational forums, provide capacity-building assistance to human relations commissions/organizations, or conduct ongoing intergroup conflict management interventions 24 times per year.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of program staff	8	11	12	12
<u>Workload/Output</u>				
Number of times capacity building assistance provided to human relations commissions/organizations	52	68	80	100
Number of ongoing community intergroup conflict management interventions conducted	14	51	60	90
Number of human relations training/education forums for schools, media, community, law enforcement agencies and community-based organizations	46	68	75	100
<u>Efficiency</u>				
Number of human relations training/educational forums carried out, capacity-building assistance services provided to human relations commissions/organizations, or ongoing intergroup conflict management interventions conducted per program staff annually	14	17	18	24

Human Relations Commission (cont'd)

<u>Performance Measures</u> (cont'd)				<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>							
Percentage of customers satisfied with the service, programs or events				100%	100%	100%	100%

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$ 2,240,000	\$ 0	\$ 86,000	\$ 2,154,000	\$ 0	\$ 2,154,000	19.0

HUMAN RELATIONS COMMISSION

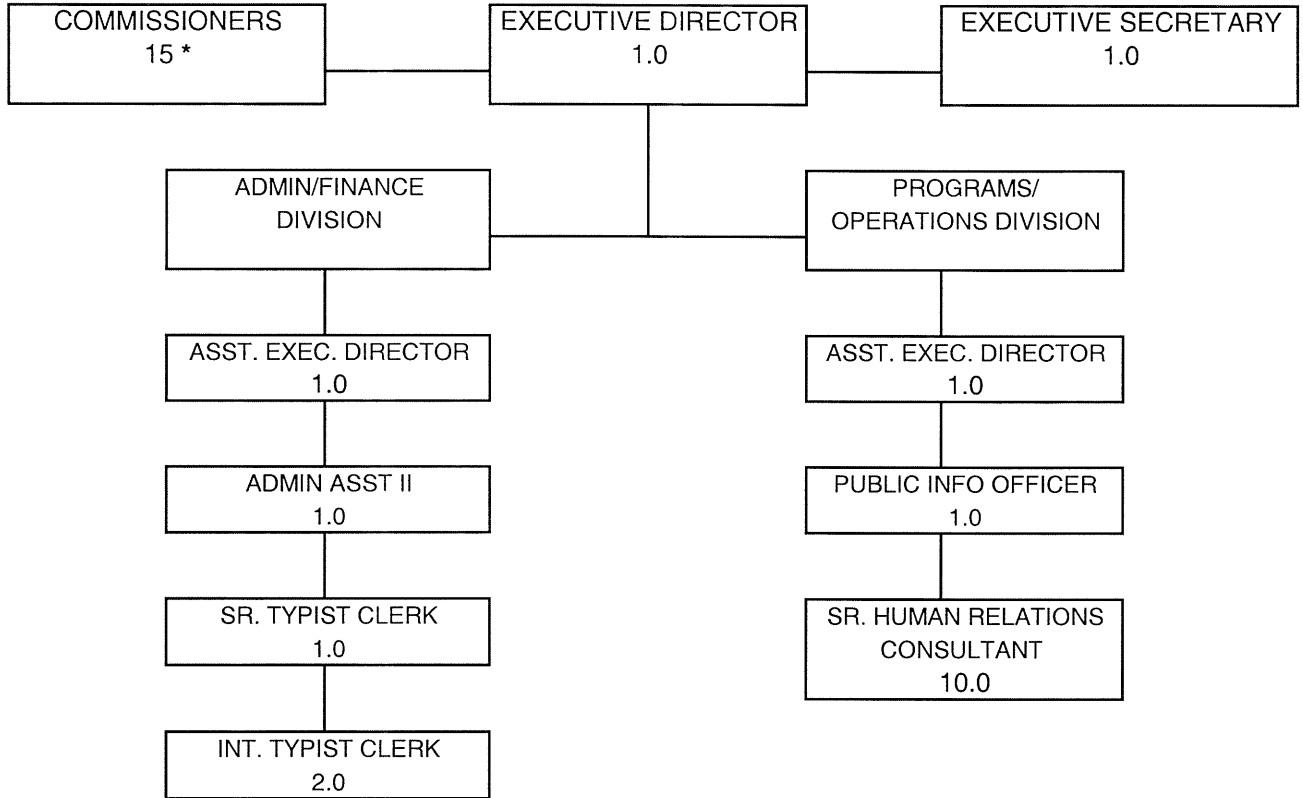
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	1,084,000	1,108,000	1,124,000	16,000
Employee Benefits	337,000	345,000	365,000	20,000
Total Salaries and Employee Benefits	1,421,000	1,453,000	1,489,000	36,000
<u>Services and Supplies</u>				
Communications	33,000	33,000	33,000	0
Computer Equipment-noncapital	4,000	4,000	4,000	0
Food	5,000	5,000	0	-5,000
Information Technology Services	25,000	25,000	50,000	25,000
Insurance	7,000	7,000	7,000	0
Maintenance-Buildings and Improvements	73,000	73,000	73,000	0
Maintenance-Equipment	13,000	13,000	13,000	0
Miscellaneous Expense	159,000	159,000	0	-159,000
Office Expense-Other	58,000	58,000	58,000	0
Professional and Specialized Services	213,000	93,000	260,000	167,000
Publication and Legal Notices	20,000	20,000	20,000	0
Rents and Leases-Equipment	6,000	6,000	6,000	0
Special Departmental Expense	0	0	60,000	60,000
Incidental Expense	0	0	5,000	5,000
Training	65,000	65,000	15,000	-50,000
Transportation and Travel-Auto Mileage	21,000	21,000	14,000	-7,000
Transportation and Travel-Auto Service	0	0	7,000	7,000
Transportation and Travel-Traveling	8,000	8,000	8,000	0
Utilities	89,000	89,000	89,000	0
Date Warehouse	1,000	1,000	1,000	0
Total Services and Supplies	800,000	680,000	723,000	43,000
<u>Other Charges</u>				
Judgments and Damages	2,000	2,000	0	-2,000
Other Charges	26,000	26,000	28,000	2,000
Total Other Charges	28,000	28,000	28,000	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0

Human Relations Commission (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	2,249,000	2,161,000	2,240,000	79,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	2,249,000	2,161,000	2,240,000	79,000
REVENUES:				
Miscellaneous Revenues	26,000	26,000	86,000	60,000
Other Financing Sources	120,000	0	0	0
TOTAL REVENUES	146,000	26,000	86,000	60,000
NET COUNTY COST	2,103,000	2,135,000	2,154,000	19,000

HUMAN RELATIONS COMMISSION
Robin S. Toma, Executive Director
Total Proposed Budgeted Positions = 19.0
Fiscal Year 2003-04



29.6

* Not included in Budgeted Positions

HUMAN RESOURCES
MICHAEL J. HENRY, DIRECTOR OF PERSONNEL
BAYAN LEWIS, OFFICE OF PUBLIC SAFETY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 19,826,856	\$ 17,977,000	\$ 22,599,000	\$ 24,887,000	\$ 22,686,000	\$ 87,000
SERVICES & SUPPLIES	13,024,078	8,925,000	14,447,000	15,197,000	13,988,000	-459,000
OTHER CHARGES	57,852	51,000	51,000	51,000	51,000	
FIXED ASSETS-EQUIP	126,529	75,000	75,000	125,000	75,000	
OTHER FINANCING USES	93,222	125,000	125,000	103,000	103,000	-22,000
GROSS TOTAL	\$ 33,128,537	\$ 27,153,000	\$ 37,297,000	\$ 40,363,000	\$ 36,903,000	\$ -394,000
LESS INTRAFD TRANSFER	11,929,542	10,876,000	13,350,000	13,350,000	13,350,000	
NET TOTAL	\$ 21,198,995	\$ 16,277,000	\$ 23,947,000	\$ 27,013,000	\$ 23,553,000	\$ -394,000
REVENUE	13,693,166	7,644,000	15,279,000	15,279,000	15,279,000	
NET COUNTY COST	\$ 7,505,829	\$ 8,633,000	\$ 8,668,000	\$ 11,734,000	\$ 8,274,000	\$ -394,000
BUDGETED POSITIONS	305.0	249.5	249.5	275.5	248.5	-1.0
REVENUE DETAIL						
AUDITING-ACCTG FEES	\$ 250	\$	\$	\$	\$	\$
PERSONNEL SERVICES	4,765,529			150,000	150,000	150,000
CHRGs FOR SVCS-OTHER	8,743,351	7,490,000	15,202,000	14,584,000	14,523,000	-679,000
MISCELLANEOUS	85,123	154,000	77,000	13,000	74,000	-3,000
OPERATING TRANSFER IN	98,913			532,000	532,000	532,000
TOTAL	\$ 13,693,166	\$ 7,644,000	\$ 15,279,000	\$ 15,279,000	\$ 15,279,000	\$
FUND						
GENERAL FUND						
FUNCTION						
GENERAL						
ACTIVITY						
PERSONNEL						

Mission Statement

Enhance public service through recruitment, retention, and development of employees committed to quality performance.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects an overall reduction in net County cost of \$394,000, as additional funding for previously negotiated increases in salaries and employee benefits is more than offset by a curtailment of \$490,000 which will reduce funding for job fairs (\$125,000) and the County's Training Academy (\$365,000) needed to address the County's projected structural funding deficit in fiscal year 2003-04. The Proposed Budget continues to provide central policy development and administration of a wide spectrum of human resources functions and the delivery of specialized personnel services to client departments.

Strategic Planning

The Department of Human Resources (DHR) is committed to advancing the implementation of the ongoing County Strategic organizational goals and the three new programmatic goals focusing on Community Services, Health and Mental Health, and Public Safety.

As we enter an era where approximately 25 percent of County managers and key staff will retire within the next four to five years, we must move forward with adequate succession planning and employee development. Any reduced service levels in the area of training may delay the ongoing Countywide Strategic Plan efforts toward workforce excellence.

Human Resources (cont'd)

Critical Needs

The critical needs for the Department are associated with the continuing implementation of the Strategic Plan, Mission, and Vision for the County. DHR's primary funding needs remain in the areas of training, classification, major centralized examinations, and improved technology.

Changes From 2002-03 Budget

	<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.	\$ -490,000	\$ --	\$ -490,000	-1.0
	<u>Curtailment:</u> Reflects the deletion of 1.0 position (-\$86,000) and services and supplies (-\$39,000) for job fairs, and a reduction in professional and specialized services (-\$365,000) for the Training Academy needed to address the County's projected structural funding deficit in fiscal year 2003-04. The curtailment will result in a reduction of workshops offered and delay the development and implementation of prospective course offerings. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ --	\$ --	\$ --	--
	<u>Management Information Services:</u> Reflects the addition of 1.0 EDP Senior Systems Programmer (\$104,000), offset by the deletion of 1.0 vacant position (-\$59,000) and a reduction in services and supplies (-\$45,000), to address changing workload requirements and to implement information technology initiatives that would enhance web-enabled services to County employees and the public. <i>Supports Countywide Strategic Plan Goal 1.</i>			
<u>Other Changes</u>				
1.	\$ 181,000	\$ 81,000	\$ 100,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 14,000	\$ 6,000	\$ 8,000	--
	<u>Retirement Debt Services:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificate of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -6,000	\$ -6,000	\$ --	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -6,000	\$ -6,000	\$ --	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ -87,000	\$ -75,000	\$ -12,000	--
	<u>Miscellaneous Adjustments:</u> Reflects ministerial adjustments in salaries and employee benefits (-\$67,000), services and supplies (-\$4,000), capital lease payment (\$6,000), Productivity Investment Fund loan payment (-\$22,000), and intrafund transfers/revenues (-\$75,000) based on current and anticipated trends.			
Total \$	-394,000	\$ 0	\$ -394,000	-1.0

HUMAN RESOURCES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
------------------------	-----	---------	--------------------	-------------------------------------	-------------------------------	-----------------------

1. Countywide Human Resources and Benefits Administration

\$ 30,262,000 \$ 12,016,000 \$ 11,306,000 \$ 6,940,000 \$ 2,388,000 \$ 4,552,000 193.8

Authority: Non-mandated, discretionary program. The County Charter 22 ¾, Civil Service Rule 3-24, County Code Title 5.31.010 requires Countywide Human Resources and Benefits Administration.

Provides central policy development and administration of human resources functions such as employee development training, recruitment, classification, employee appeals, and compensation programs; completes special studies of Human Resources Policies and Procedures; monitors compliance by departments with delegated human resources programs; and provides administration of employee benefit programs such as the Cafeteria Benefits Plans and Deferred Income Programs.

Program Outcome:

- Respond in a timely manner to all appeals filed with the Department of Human Resources (DHR).
- Enhance employee well-being.
- Improve organizational performance by building employee competence through the delivery of Academy Programs.

Service Delivery Standard:

- Maintain the average number of monthly appeals over 120 days old to less than five percent of the total caseload.
- Design and distribute employee surveys and analyze data to establish a baseline for program effectiveness and to effectively guide interventions and program development.
- Develop methods and measures to assess student achievement and program effectiveness for each Academy Certificate Program.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of staff reviewing and responding to appeals	6.7	6.5	6.5	6.5
Number of staff resolving employee benefits complaints/problems	5.0	5.3	6.2	6.5
Number of staff supporting Community-Based Enterprise Education Program (CBEEP)	1.0	2.0	2.0	2.0
Number of staff supporting Human Services Academy	1.0	1.0	1.0	1.0
Number of staff supporting Job Fairs	1.0	2.0	2.0	1.0
Number of staff developing training	5.3	5.7	5.4	5.1
Number of staff delivering, supporting, and evaluating training	17.1	18.8	22.1	25.1
Number of staff responsible for audits	4.0	4.0	4.0	4.0
Number of staff reviewing class specifications	4.5	4.5	4.5	4.5
<u>Workload/Output</u>				
Number of appeals received	3,000	4,182	3,000	3,000
Number of appeals processed	3,382	3,923	3,135	3,135
Number of appeals on hand at fiscal year end	472	726	300	300
Number of employee benefit complaints/problems	2,029	2,403	2,500	2,600
Number of students applying CBEEP internships	54	111	133	160
Number of students placed in CBEEP internships	16	24	36	48

Human Resources (cont'd)

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Workload/Output (cont'd)</u>				
Number of students placed in Human Services Academy	60	42	14	14
Number of CBEEP recruitment fairs	10	15	25	25
Number of Job Fairs worked	10	28	10	5
Number of new training programs developed and in development	10	20	12	5
Local 660 training sessions delivered	594	900	724	554
Number of employees trained	11,309	12,583	13,432	10,634
Number of employees training hours delivered, supported, and evaluated	195,839	245,525	235,471	217,750
Number of exams audited	24	32	60	66
Number of departments audited	4	6	10	11
Number of class specifications reviewed	479	461	390	350
<u>Efficiency</u>				
Average number of appeals completed per staff	505	604	482	482
Average number of appeals on hand at the end of the fiscal year per staff	70	112	46	46
Average number of employee benefits complaints/problems resolved per staff	406	453	403	400
Average number of CBEEP students placed per staff	16	12	18	24
Average number of Human Services Academy students placed per staff	60	42	14	14
Average number of Job Fairs worked per staff	10	14	5	5
Number of new training programs developed and in development per staff	1.9	3.5	2.2	1.0
Number of employee training hours delivered, supported, and evaluated per staff	11,453	13,060	10,655	8,675
Average number of exams audited per staff	6.0	8.0	15.0	16.5
Average number of departments audited per staff	1.00	1.50	2.50	2.75
Average number of class specifications reviewed per staff	106	102	87	78
<u>Quality</u>				
Percentage of appeals processed	97%	80%	95%	95%
Percentage of employee benefits complaints/problems resolved by end of month following receipt	87%	96%	97%	97%
Percentage of placed students completing CBEEP internships	96%	79%	67%	67%
Percentage of placed students completing Human Services Academy	100%	100%	100%	100%
Number of CBEEP/Human Services Academy participating schools	6	18	18	18
Percentage of employees trained who rated training sessions as meeting their needs	97%	97%	97%	97%
Number of exams audited per department	6.0	5.3	6.0	6.0

Human Resources (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Examinations and Recruitments

\$ 3,690,000 \$ 801,000 \$ 2,292,000 \$ 597,000 \$ 137,000 \$ 460,000 29.8

Authority: Non-mandated, discretionary program. The County Charter 22 ¾, Civil Service Rule 3-24 County Code defines Examinations and Recruitments rules and procedures

Provides examination services for executive, selective, and centralized countywide classifications.

Program Outcome:

- Timely and cost-effective recruitment of candidates for County executive positions.
- Increase the number of qualified applicants in critical positions to meet the County's staffing requirements in the delivery of public service.
- Administer employee selection procedures that are valid and consistent with all applicable laws, rules and regulations.

Service Delivery Standard:

- Process all executive recruitments within the timeframes and budgets established by the Board of Supervisors.
- Identify recruitment sources that will expand the County's qualified applicant pool and reflect diversity of the population it serves.
- Ensure that County examinations are conducted according to the Civil Service Rules, Uniform Guidelines on Employee Selection Procedures, and all applicable federal, State and local regulations.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of analysts responsible for coordinating countywide exams	9	7	8	9
Number of staff responsible for processing exams	8	10	10	12
Number of staff responsible for centralized specialized exams and executive recruitments	3.0	3.2	3.2	3.2
<u>Workload/Output</u>				
Number of countywide exams given	76	75	80	90
Number of countywide exam applicants	38,927	32,662	36,000	57,600
Number of specialized exams and executive recruitments given	15	17	17	17
Number of specialized exams and executive recruitment applicants	674	751	751	751
<u>Efficiency</u>				
Average number of exams coordinated per analyst	8.4	10.7	10.0	10.0
Average number of exam applicants per analyst	4,325	4,666	4,500	6,400
Average number of applications processed/ examined per staff	4,866	3,266	3,600	4,800
Average number of specialized exams and executive recruitments given per staff	5.0	5.3	5.3	5.3
Average number of specialized exams and recruitment applicants per staff	225	235	235	235
<u>Quality</u>				
Number of countywide exam applicants per exam given	512.0	435.5	450.0	640.0
Number of specialized exam applicants per exam given	45	44	44	44

Human Resources (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Civil Service Advocacy

\$ 738,000	\$ 267,000	\$ 306,000	\$ 165,000	\$ 27,000	\$ 138,000	10.0
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Authority: Non-mandated, discretionary program.

Represents County departments in matters involving employee discipline, discrimination, and exam appeals before the Civil Service Commission. The unit provides a high level of advocacy which is uniform, effective, and professional with special emphasis on fully sustaining the Department's recommended discipline while minimizing demands on departmental resources.

Program Outcome: To successfully represent client departments before the Civil Service Commission in matters regarding employee performance and/or conduct and to provide supportive and informative consultation to County management, as needed, regarding employee performance and/or conduct.

Service Delivery Standard: Ensure informed and complete responsiveness, availability, and acquiescence to the expressed concerns of client departments.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of staff processing Civil Service Advocacy consultations and Civil Service Commission cases	6	6	7	7
<u>Workload/Output</u>				
Number of Civil Service Advocacy consultations	329	350	350	350
Number of Civil Service Advocacy cases	69	145	150	160
<u>Efficiency</u>				
Average number of Civil Service Advocacy consultations and cases per staff	66.3	82.5	71.4	72.9
<u>Quality</u>				
Percentage of Civil Service Advocacy cases closed/completed to case workload	70%	55%	60%	60%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Administration

\$ 2,213,000	\$ 266,000	\$ 1,375,000	\$ 572,000	\$ 193,000	\$ 379,000	14.9
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Authority: Non-mandated, discretionary program.

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

Program Outcome:

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

Human Resources (cont'd)

Service Delivery Standard

- Vendor invoices are reviewed and coded for processing within a 1-3 day period to ensure that invoices are processed within 30-days of receipt.
- Request for services and non-stock supplies will be processed within a 1-3 day period from the date of the receipt of each request.
- Recruit and fill vacancies within 30-60 days from the date of approval to hire.
- Provide budget and financial policy guidance to the Department in accordance with the County Fiscal Manual.

Performance Measures⁽¹⁾	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of staff processing requisitions	n/a	n/a	1	1
<u>Workload/Output</u>				
Number of requisitions received	n/a	2,000	2,000	2,000
<u>Efficiency</u>				
Number of requisitions processed	n/a	n/a	1,700	1,800
<u>Quality</u>				
Percentage of requisitions processed	n/a	n/a	85%	90%

Explanatory Note(s):

(1) Data gathering began in fiscal year 2002-03.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$ 36,903,000	\$ 13,350,000	\$ 15,279,000	\$ 8,274,000	\$ 2,745,000	\$ 5,529,000	248.5

HUMAN RESOURCES - OFFICE OF PUBLIC SAFETY
MICHAEL J. HENRY, DIRECTOR OF PERSONNEL
BAYAN LEWIS, CHIEF, OFFICE OF PUBLIC SAFETY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 39,438,800	\$ 41,333,000	\$ 43,604,000	\$ 44,293,000	\$ 41,843,000	\$ -1,761,000
SERVICES & SUPPLIES	27,158,140	26,316,000	27,636,000	29,432,000	27,294,000	-342,000
OTHER CHARGES	60,058	840,000	390,000	390,000	390,000	
FIXED ASSETS-EQUIP	236,334	392,000	795,000	793,000	533,000	-262,000
GROSS TOTAL	\$ 66,893,332	\$ 68,881,000	\$ 72,425,000	\$ 74,908,000	\$ 70,060,000	\$ -2,365,000
LESS INTRAFD TRANSFER	28,018,659	25,980,000	29,026,000	30,119,000	30,148,000	1,122,000
NET TOTAL	\$ 38,874,673	\$ 42,901,000	\$ 43,399,000	\$ 44,789,000	\$ 39,912,000	\$ -3,487,000
REVENUE	30,063,148	31,327,000	32,254,000	32,545,000	29,679,000	-2,575,000
NET COUNTY COST	\$ 8,811,525	\$ 11,574,000	\$ 11,145,000	\$ 12,244,000	\$ 10,233,000	\$ -912,000
BUDGETED POSITIONS	728.0	668.0	668.0	628.0	611.0	-57.0
REVENUE DETAIL						
VEHICLE CODE FINES	\$ 348,654	\$ 350,000	\$ 217,000	\$ 305,000	\$ 277,000	\$ 60,000
FEDERAL-OTHER	64,857	265,000				
CHRGs FOR SVCS-OTHER	29,593,168	30,692,000	32,037,000	32,192,000	29,354,000	-2,683,000
OTHER SALES	54					
MISCELLANEOUS	45,065	20,000		48,000	48,000	48,000
SALE OF FIXED ASSETS	11,350					
TOTAL	\$ 30,063,148	\$ 31,327,000	\$ 32,254,000	\$ 32,545,000	\$ 29,679,000	\$ -2,575,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC PROTECTION		POLICE PROTECTION	

Mission Statement

To provide protection for patrons, employees, and properties of County departments which contract for such services, and to provide a safe environment for those who use County parks and recreation areas. The Office of Public Safety (OPS) is committed to maintaining a level of professional competence among its sworn personnel that will ensure the safety of those receiving services, as well as protecting the safety of our police officers.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a decrease of \$912,000 in net County cost, primarily due to a reduction in police services and positions in the Parks Services Bureau, partially offset by previously negotiated increases in salaries and employee benefits. The Proposed Budget also reflects increased costs for security contracts, a reduction in sworn and civilian positions due to long-term vacancies and reduced service requirements, and a decrease in fixed assets purchases. Given the economy and the challenges our client departments face, OPS' budget continues to focus on efficiency and a prudent fiscal strategy to stay within available funding.

Strategic Planning

OPS continues to focus on strategic planning with a continued emphasis on becoming the premier “specialized” police department in the country. OPS completed its fourth annual Strategic Planning Conference with a focus on accountability in a period of change.

Critical Needs

OPS' critical needs include additional overtime funding and services and supplies for vehicle maintenance and repairs for the Parks Services Bureau.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,076,000	\$ 60,000	\$ -1,136,000	-17.0
	<u>Parks Services Bureau:</u> Reflects a reduction in park patrol services and 17.0 Park Police Officer positions due to the elimination of boating enforcement at Castaic Lake, Hollywood Bowl morning patrols, and the Community Oriented Policing Services (COPS) program at various parks in order to address the County's projected structural funding deficit for fiscal year 2003-04, partially offset by an anticipated increase in citation revenue based upon actual experience. <i>Supports Countywide Strategic Plan Goal 4, Strategies 1 and 2, and Goal 8.</i>			
2.	\$ -1,145,000	\$ -1,145,000	\$ --	-20.0
	<u>Health Services Bureau:</u> Reflects the deletion of 1.0 Captain, 8.0 Lieutenant, 4.0 Sergeant, and 10.0 Dispatcher II positions due to long-term vacancies and reduced service requirements. Also reflects the addition of 3.0 Dispatcher I positions. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -360,000	\$ -360,000	\$ --	-9.0
	<u>Facilities Services Bureau:</u> Reflects the deletion of 7.0 Security Guard and 2.0 Lieutenant positions due to long-term vacancies and reduced service requirements. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ 173,000	\$ 173,000	\$ --	4.0
	<u>Administrative Services Bureau:</u> Reflects the deletion of 1.0 Automotive Services Assistant, 1.0 Intermediate Typist Clerk, and 1.0 Senior Clerk positions due to long-term vacancies and reduced service requirements. Also reflects the addition of 7.0 Dispatcher II positions. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
5.	\$ -2,594,000	\$ -2,594,000	\$ --	-15.0
	<u>Rancho Los Amigos National Rehabilitation Center (RLANRC):</u> Reflects the discontinuation of police services requested by the Department of Health Services for RLANRC due to the scheduled closure of the rehabilitation center. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
6.	\$ 1,408,000	\$ 1,496,000	\$ -88,000	--
	<u>Security Contract Increase:</u> Reflects increased costs for contract security, partially offset by reductions in miscellaneous services and supplies. <i>Supports Countywide Strategic Plan Goal 4, Strategies 1 and 2, and Goal 8.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 348,000	\$ 138,000	\$ 210,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 91,000	\$ 76,000	\$ 15,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ -1,000	\$ --	\$ -1,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -262,000	\$ --	\$ -262,000	--
	<u>Fixed Assets:</u> Reflects a decrease in requirements for vehicle replacement.			
5.	\$ 1,053,000	\$ 703,000	\$ 350,000	--
	<u>Other Salaries and Employee Benefits:</u> Reflects adjustments for workers' compensation, retiree health insurance, long-term disability, and salary savings based on current trends.			
Total \$	-2,365,000	\$ -1,453,000	\$ -912,000	-57.0

HUMAN RESOURCES - OFFICE OF PUBLIC SAFETY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 8,748,000	\$ --	\$ 297,000	\$ 8,451,000	\$ 3,000,000	\$ 5,451,000	116.0

1. Parks Services Bureau

Authority: Non-mandated, discretionary program.

Park Police provide policing services at all County of Los Angeles parks and recreational facilities. This includes the volunteer Mounted Unit and support from the Explorers' Program sponsored by the Boy Scouts of America.

Program Outcome: Protection and safety of park patrons and County employees.

Service Delivery Standard: Maintain a safe environment at all County parks and recreational facilities.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Park Police Officers	109	113	109	92
<u>Workload/Output</u>				
Misdemeanor arrests	-- (1)	4,642	3,068	3,075
Felony arrests	-- (1)	1,140	1,126	1,130
Other policing activities	-- (1)	16,578	18,786	18,800
<u>Efficiency</u>				
Misdemeanor arrests per Park Police Officer	-- (1)	41	28	33
Felony arrests per Park Police Officer	-- (1)	10	10	12
Other policing activities per Park Police Officer	-- (1)	147	172	204
<u>Quality</u>				
Percentage change in misdemeanor arrests	-- (1)	--(1)	-33.9%	0.2%
Percentage change in felony arrests	-- (1)	--(1)	-1.2%	0.4%
Percentage change in other policing activities	-- (1)	--(1)	13.3%	0.1%

Explanatory Note(s):

(1) The Office of Public Safety (OPS) implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This was a change from previous years in which the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Actual Workload/Output and Efficiency numbers are not available for 2000-01; therefore, there are no quality statistics.

Human Resources – Office of Public Safety (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. **Health Services Bureau**

\$28,105,000 \$ 2,014,000 \$ 26,091,000 \$ -- \$ -- \$ -- 234.0

Authority: Non-mandated, discretionary program.

OPS provides policing and contract security services at County of Los Angeles hospitals and health clinics.

Program Outcome: Protection and safety of hospital patients, visitors, and County employees.

Service Delivery Standard: Maintain a safe environment at all County hospitals and health clinics.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
County Police Officers	137	169	159	144
<u>Workload/Output</u>				
Misdemeanor arrests	-- (1)	1,105	1,107	1,110
Felony arrests	-- (1)	387	390	392
Patient restraints	-- (1)	6,691	6,682	6,690
Mandated Injury Reports (MIR)	-- (1)	3,683	3,687	3,685
Other policing activities	-- (1)	1,312	1,373	1,400
<u>Efficiency</u>				
Misdemeanor arrests per County Police Officer	-- (1)	7	7	8
Felony arrests per County Police Officer	-- (1)	2	3	3
Patient restraints per County Police Officer	-- (1)	40	42	47
MIR per County Police Officer	-- (1)	22	23	26
Other policing activities per County Police Officer	-- (1)	8	9	10
<u>Quality</u>				
Percentage change in misdemeanor arrests	-- (1)	--(1)	0.2%	0.3%
Percentage change in felony arrests	-- (1)	--(1)	1.0%	1.0%
Percentage change in patient restraints	-- (1)	--(1)	-0.1%	0.1%
Percentage change in MIR	-- (1)	--(1)	0.1%	-0.1%
Percentage change in other policing activities	-- (1)	--(1)	5.0%	2.0%

Explanatory Note(s):

(1) OPS implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This was a change from previous years in which the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Actual Workload/Output and Efficiency numbers are not available for 2000-01; therefore, there are no quality statistics.

Human Resources – Office of Public Safety (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$24,770,000	\$ 24,698,000	\$ 72,000	\$ --	\$ --	\$ --	178.0

3. Facilities Services Bureau

Authority: Non-mandated, discretionary program.

County Police provide policing services at most County facilities including Department of Public Social Services, Mental Health, and the Kenneth Hahn Hall of Administration.

Program Outcome: Protection and safety of visitors and County employees at County facilities.

Service Delivery Standard: Maintain a safe environment at all County facilities.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
County Police Officers	130	150	130	130
<u>Workload/Output</u>				
Misdemeanor arrests	-- (1)	256	259	260
Felony arrests	-- (1)	106	103	105
Other policing activities	-- (1)	424	433	435
<u>Efficiency</u>				
Misdemeanor arrests per County Police Officer	-- (1)	2	2	2
Felony arrests per County Police Officer	-- (1)	1	1	1
Other policing activities per County Police Officer	-- (1)	3	3	3
<u>Quality</u>				
Percentage change in misdemeanor arrests	-- (1)	--(1)	1.2%	0.4%
Percentage change in felony arrests	-- (1)	--(1)	-3.0%	2.0%
Percentage change in other policing activities	-- (1)	--(1)	2.0%	1.0%

Explanatory Note(s):

(1) OPS implemented an automated record keeping system (Unit Reporting Numbering System) in January 2001 for security incidents and other information that more accurately reflect the police and security activities in which County Police officers are involved. This was a change from previous years in which the Workload/Output reflected the number of security incident reports filed with the Chief Administrative Office/Office of County Security and did not include activities such as four-point restraints, responding to injuries, etc. The new system provides for enhanced, timely, and more accurate reporting of police activity occurring at County parks and facilities. In addition, an automated record keeping system for recording the number of parking citations was implemented in October 2001. Actual Workload/Output and Efficiency numbers are not available for 2000-01; therefore, there are no quality statistics.

Human Resources – Office of Public Safety (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Administrative Services Bureau

\$ 8,437,000 \$ 3,436,000 \$ 3,219,000 \$ 1,782,000 \$ -- \$ 1,782,000 83.0

Authority: Non-mandated, discretionary program.

The Administrative Services Bureau provides administrative support to the County Police including human resources, fiscal services, vehicle fleet management, data systems support, and contract development and monitoring.

Program Outcome: Ensure 100 percent of all bills are paid in a timely manner.

Service Delivery Standard: Within 30 days of receipt, determine validity of bills and ensure invoices are paid.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Fiscal staff	n/a	3	3	3
Procurement staff	n/a	2	2	2
Contract monitoring staff	n/a	7	7	7
<u>Workload/Output</u>				
Number of invoices process for payment	n/a	4,241	4,271	4,327
Number of contract security invoices billed	n/a	2,562	2,165	2,326
Requisitions issued	n/a	1,679	2,106	2,001
Contract sites monitored	n/a	140	163	163
<u>Efficiency</u>				
Average number of invoices processed by fiscal staff	n/a	1,414	1424	1,442
Average number of contract security invoices billed per fiscal staff	n/a	854	722	775
Average number of requisitions issued per procurement staff	n/a	840	1053	1,001
Average number of sites monitored by contract staff	n/a	20	23	23
<u>Quality</u>				
Percent of invoices processed within 30 days	n/a	88%	91%	92%
Percent of contract security invoices billed within 60 days	n/a	100%	100%	100%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$70,060,000 \$ 30,148,000 \$ 29,679,000 \$ 10,233,000 \$ 3,000,000 \$ 7,233,000 611.0

HUMAN RESOURCES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	12,963,000	16,346,000	16,513,000	167,000
Employee Benefits	5,014,000	6,253,000	6,173,000	-80,000
Total Salaries and Employee Benefits	17,977,000	22,599,000	22,686,000	87,000
<u>Services and Supplies</u>				
Communications	328,000	215,000	350,000	135,000
Computer Equipment-noncapital	16,000	158,000	158,000	0
Computer Software	38,000	161,000	200,000	39,000
Information Technology Services	640,000	2,019,000	1,732,000	-287,000
Insurance	13,000	16,000	16,000	0
Maintenance-Buildings and Improvements	58,000	25,000	100,000	75,000
Maintenance-Equipment	21,000	3,000	25,000	22,000
Memberships	157,000	8,000	175,000	167,000
Miscellaneous Expense	0	0	1,000	1,000
Office Expense-Other	231,000	223,000	240,000	17,000
Office Expense-Postage	33,000	18,000	50,000	32,000
Office Expense-Stat and Forms	8,000	141,000	141,000	0
Professional and Specialized Services	5,436,000	8,970,000	8,432,000	-538,000
Rents and Leases-Bldg and Improvemts	880,000	1,000,000	1,000,000	0
Rents and Leases-Equipment	262,000	152,000	300,000	148,000
Special Departmental Expense	491,000	642,000	608,000	-34,000
Telecommunications	8,000	60,000	51,000	-9,000
Training	26,000	33,000	33,000	0
Transportation and Travel-Auto Mileage	13,000	25,000	25,000	0
Transportation and Travel-Auto Service	14,000	10,000	10,000	0
Transportation and Travel-Traveling	52,000	114,000	114,000	0
Utilities	200,000	454,000	227,000	-227,000
Total Services and Supplies	8,925,000	14,447,000	13,988,000	-459,000
<u>Other Charges</u>				
Interest on Other Long-Term Debt	51,000	51,000	51,000	0
Total Other Charges	51,000	51,000	51,000	0
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	0	25,000	25,000
Computer Information and Data Processing Sys	75,000	75,000	50,000	-25,000
Total Equipment	75,000	75,000	75,000	0
Total Fixed Assets	75,000	75,000	75,000	0
<u>Other Financing Uses</u>				
Operating Transfers Out	125,000	125,000	103,000	-22,000
Total Other Financing Uses	125,000	125,000	103,000	-22,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	27,153,000	37,297,000	36,903,000	-394,000

Human Resources (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Less: Intrafund Transfers	10,876,000	13,350,000	13,350,000	0
TOTAL NET REQUIREMENTS	16,277,000	23,947,000	23,553,000	-394,000
REVENUES:				
Charges for Services	7,490,000	15,202,000	14,673,000	-529,000
Miscellaneous Revenues	154,000	77,000	74,000	-3,000
Other Financing Sources	0	0	532,000	532,000
TOTAL REVENUES	7,644,000	15,279,000	15,279,000	0
NET COUNTY COST	8,633,000	8,668,000	8,274,000	-394,000

HUMAN RESOURCES - OFFICE OF PUBLIC SAFETY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	31,223,000	32,406,000	30,236,000	-2,170,000
Employee Benefits	10,110,000	11,198,000	11,607,000	409,000
Total Salaries and Employee Benefits	41,333,000	43,604,000	41,843,000	-1,761,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	52,000	175,000	90,000	-85,000
Communications	280,000	309,000	309,000	0
Computer Equipment-noncapital	87,000	135,000	132,000	-3,000
Computer Software	80,000	178,000	178,000	0
Household Expenses	5,000	10,000	10,000	0
Information Technology Services	15,000	25,000	25,000	0
Insurance	104,000	150,000	190,000	40,000
Maintenance-Buildings and Improvements	35,000	35,000	40,000	5,000
Maintenance-Equipment	390,000	360,000	413,000	53,000
Memberships	1,000	1,000	1,000	0
Office Expense-Other	425,000	380,000	410,000	30,000
Office Expense-Postage	7,000	10,000	10,000	0
Office Expense-Stat and Forms	33,000	47,000	47,000	0
Professional and Specialized Services	24,269,000	24,924,000	24,738,000	-186,000
Publication and Legal Notices	1,000	10,000	5,000	-5,000
Rents and Leases-Equipment	60,000	125,000	100,000	-25,000
Rents and Leases-Bldgs and Improvements	4,000	0	7,000	7,000
Small Tools and Instruments	10,000	37,000	10,000	-27,000
Special Departmental Expense	160,000	121,000	175,000	54,000
Training	125,000	250,000	215,000	-35,000
Transportation and Travel-Auto Mileage	3,000	1,000	5,000	4,000
Transportation and Travel-Other	10,000	24,000	24,000	0
Utilities	160,000	329,000	160,000	-169,000
Total Services and Supplies	26,316,000	27,636,000	27,294,000	-342,000
<u>Other Charges</u>				
Judgments and Damages	733,000	101,000	280,000	179,000
Other Charges	47,000	0	50,000	50,000
Retirement of Other Long-Term Debt	60,000	289,000	60,000	-229,000
Total Other Charges	840,000	390,000	390,000	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	0	80,000	80,000	0
Vehicle-Automobile	382,000	715,000	453,000	-262,000
Watercraft	10,000	0	0	0
Total Equipment	392,000	795,000	533,000	-262,000
Total Fixed Assets	392,000	795,000	533,000	-262,000

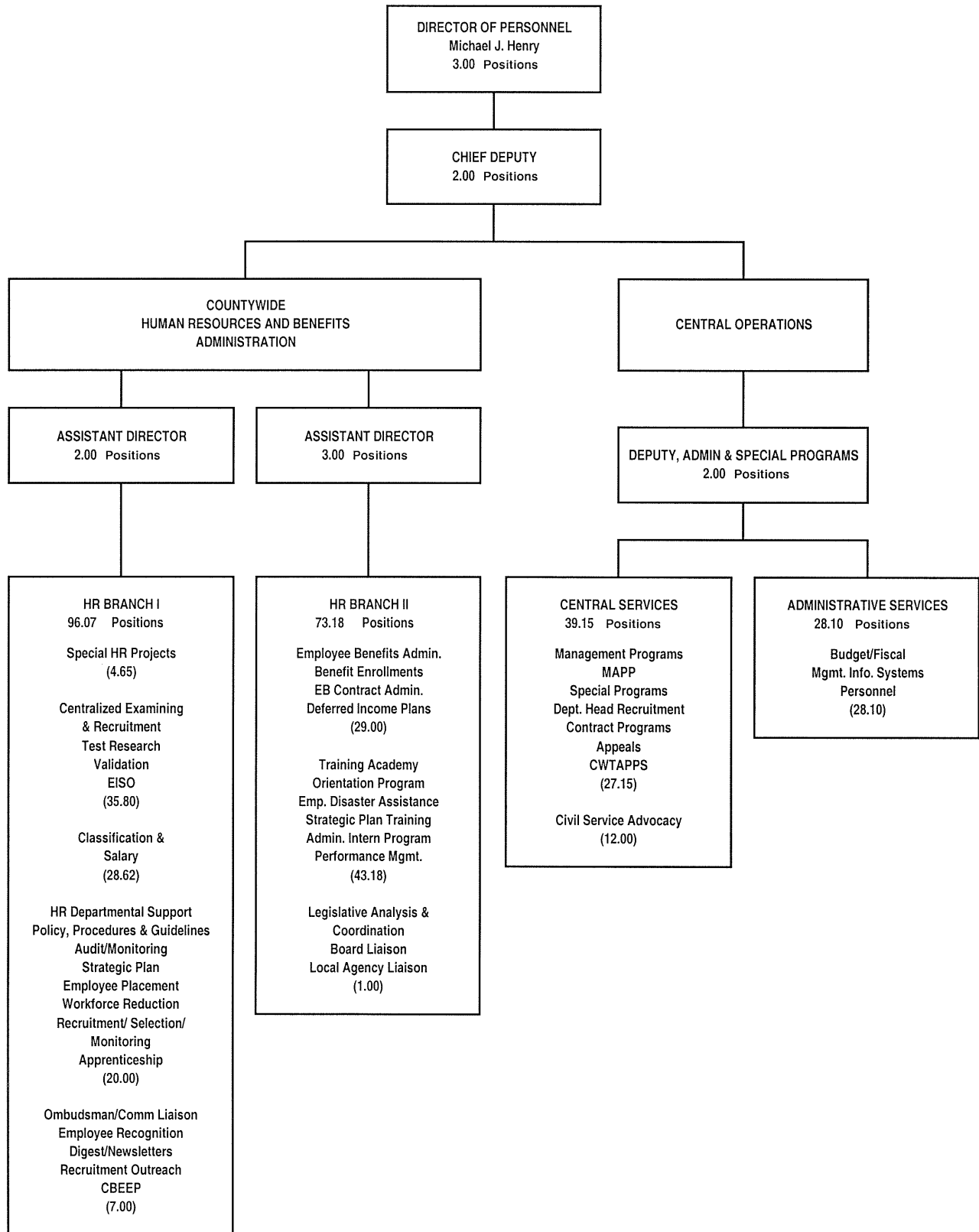
Human Resources - Office of Public Safety (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	68,881,000	72,425,000	70,060,000	-2,365,000
Less: Intrafund Transfers	25,980,000	29,026,000	30,148,000	1,122,000
TOTAL NET REQUIREMENTS	42,901,000	43,399,000	39,912,000	-3,487,000
REVENUES:				
Fines, Forfeitures and Penalties	350,000	217,000	277,000	60,000
Intergovernmental Revenues-Federal	265,000	0	0	0
Charges for Services	30,692,000	32,037,000	29,354,000	-2,683,000
Miscellaneous Revenues	20,000	0	48,000	48,000
TOTAL REVENUES	31,327,000	32,254,000	29,679,000	-2,575,000
NET COUNTY COST	11,574,000	11,145,000	10,233,000	-912,000

HUMAN RESOURCES

Fiscal Year 2003-04

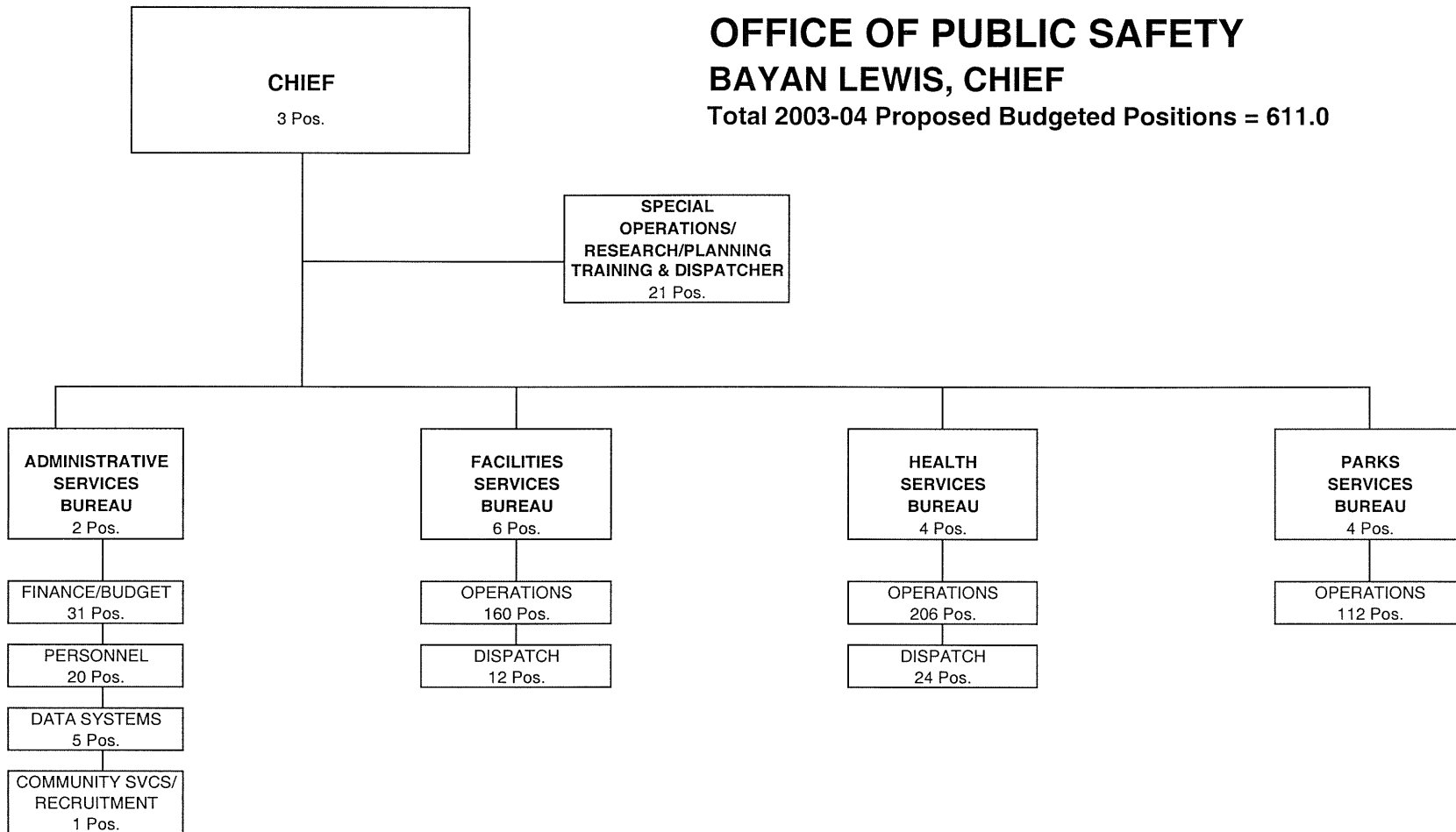
Proposed Positions = 248.50



DEPARTMENT OF HUMAN RESOURCES OFFICE OF PUBLIC SAFETY

BAYAN LEWIS, CHIEF

Total 2003-04 Proposed Budgeted Positions = 611.0



**INFORMATION SYSTEMS ADVISORY BODY
JOHN RUEGG, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 11,597,634	\$ 13,634,000	\$ 13,634,000	\$ 13,189,000	\$ 13,189,000	\$ -445,000
FIXED ASSETS-EQUIP	471,958	225,000	225,000	200,000	200,000	-25,000
GROSS TOTAL	\$ 12,069,592	\$ 13,859,000	\$ 13,859,000	\$ 13,389,000	\$ 13,389,000	\$ -470,000
LESS INTRAFD TRANSFER	9,209,442	9,572,000	9,572,000	9,572,000	9,572,000	
NET TOTAL	\$ 2,860,150	\$ 4,287,000	\$ 4,287,000	\$ 3,817,000	\$ 3,817,000	\$ -470,000
REVENUE	2,940,500	4,287,000	4,287,000	3,817,000	3,817,000	-470,000
NET COUNTY COST	\$ -80,350	\$	\$	\$	\$	\$
REVENUE DETAIL						
STATE-OTHER	\$ 34,000	\$	\$	\$	\$	\$
FEDERAL-OTHER	-66,852	443,000	443,000	443,000	443,000	
CHRGs FOR SVCS-OTHER						
MISCELLANEOUS	2,973,352	3,238,000	3,238,000	2,708,000	2,708,000	-530,000
OPERATING TRANSFER IN		606,000	606,000	666,000	666,000	60,000
TOTAL	\$ 2,940,500	\$ 4,287,000	\$ 4,287,000	\$ 3,817,000	\$ 3,817,000	\$ -470,000
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

Mission Statement

To coordinate the development and implementation of justice information systems; to assist in the protection of the citizens of Los Angeles County by efficiently and effectively providing accessible, accurate information for the speedy apprehension and legal processing of alleged law violators; and to enhance the management of justice programs.

2003-04 Budget Message

The 2003-04 Proposed Budget provides funding to continue the development of the Los Angeles Document and Object Exchange (LADOX) project, the Consolidated Criminal History Reporting System (CCHRS), and the Conditions of Probation System (COPS); to expand the inmate videoconferencing program, on-line legal research project, and migration from the existing Proactive Information eXchange (PIX) application to Quovadx, and to maintain the existing Information Systems Advisory Body (ISAB) systems portfolio.

Strategic Planning

ISAB continues to develop multi-year plans for upgrading network accessibility at each criminal justice facility, for expanding system integration tools for interagency data and document exchange, and prioritizing the development and enhancement of new and existing interagency systems.

Critical Needs

ISAB has a critical need for funds to replace 10- to 15- year-old criminal justice systems such as the Juvenile Automated Index (JAI), and the Trial Court Information System (TCIS), for the development of additional statistical and ad hoc reporting capabilities for the Justice Automated Information Management System (JAIMS), for further development of the Drug Court Management Information System (DCMIS), and for the expansion of workflow and document imaging projects.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ --	\$ 60,000	\$ -60,000	--
	<u>Marketing</u> : Reflects an increase in revenue due to enhanced marketing efforts. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
<u>Other Changes</u>				
1.	\$ -445,000	\$ -445,000	\$ --	--
	<u>Services and Supplies</u> : Reflects cost decreases associated with reduced usage of CDROM Legal Research database and Case Management Database System.			
2.	\$ -25,000	\$ --	\$ -25,000	--
	<u>Fixed Assets</u> : Reflects reduction in fixed assets expenditures.			
3.	\$ --	\$ -85,000	\$ 85,000	--
	<u>Revenue</u> : Reflects reduction in the collection of miscellaneous revenue.			
Total \$	-470,000	\$ -470,000	\$ 0	0.0

INFORMATION SYSTEMS ADVISORY BODY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 12,334,000	\$ 9,572,000	\$ 2,762,000	\$ --	\$ 285,000	\$ -285,000	--

1. Information Systems Advisory Body (ISAB) Systems Support

Authority: Non-mandated, discretionary program.

This program provides funding to support the criminal justice systems participating in ISAB, coordinate and ensure appropriate systems interface, and provide technical and administrative support and workload data analysis.

Program Outcome: Ensure appropriate systems interface and provide technical and administrative support for the criminal justice systems participating in ISAB.

Service Delivery Standard: Respond within 24 hours to inquiries regarding system interfaces and provide appropriate technical and administrative support.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Manage applications that serve ISAB membership and coordinate enhancements to systems	n/a	n/a	7	7
<u>Workload/Output</u> ⁽¹⁾				
Number of systems enhanced	n/a	n/a	4	4
<u>Efficiency</u>				
Number of enhancements performed	n/a	n/a	4	4
<u>Quality</u>				
Percentage of enhancements implemented which meet user's needs	n/a	n/a	100%	100%

Explanatory Note(s):

n/a=not available

(1) Number of systems to be enhanced is estimated.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Marketing

\$ 569,000	\$ --	\$ 569,000	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program.

This program provides for the collection of revenue generated from the sale of data and software by County justice agencies, primarily from the sale of the civil index data to private vendor information providers. Other marketing efforts will focus on the sale of the Attorney Case Management System and the Consolidated Criminal History Reporting System.

Program Outcome: Coordinate and provide adequate support for the ISAB marketing effort.

Service Delivery Standard: Appropriate and adequate marketing support is provided.

Information Systems Advisory Body (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> Number of data and software programs available	3	3	3	3
<u>Workload/Output</u> Outreach efforts made to market and sell data and software programs	n/a	n/a	10	10
<u>Efficiency</u> ⁽¹⁾ Increased revenue collected	n/a	n/a	\$60,000	\$60,000
<u>Quality</u> Customer satisfaction	n/a	n/a	100%	100%

Explanatory Note(s):
n/a=not available
(1) Revenue collected from the sale of data and software is estimated.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. <u>Videoconferencing</u>						
\$ 486,000	\$ --	\$ 486,000	\$ --	\$ --	\$ --	--

Authority: Non-mandated, discretionary program.

This program provides for the management and facilitation of ISAB's videoconferencing program efforts. This program covers maintenance, operations, and videoconferencing expansion to enable additional videoconferencing and interviewer stations to be added throughout the County.

Program Outcome: Coordinate and provide adequate management of ISAB's videoconferencing efforts.

Service Delivery Standard: Provide videoconferencing capability to existing justice community and allow for the expansion of additional videoconferencing and interviewer stations throughout the County.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> Average number of monthly videoconferencing calls	n/a	n/a	1,900	2,400
<u>Workload/Output</u> Percent of successful videoconference calls	n/a	n/a	98%	98%
<u>Efficiency</u> ⁽¹⁾ Reduced travel time in hours	n/a	n/a	20,900	23,100
<u>Quality</u> Percent of new users reporting successful interviews	n/a	n/a	100%	100%

Explanatory Note(s):
n/a=not available
(1) Travel time is estimated at 1.1 hours per trip on average.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$13,389,000	\$ 9,572,000	\$ 3,817,000	\$ 0	\$ 285,000	\$ -285,000	0.0

INFORMATION SYSTEMS ADVISORY BODY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Administration and General	973,000	973,000	973,000	0
Communications	150,000	150,000	150,000	0
Computer Equipment-noncapital	3,442,000	3,442,000	3,123,000	-319,000
Computer Software	1,281,000	1,281,000	1,235,000	-46,000
Information Technology Services	4,631,000	4,631,000	4,841,000	210,000
Professional and Specialized Services	2,797,000	2,797,000	2,507,000	-290,000
Rents and Leases-Bldg and Improvemts	285,000	285,000	285,000	0
Training	75,000	75,000	75,000	0
Total Services and Supplies	13,634,000	13,634,000	13,189,000	-445,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	225,000	225,000	200,000	-25,000
Total Equipment	225,000	225,000	200,000	-25,000
Total Fixed Assets	225,000	225,000	200,000	-25,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	13,859,000	13,859,000	13,389,000	-470,000
Less: Intrafund Transfers	9,572,000	9,572,000	9,572,000	0
TOTAL NET REQUIREMENTS	4,287,000	4,287,000	3,817,000	-470,000

Information Systems Advisory Body (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Intergovernmental Revenues-Federal	415,000	415,000	415,000	0
Intergovernmental Revenues-Other	28,000	28,000	28,000	0
Miscellaneous Revenues	3,238,000	3,238,000	2,708,000	-530,000
Other Financing Sources	606,000	606,000	666,000	60,000
TOTAL REVENUES	4,287,000	4,287,000	3,817,000	-470,000
NET COUNTY COST	0	0	0	0

**INTERNAL SERVICES
JOAN OUDERKIRK, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 165,518,239	\$ 180,661,000	\$ 191,310,000	\$ 191,693,000	\$ 191,537,000	\$ 227,000
SERVICES & SUPPLIES	129,586,609	127,358,000	163,917,000	127,460,000	127,081,000	-36,836,000
OTHER CHARGES	10,645,676	13,592,000	14,444,000	12,787,000	12,536,000	-1,908,000
FIXED ASSETS-EQUIP	3,191,831	4,229,000	4,265,000	2,975,000	2,915,000	-1,350,000
OTHER FINANCING USES	14,000					
GROSS TOTAL	\$ 308,956,355	\$ 325,840,000	\$ 373,936,000	\$ 334,915,000	\$ 334,069,000	\$ -39,867,000
LESS INTRAFD TRANSFER	237,683,605	251,822,000	296,748,000	254,938,000	254,600,000	-42,148,000
NET TOTAL	\$ 71,272,750	\$ 74,018,000	\$ 77,188,000	\$ 79,977,000	\$ 79,469,000	\$ 2,281,000
REVENUE	69,022,339	69,505,000	72,658,000	75,793,000	75,775,000	3,117,000
NET COUNTY COST	\$ 2,250,411	\$ 4,513,000	\$ 4,530,000	\$ 4,184,000	\$ 3,694,000	\$ -836,000
BUDGETED POSITIONS	2,526.0	2,485.0	2,485.0	2,467.0	2,466.0	-19.0
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 3,290,280	\$ 3,144,000	\$ 3,144,000	\$ 5,587,000	\$ 5,587,000	\$ 2,443,000
STATE-OTHER	14,831					
LEGAL SERVICES	153,625					
RECORDING FEES	274,400					
CHRGs FOR SVCS-OTHER	64,140,252	65,354,000	69,514,000	70,206,000	70,188,000	674,000
OTHER SALES	47,186					
MISCELLANEOUS	909,727	989,000				
SALE OF FIXED ASSETS	142,038	18,000				
OPERATING TRANSFER IN	50,000					
TOTAL	\$ 69,022,339	\$ 69,505,000	\$ 72,658,000	\$ 75,793,000	\$ 75,775,000	\$ 3,117,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

Mission Statement

We support the County by providing excellent in-house, contracted and advisory services in the areas of purchasing, contracting, facilities, information technology and other essential support and administrative services.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost (NCC) decrease of \$836,000, primarily attributable to program curtailments as a result of the State and County's economic conditions and the deletion of one-time funding for insurance premiums, data warehousing, and a Countywide Cost Allocation Plan adjustment, which are partially offset by increased funding for non-reimbursable salaries and employee benefits increases that were previously negotiated. The Proposed Budget also reflects a \$39.9 million reduction in gross appropriation and deletion of 19.0 budgeted positions. This reduced spending plan mainly reflects reductions in the Job Order Contracting program, workload decreases for building crafts job orders and information technology consultants, and increased contracting out of custodial services through attrition.

Strategic Planning

The Internal Services Department (ISD) originally published its Strategic Plan in January 2000. To ensure that the strategic planning process remains an integral component of the Department, the Plan is reviewed and updated annually. The second update, which was completed during fiscal year (FY) 2002-03, is comprised of four Service-level Plans, a Customer Service Plan, and a Departmental Summary.

Strategic Planning (cont'd)

During FY 2002-03, ISD accomplished the following strategic objectives:

- Implemented a new County web portal in conjunction with the Chief Information Officer and Chief Administrative Office.
- Developed a draft countywide wireless Data Services Deployment strategy in conjunction with the Chief Information Officer to provide the guidelines, practices and standards for the implementation, operation and security of wireless data services.
- Implemented a Central Call Center providing a central point of contact for customer calls regarding the repair, maintenance, renovation or construction of ISD maintained facilities.
- Completed and published on the County's intranet web-site a comprehensive contracting manual for use by all customer departments.
- Enhanced the countywide contract database that captures and reports information on contractor performance in the areas of Information Technology, Proposition A and construction contracts.
- Implemented a training program for County departments on the Board-approved Local Small Business Enterprise Preference Program to ensure consistency countywide.
- Web-enabled the ISD Customer Billing Reports on the County intranet web site, providing ISD's customers with on-line access to their billing reports and billing information.
- Implemented the Cyber Terrorism Task Force recommendations related to network intrusion detection and event correlation, as well as security controls for remote access to the data center.
- Obtained a grant of \$3.3 million from the California Public Utilities Commission to fund energy retrofit projects in County facilities maintained by ISD.

ISD will be continuing its strategic efforts in FY 2003-04 within existing funding in the following areas:

- Fully implementing a new automated fleet management information system.
- Continuing the enhancement of the Enterprise Energy Management Information System (EEMIS) to additional County facilities to permit expanded and improved energy utilization reporting by providing meaningful analyses of energy consumption patterns so departments can modify operating practices to reduce energy usage.
- Continuing to partner with customer departments to identify the Legacy systems that need to be modernized or replaced, and to assist departments in developing modernization plans.
- Continuing to expand the Facilities Asset Management Information System (FAMIS) and Information Technology Asset Tracking System to provide opportunities for resource sharing, interoperability, and portability for use by all County departments.
- Initiating energy retrofit projects in ISD maintained facilities using funding obtained from the California Public Utilities Commission.

Critical Needs

Data Center Disaster Recovery: A major concern continues to be the protection of the County's computer systems. Terrorist attack, earthquakes, accidental disasters such as fires and/or electrical malfunctions, and cyber terrorism all have the potential to severely impact the County's ability to continue operation of its computer systems. A comprehensive review previously conducted of the various disaster recovery methods indicated that the most reliable and timely backup/recovery method is to duplicate data in real time at a remote site that includes a redundant computer configuration. The process of duplicating data is called "mirroring". "Mirroring" makes it possible to always have the

Internal Services (cont'd)

Critical Needs (cont'd)

most current data and programs safely stored at an offsite location, which greatly increases the County's chances of timely and successful system recovery. Our unfunded need for the establishment of a disaster backup recovery system that includes the "mirroring" of data and application programs to a geographically remote location for County computer systems, including e-mail and internet systems, is \$3.0 million.

Deferred Maintenance: Deferred maintenance remains a critical County unmet need. Additional funding has been requested in the prior two fiscal years; however, this funding has not been provided due to economic conditions that were impacting the State and County. Unfunded deferred maintenance requirements for facilities maintained by ISD are currently estimated to exceed \$130.0 million.

Imposed Curtailments: Imposed curtailments in NCC were taken in two programs and will impact the Department's delivery of services. The Department will make every effort to sustain the programs with reduced funding. The impacted programs are Facility Service Coordinator at the courthouses and Internet Infrastructure.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -23,885,000	\$ -23,885,000	\$ --	--
	<u>Job Order Contracting:</u> Reflects a reduction in reimbursable costs in services and supplies for Job Order Contracting of building crafts projects attributable to decreased financing available for deferred maintenance and departmental discretionary projects. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -1,547,000	\$ -1,547,000	\$ --	-6.0
	<u>Building Crafts Services:</u> Reflects a net reduction in reimbursable funding for building crafts services. Also, reflects the deletion of 6.0 Building Crafts Superintendent I positions that were dedicated to the Department of Public Social Services for which reimbursement is no longer available. <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ -52,000	\$ -52,000	\$ --	-5.0
	<u>Custodial and Grounds Maintenance Services:</u> Reflects the deletion of 3.0 Custodian and 2.0 Window Washer positions in continuation of the Department's ongoing program to contract out custodial services through attrition. <i>Supports Countywide Strategic Plan Goal 4.</i>			
4.	\$ -927,000	\$ -927,000	\$ --	--
	<u>Administrative Services:</u> Reflects a net reduction in reimbursable costs for Departmental administrative functions primarily in the area of employee training. <i>Supports Countywide Strategic Plan Goal 4.</i>			
5.	\$ 322,000	\$ 322,000	\$ --	-5.0
	<u>Data Center Operations:</u> Reflects a net increase in reimbursable costs primarily attributable to software and hardware upgrades to ensure adequate storage and application capabilities in the IBM and Unisys data center, partially offset by the deletion of 5.0 vacant Computer Systems Operator positions. <i>Supports Countywide Strategic Plan Goal 3.</i>			

Internal Services (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
6.	\$ -1,091,000	\$ -1,091,000	\$ --	--
	<u>Mid-Range Services:</u> Reflects a reduction in reimbursable costs in services and supplies (\$138,000) and other charges (\$953,000) primarily attributable to a decrease in LAC-CAL equipment payments. <i>Supports Countywide Strategic Plan Goal 4.</i>			
7.	\$ -1,454,000	\$ -1,454,000	\$ --	-2.0
	<u>Telecommunications Services:</u> Reflects a reduction in reimbursable costs in salaries and employee benefits (\$167,000), services and supplies (\$1,247,000), and fixed assets (\$40,000) primarily attributable to the Telecommunications Equipment and Services Master Agreement (TESMA) costs that will become the direct responsibilities of end user departments. Also, reflects the deletion of 1.0 vacant Electronic Audio Technician position and 1.0 vacant Electronic Communications Technician position associated with a reduction in workload from client departments. <i>Supports Countywide Strategic Plan Goal 4.</i>			
8.	\$ -1,032,000	\$ -1,032,000	\$ --	--
	<u>Customer Assistance:</u> Reflects a reduction in reimbursable costs in services and supplies (\$652,000) and fixed assets (\$380,000) primarily attributable to curtailments in application and operating system software costs for Customer Assistance applications. <i>Supports Countywide Strategic Plan Goal 4.</i>			
9.	\$ -810,000	\$ -810,000	\$ --	--
	<u>Management Information Systems:</u> Reflects a reduction in reimbursable costs in services and supplies (\$705,000) and other charges (\$105,000) primarily attributable to curtailments in consulting services, software, and training. Also, reflects a decrease in LAC-CAL equipment lease payments. <i>Supports Countywide Strategic Plan Goal 4.</i>			
10.	\$ -2,248,000	\$ -2,248,000	\$ --	--
	<u>Information Technology Service Contractor:</u> Reflects a reduction in reimbursable costs for services and supplies attributable to reduced customer requirements for contract resources. <i>Supports Countywide Strategic Plan Goal 4.</i>			
11.	\$ 289,000	\$ 289,000	\$ --	--
	<u>Contract Administration Services:</u> Reflects a net increase in reimbursable costs primarily attributable to changes incorporated into a replacement contract for management of parking lots and an increase in Business Machines maintenance costs as equipment warranty expires. Partial offset is achieved by a reduction in the Fleet Maintenance Services contract. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
12.	\$ -500,000	\$ --	\$ -500,000	-1.0
	<u>Program Curtailments:</u> Reflects a reduction in net County costs (NCC) for salaries and employee benefits (\$121,000) and services and supplies (\$379,000) including the curtailment of the Internet Infrastructure and Facilities Service Coordinator programs. Also, reflects the deletion of 1.0 Building Crafts Superintendent I position. <i>Supports Countywide Strategic Plan Goal 4.</i>			

Internal Services (cont'd)

Changes From 2002-03 Budget

	<u>Gross</u> <u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
13.	\$ -5,867,000	\$ -5,867,000	\$ --	--
<u>Budget Alignment:</u> Reflects adjustments necessary for reduced client demands. <i>Supports Countywide Strategic Plan Goal 4.</i>				
<u>Other Changes</u>				
1.	\$ 10,000	\$ --	\$ 10,000	--
<u>Salaries and Employee Benefits:</u> Reflects the non-reimbursable portion of funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.				
2.	\$ -843,000	\$ -843,000	\$ --	--
<u>Overtime:</u> Reflects a reduction in reimbursable costs for overtime.				
3.	\$ -212,000	\$ 92,000	\$ -304,000	--
<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases and miscellaneous rate adjustments.				
4.	\$ --	\$ 22,000	\$ -22,000	--
<u>Data Warehouse:</u> Reflects an increase in reimbursable funding for the data warehouse.				
5.	\$ -20,000	\$ --	\$ -20,000	--
<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
Total \$	-39,867,000	\$ -39,031,000	\$ -836,000	-19.0

CUSTOMER DIRECT SERVICES AND SUPPLIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 29,257,514	\$ 28,650,000	\$ 39,288,000	\$ 35,288,000	\$ 35,288,000	\$ -4,000,000
LESS EXPENDITURE DIST	29,257,513	28,650,000	39,288,000	35,288,000	35,288,000	-4,000,000
TOT S & S	1					
GROSS TOTAL	\$ 1	\$	\$	\$	\$	\$
NET COUNTY COST	\$ 1	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

2003-04 Budget Message

Customer Direct Services and Supplies is a “pass through” budget to account for various services and supplies that the Internal Services Department purchases directly from outside vendors on behalf of customer departments.

The 2003-04 Proposed Budget reflects a reduction of \$4.0 million, attributable to the completion of the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) System-related facilities modifications for the Department of Public Social Services.

Changes From 2002-03 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -4,000,000	\$ -4,000,000	\$ --	--
<u>Job Order Contracting Craft Services:</u> Reflects a reduction in funding attributable to the completion of LEADER-related facilities modifications for the Department of Public Social Services. <i>Supports Countywide Strategic Plan Goal 4.</i>				
Total \$	-4,000,000	\$ -4,000,000	\$ 0	0.0

INTERNAL SERVICES DEPARTMENT

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$36,368,000	\$ 22,676,000	\$ 13,271,000	\$ 421,000	\$ 3,286,000	\$ -2,865,000	244.0

1. Purchasing and Contract Service

Authority: Non-mandated, discretionary program.

The County Charter requires centralized purchasing services for the County. Purchasing and Contracts provides purchasing, contracting, messenger/mail, parking, vehicle and contract administration and monitoring services. Purchasing and Contracts is increasing efficiency through expanding the use of vendor agreements, effectively using technology to enhance the purchasing process, developing purchasing strategies to reduce County costs and enhancing vendor outreach programs.

Program Outcome: To provide diversified purchasing, contracting, and essential support services to help the County do its job.

Service Delivery Standard: Issue direct purchase orders within 30 days. Complete 98 percent of scheduled pickups and deliveries of mail at County facilities. Ensure all scheduled contract-monitoring activities are completed.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of purchasing requests received	3,696	3,292	3,292	3,292
Number of scheduled mail/messenger stops	221,963	187,592	232,510	232,510
Number of Proposition A/Living Wage Ordinance (LWO) contracts monitored	47	21	20	19
Number of Information Technology Support Services Master Agreement (ITSSMA) contracts monitored ⁽¹⁾	n/a	5	15	24
Number of customers receiving an annual customer survey on purchasing services	74	78	78	78
<u>Workload/Output</u>				
Number of purchase orders issued	3,604	3,118	3,118	3,118
Number of mail/messenger stops made within the standard	219,699	187,299	232,339	232,339
Number of scheduled LWO monitoring activities ⁽²⁾	742	7	8	8
Number of scheduled ITSSMA monitoring activities ⁽¹⁾	n/a	1	1	1
Number of customers returning purchasing surveys	45	40	43	45
<u>Efficiency</u>				
Number of purchase orders issued within 30 days	2,726	2,038	2,038	2,038
Average number of mail/messenger stops per working day	854	721	894	894
Number of LWO monitoring activities completed within the standard ⁽²⁾	701	7	8	8
Number of ITSSMA monitoring activities completed within the standard ⁽¹⁾	n/a	1	1	1

Internal Services (cont'd)

Performance Measures (cont'd)	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Quality</u>				
Percent of direct purchase orders issued within 30 days	76.00%	72.00%	72.00%	72.00%
Percent of scheduled mail/messenger stops completed	98.98%	99.84%	99.93%	99.93%
Percent of LWO monitoring activities completed within the standard ⁽²⁾	94.50%	100.00%	100.00%	100.00%
Percent of ITSSMA monitoring activities completed within the standard ⁽¹⁾	n/a	100.00%	100.00%	100.00%
Average survey rating on purchasing services	4.0	4.0	4.0	4.1

Explanatory Note(s):

- (1) This is a new assignment that started in fiscal year (FY) 2001-02 with 10 contracts to be audited. The workload has been increased for FY 2002-03 to include Communication Support Services Master Agreement, now part of the ITSSMA that will total more than 179 contracts. Projection is that 24 ITSSMA contracts will be audited each year until staffing is increased.
 - (2) Figures were changed to actual number of categories of activities performed, whereas in previous FY 1999-00 and FY 2000-01 the information reflected the number of contract workers. The number of categories increased in FY 2002-03 with the addition of contract worker ID badging which is now performed by this section.
- n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. <u>Facilities Operations Service</u>						
\$109,582,000	\$ 86,815,000	\$ 21,922,000	\$ 845,000	\$ 9,898,000	\$ -9,053,000	885.0

Authority: Non-mandated, discretionary program.

No specific mandate or authority, except to the extent that the Board of Supervisors established the countywide Energy Management Program. Facilities Operations provides building and energy related services for customer departments. The major activities are building maintenance and grounds maintenance, custodial services, building crafts and energy management services, including the operation of power plants and cogeneration facilities.

Program Outcome: To support the County and Internal Services Department (ISD) by providing excellent in-house contracted and advisory services in the areas of alterations and improvements, facilities maintenance and operation, energy management, and custodial/grounds maintenance services.

Service Delivery Standard: Complete 100 percent of routine building maintenance requests within 3 days. Achieve a 4 (on a scale of 1-5) in craft services on the annual ISD customer survey. Ensure power plant systems are available 98.5 percent of the time.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Number of buildings/complexes maintained	195	192	192	200
Number of customers receiving an annual customer survey on craft services	74	78	78	78
Number of power plants	7	7	7	7
<u>Workload/Output</u>				
Number of routine building maintenance calls	71,330	79,740	72,500	73,330
Number of customers returning craft services surveys	48	47	48	48
Number of hours the power plants are available	61,320	61,320	61,320	61,488
<u>Efficiency</u>				
Number of routine building maintenance calls completed within 3 days	70,067	73,042	67,425	71,863
Number of hours the power plants are operational	61,197	61,013	60,922	60,922
	32.7			

Internal Services (cont'd)

<u>Performance Measures</u> (cont'd)			<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>						
Percent of routine building maintenance calls completed within 3 days			98.20%	91.60%	93.00%	98.00%
Average survey rating on craft services			3.6	3.7	3.8	3.9
Percent of time the power plants provide heat and chilled water			99.80%	99.90%	99.90%	99.90%
Percent of time the power plants generate electricity			98.20%	99.50%	99.33%	99.33%
<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>

3. Information Technology Service (ITS)

\$164,243,000 \$122,576,000 \$ 40,060,000 \$ 1,607,000 \$ 26,128,000 \$ -24,521,000 1,138.0

Authority: Non-mandated, discretionary program.

County Code Section 2.81.700 delegates to ISD responsibility for requisitions related to the operations and maintenance of all countywide and multi-user communications, networks, and facilities. ITS plans, builds, and runs computer and communications systems for customer departments. The two major components of ITS are data processing and telecommunications. Data processing includes information systems planning, systems development and maintenance (including Internet/web enabling) as well as operating the County's Data Center. Telecommunications includes network design, installation maintenance and operation, radio systems design and support, communications equipment installation and maintenance, and other telecommunications functions.

Program Outcome: To meet customer needs by consistently providing high-quality, timely and cost-effective information technology services.

Service Delivery Standard: Ensure data center systems are available 99.95 percent of the time. Ensure 90 percent of incoming Help Desk calls are answered within 60 seconds or less. Ensure telephone and data service requests are completed within standards.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of customers that have computer applications processed at the data center	38	38	38	38
Number of Help Desk calls received	156,504	137,820	132,288	150,000
Number of telephone systems maintenance service requests received for adds, moves and changes	2,967	2,535	3,160	2,895
Number of data service requests received	512	603	570	570
Number of customers receiving an annual customer survey on programming services	74	78	78	78
<u>Workload/Output</u>				
Data processing time needed by customer applications	2,096,832	2,092,359	2,109,816	2,109,816
Number of Help Desk calls answered in 60 seconds or less	107,988	96,474	99,216	100,000
Number of telephone systems maintenance adds, moves and changes completed	2,967	2,535	3,103	2,882
Number of data service requests completed	447	574	540	540
Number of customers returning programming service surveys	37	31	33	35

Internal Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
Number of data processing minutes actually available	2,094,756	2,092,242	2,109,427	2,109,427
Average length of time Help Desk calls on hold	83 sec	90 sec	77 sec	60 sec
Number of telephone systems maintenance adds, moves and changes completed within the standard	2,855	2,460	3,050	2,799
Number of data service requests completed within the standard	379	492	500	510
<u>Quality</u>				
Percent of time Data Center is available to customers	99.90%	99.99%	99.98%	99.98%
Percent of Help Desk calls on hold for 60 seconds or less	69.00%	70.00%	80.00%	90.00%
Percent of telephone systems maintenance adds, moves, and changes completed within standard	96.20%	97.00%	98.30%	97.10%
Percent of data service requests completed within the standard	85.00%	86.00%	92.00%	94.00%
Average survey rating on programming services	3.8	3.8	3.8	3.9

Explanatory Note(s):
Sec = seconds

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
4. <u>Administration and Finance Service, Support, NCC and Contingency</u>						
\$23,876,000	\$ 22,533,000	\$ 522,000	\$ 821,000	\$ 8,031,000	\$-7,210,000	199.0

Authority: Non-mandated, discretionary program.

Administration consists of costs associated with the operation of the Departmental administration functions including the executive office, accounting, budgeting, personnel, payroll, and procurement. Support represents Departmental support costs incurred for the benefit of ISD's programs. These include training, emergency preparedness, internal affairs, risk management, rents, utilities, and building proprietorship/facility services. NCC and contingency includes unallowable A-87 costs (e.g., debt service, vacant space, etc.) because federal/State guidelines prohibit ISD from including these costs in billings to customers. Contingency appropriation is budgeted each year to provide for continuation of critical services, staff shortages, and/or other unforeseen events. The contingency budget has no NCC impact, since it is spent only to the extent that customers will reimburse costs.

Program Outcome: To provide excellent in-house administrative and technical support and advisory services to enable ISD to achieve its mission in accordance with County policies and procedures.

Service Delivery Standard: Pay 90 percent of invoices within 30 days of receipt of goods. Generate 100 percent of customer bills within 30 days of the accrual month 100 percent of the time. Achieve a 4 (on a scale of 1-5) in all categories on the annual ISD customer survey.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of invoices received	43,690	48,790	36,967 ⁽¹⁾	38,815
Accounts payable staff	17	17	17	17
Billing staff	15	15	15	15
Number of customers receiving the annual customer survey	74	78	78	78

Internal Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Workload/Output</u>				
Number of invoices processed	36,265	45,375	34,380 ⁽¹⁾	36,099
Number of accounts billed	34,918	32,920	33,000	33,038
Number of customers returning the annual survey	53	59	60	62
Number of customers returning billing services survey	43	42	42	43
<u>Efficiency</u>				
Number of invoices processed per staff	2,133	2,669	2,022	2,123
Number of billed accounts per staff	2,328	2,195	2,200	2,202
<u>Quality</u>				
Percent of invoices paid within 30 days	83.00%	85.00%	90.00%	90.00%
Percent of bills generated within the standard	100.00%	100.00%	100.00%	100.00%
Average survey rating on all ISD services	3.9	3.9	3.9	4.0
Average survey rating on reasonableness of costs	3.5	3.3	3.4	3.5
Average survey rating on timeliness of ISD service delivery	3.8	3.7	3.7	3.8
Average survey rating on billing services	3.7	3.7	3.7	3.8

Explanatory Note(s):

(1) The lower number for FY 2002-03 reflects the substantial impact of the P-Card program on the monthly volume of invoices processed.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$334,069,000	\$ 254,600,000	\$ 75,775,000	\$ 3,694,000	\$ 47,343,000	\$ -43,649,000	2,466.0

INTERNAL SERVICES DEPARTMENT

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	128,016,000	136,897,000	135,242,000	-1,655,000
Employee Benefits	52,645,000	54,413,000	56,295,000	1,882,000
Total Salaries and Employee Benefits	180,661,000	191,310,000	191,537,000	227,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	179,000	172,000	179,000	7,000
Communications	2,225,000	3,214,000	2,226,000	-988,000
Household Expenses	674,000	804,000	674,000	-130,000
Insurance	132,000	292,000	132,000	-160,000
Maintenance-Buildings and Improvements	9,049,000	8,912,000	9,057,000	145,000
Maintenance-Equipment	22,872,000	23,727,000	22,891,000	-836,000
Medical Dental and Laboratory Supplies	48,000	48,000	48,000	0
Memberships	25,000	32,000	26,000	-6,000
Miscellaneous Expense	280,000	440,000	280,000	-160,000
Office Expense-Other	4,381,000	4,707,000	4,384,000	-323,000
Office Expense-Postage	46,000	54,000	46,000	-8,000
Office Expense-Stat and Forms	333,000	302,000	333,000	31,000
Professional and Specialized Services	56,210,000	87,523,000	55,876,000	-31,647,000
Publication and Legal Notices	15,000	17,000	15,000	-2,000
Rents and Leases-Bldg and Improvements	851,000	788,000	852,000	64,000
Rents and Leases-Equipment	5,840,000	9,422,000	5,845,000	-3,577,000
Small Tools and Instruments	288,000	339,000	288,000	-51,000
Special Departmental Expense	19,658,000	18,589,000	19,673,000	1,084,000
Transportation and Travel-Auto Mileage	379,000	376,000	380,000	4,000
Transportation and Travel-Other	90,000	90,000	91,000	1,000
Transportation and Travel-Traveling	368,000	412,000	368,000	-44,000
Utilities	3,415,000	3,657,000	3,417,000	-240,000
Total Services and Supplies	127,358,000	163,917,000	127,081,000	-36,836,000
<u>Other Charges</u>				
Judgments and Damages	0	2,016,000	1,595,000	-421,000
Retirement of Other Long-Term Debt	13,592,000	12,428,000	10,941,000	-1,487,000
Total Other Charges	13,592,000	14,444,000	12,536,000	-1,908,000
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	0	1,400,000	0	-1,400,000
Computer Info and Data Processing Sys	4,229,000	2,703,000	2,399,000	-304,000
Machinery Equipment	0	126,000	516,000	390,000
Other Undefined Assets	0	36,000	0	-36,000
Total Equipment	4,229,000	4,265,000	2,915,000	-1,350,000
Total Fixed Assets	4,229,000	4,265,000	2,915,000	-1,350,000

Internal Services (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfer</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	325,840,000	373,936,000	334,069,000	-39,867,000
Less: Intrafund Transfers	251,822,000	296,748,000	254,600,000	-42,148,000
TOTAL NET REQUIREMENTS	74,018,000	77,188,000	79,469,000	2,281,000
REVENUES:				
Revenue from Use of Money and Property	3,144,000	3,144,000	5,587,000	2,443,000
Charges for Services	65,354,000	69,514,000	70,188,000	674,000
Miscellaneous Revenues	989,000	0	0	0
Other Financing Sources	18,000	0	0	0
TOTAL REVENUES	69,505,000	72,658,000	75,775,000	3,117,000
NET COUNTY COST	4,513,000	4,530,000	3,694,000	-836,000

INTERNAL SERVICES - CUSTOMER DIRECT SERVICES AND SUPPLIES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Computer Software	198,000	261,000	261,000	0
Information Technology Services	28,230,000	34,801,000	34,767,000	-34,000
Professional and Specialized Services	222,000	4,226,000	260,000	-3,966,000
Less: Expense Distribution	28,650,000	39,288,000	35,288,000	-4,000,000
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	0	0	0	0
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	0	0	0	0
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	0	0	0	0

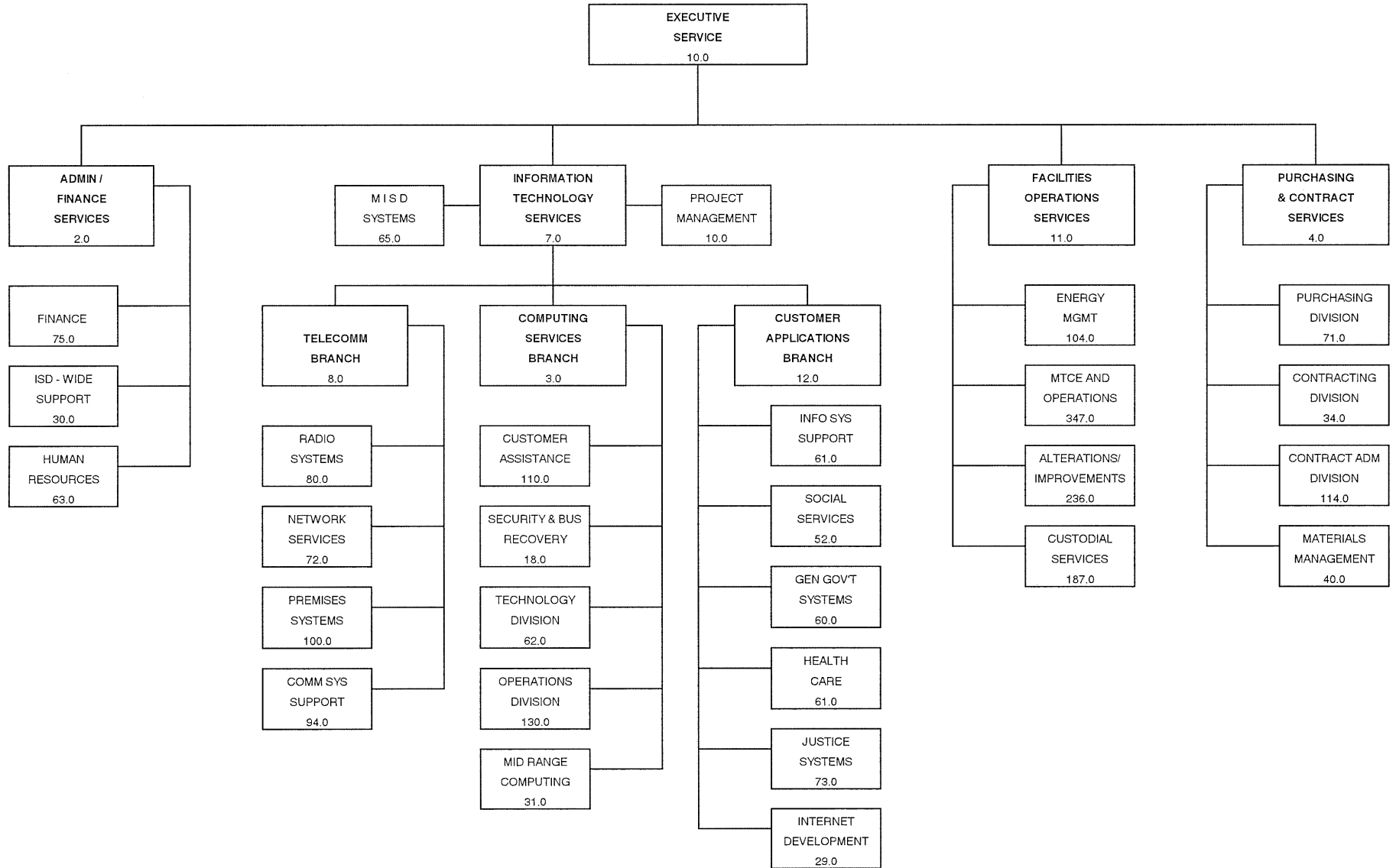
Internal Services Department

2003-2004 Proposed Budget

2,466.0 Positions

Joan Ouderkirk, Director

32.14



JUDGMENTS AND DAMAGES/INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 76,677,631	\$ 81,159,000	\$ 85,352,000	\$ 89,043,000	\$ 88,236,000	\$ 2,884,000
LESS EXPENDITURE DIST	52,996,782	63,118,000	62,311,000	70,289,000	70,289,000	7,978,000
TOT S & S	23,680,849	18,041,000	23,041,000	18,754,000	17,947,000	-5,094,000
OTHER CHARGES	50,512,962	63,661,000	75,219,000	81,898,000	76,193,000	974,000
LESS EXPENDITURE DIST	57,452,126	56,805,000	68,363,000	70,243,000	70,243,000	1,880,000
TOT OTH CHR	-6,939,164	6,856,000	6,856,000	11,655,000	5,950,000	-906,000
GROSS TOTAL	\$ 16,741,685	\$ 24,897,000	\$ 29,897,000	\$ 30,409,000	\$ 23,897,000	\$ -6,000,000
REVENUE	13,521,516	3,203,000	8,203,000	2,203,000	2,203,000	-6,000,000
NET COUNTY COST	\$ 3,220,169	\$ 21,694,000	\$ 21,694,000	\$ 28,206,000	\$ 21,694,000	\$
REVENUE DETAIL						
CHRG FOR SVCS-OTHER	\$ 11,100,490	\$ 1,000,000	\$ 6,000,000	\$	\$	\$ -6,000,000
OTHER SALES	153,988					
MISCELLANEOUS	2,267,038	2,203,000	2,203,000	2,203,000	2,203,000	
TOTAL	\$ 13,521,516	\$ 3,203,000	\$ 8,203,000	\$ 2,203,000	\$ 2,203,000	\$ -6,000,000

Mission Statement

The Judgments and Damages/Insurance budget provides funding for payment of judgments and settlements of uninsured claims against the County, as well as, attorney fees and other litigation costs. In addition, this budget reflects the purchase of various insurance policies, where available, at a reasonable cost, or as required by law or agreement.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects funding for anticipated judgments and/or settlements, attorney fees and litigation costs, and insurance premiums for various commercial insurance policies. In addition, this budget includes a central appropriation to fund large, unanticipated losses and losses of a countywide nature.

JUDGMENTS AND DAMAGES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 44,699,421	\$ 38,983,000	\$ 43,983,000	\$ 43,086,000	\$ 42,279,000	\$ -1,704,000
LESS EXPENDITURE DIST	21,111,878	20,942,000	20,942,000	24,332,000	24,332,000	3,390,000
TOT S & S	23,587,543	18,041,000	23,041,000	18,754,000	17,947,000	-5,094,000
OTHER CHARGES	27,477,305	36,169,000	46,360,000	46,360,000	40,655,000	-5,705,000
LESS EXPENDITURE DIST	34,496,639	29,313,000	39,504,000	34,705,000	34,705,000	-4,799,000
TOT OTH CHR	-7,019,334	6,856,000	6,856,000	11,655,000	5,950,000	-906,000
GROSS TOTAL	\$ 16,568,209	\$ 24,897,000	\$ 29,897,000	\$ 30,409,000	\$ 23,897,000	\$ -6,000,000
REVENUE	13,357,336	3,203,000	8,203,000	2,203,000	2,203,000	-6,000,000
NET COUNTY COST	\$ 3,210,873	\$ 21,694,000	\$ 21,694,000	\$ 28,206,000	\$ 21,694,000	
REVENUE DETAIL						
CHRG FOR SVCS-OTHER	\$ 11,092,994	\$ 1,000,000	\$ 6,000,000			\$ -6,000,000
MISCELLANEOUS	2,264,342	2,203,000	2,203,000	2,203,000	2,203,000	
TOTAL	\$ 13,357,336	\$ 3,203,000	\$ 8,203,000	\$ 2,203,000	\$ 2,203,000	\$ -6,000,000

FUND
GENERAL FUND

FUNCTION
GENERAL

ACTIVITY
OTHER GENERAL

Changes From 2002-03 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
1.	\$ -1,409,000	\$ -1,409,000	\$ --	--
<u>Legal/Settlement Costs:</u> Reflects a net reduction in litigation, other legal and settlement costs based on projected cases in the upcoming fiscal year. The reduced appropriation is offset by reductions in expenditure distribution to affected departments. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
2.	\$ -6,000,000	\$ -6,000,000	\$ --	--
<u>Miscellaneous:</u> Reflects the deletion of non-County litigation appropriation and revenue. These services will be billed directly to outside agencies receiving services. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
Total \$	-7,409,000	\$ -7,409,000	\$ 0	0.0

INSURANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 31,978,210	\$ 42,176,000	\$ 41,369,000	\$ 45,957,000	\$ 45,957,000	\$ 4,588,000
LESS EXPENDITURE DIST	31,884,904	42,176,000	41,369,000	45,957,000	45,957,000	4,588,000
TOT S & S	93,306					
OTHER CHARGES	23,035,657	27,492,000	28,859,000	35,538,000	35,538,000	6,679,000
LESS EXPENDITURE DIST	22,955,487	27,492,000	28,859,000	35,538,000	35,538,000	6,679,000
TOT OTH CHRGR	80,170					
GROSS TOTAL	\$ 173,476	\$	\$	\$	\$	\$
REVENUE	164,180					
NET COUNTY COST	\$ 9,296	\$	\$	\$	\$	\$
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 7,496	\$	\$	\$	\$	\$
OTHER SALES	153,988					
MISCELLANEOUS	2,696					
TOTAL	\$ 164,180	\$	\$	\$	\$	\$
FUND GENERAL FUND			FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Changes From 2002-03 Budget

Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
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Program Changes

1.	\$ 6,381,000	\$ 6,381,000	\$ --	--
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General Fund: Reflects increases of \$2.5 million in estimated fine arts, aviation and property insurance premiums due to the insurance industry increasing premium rates after the World Trade Center disaster; an increase of \$3.3 million in projected medical malpractice liability settlement costs related to the Departments of Health Services, Mental Health and Sheriff; and an increase of \$600,000 in projected auto liability settlement costs related to the Sheriff. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

2.	\$ 4,532,000	\$ 4,532,000	\$ --	--
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Enterprise Fund: Reflects increases of \$300,000 in estimated property and excess hospital liability insurance premiums and an increase of \$4.2 million in projected medical malpractice liability settlement costs related to the Hospital Facilities. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

3.	\$ 504,000	\$ 504,000	\$ --	--
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Special Fund: Reflects an increase in projected general liability settlement costs related to the Department of Public Works. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Judgments and Damages/Insurance (cont'd)

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Expenditure Distribution Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes (cont'd)</u>				
4.	\$ -150,000	\$ -150,000	\$ --	--
	<u>Other Funds:</u> Reflects a decrease in projected auto liability settlement costs related to Special Districts. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
Total \$	11,267,000	\$ 11,267,000	\$ 0	0.0

LOCAL AGENCY FORMATION COMMISSION
LARRY J. CALEMINE, EXECUTIVE DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 375,879	\$ 581,000	\$ 581,000	\$ 581,000	\$ 581,000	\$
NET COUNTY COST	\$ 375,879	\$ 581,000	\$ 581,000	\$ 581,000	\$ 581,000	\$

FUND GENERAL FUND	FUNCTION PUBLIC PROTECTION	ACTIVITY OTHER PROTECTION
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Mission Statement

To review proposed changes of organization and reorganization (e.g., annexations, incorporations, detachments, and consolidations) to ensure that local government services are provided as efficiently and economically as possible. Also, to conduct sphere of influence and other special studies to identify and recommend government restructuring which will result in more economical and accountable governmental entities.

2003-04 Budget Message

Assembly Bill (AB) 2838, Government Code Section 56381.6, which became effective January 1, 2001, established the formula to be used for the allocation of operational costs for the Local Agency Formation Commission (LACFO) among the County, cities, and special districts. The Commission is required annually, following noticed public hearings, to prepare a proposed budget by May 1, and final budget by June 15. The 2003-04 Proposed Budget reflects funding for current service levels.

LOCAL AGENCY FORMATION COMMISSION

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

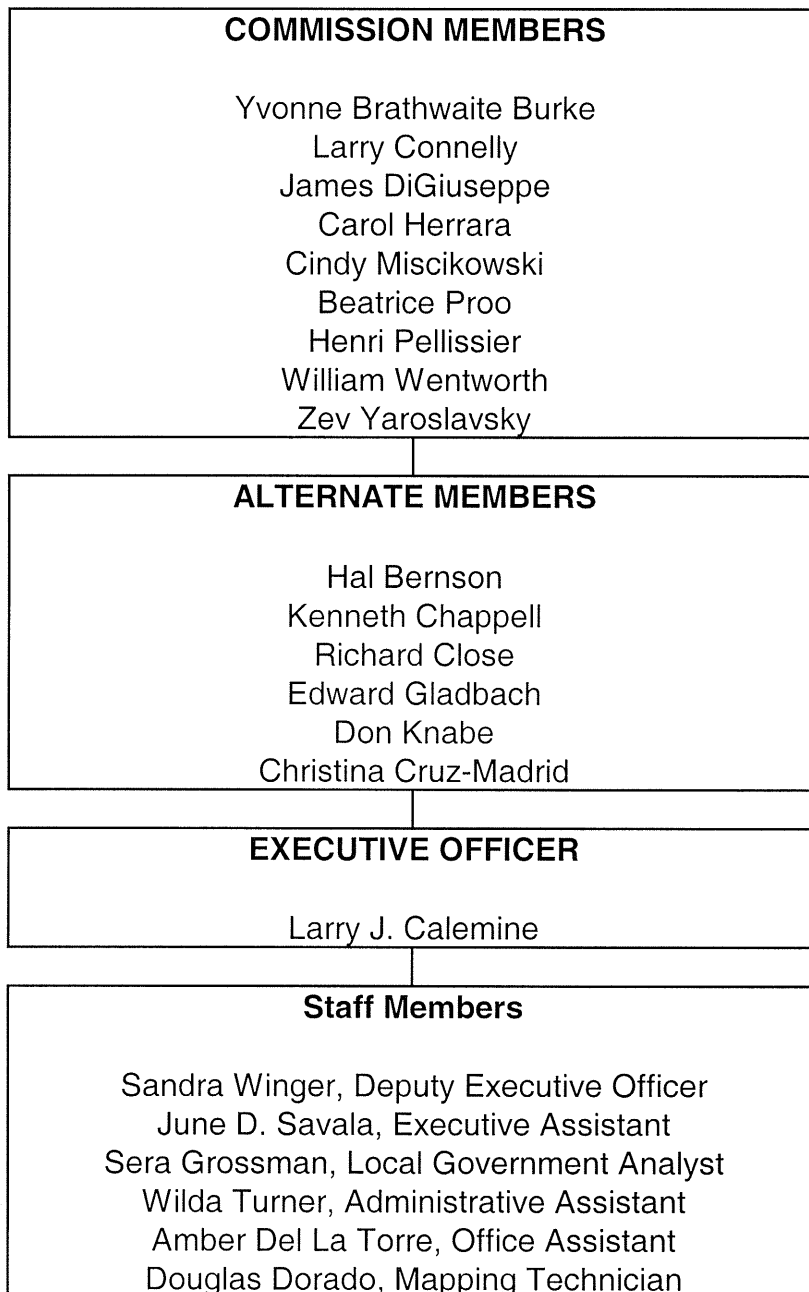
Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Local Agency Formation Commission						
\$ 581,000	\$ --	\$ --	\$ 581,000	\$ 581,000	\$ --	--
<i>Authority:</i> Mandated program. Government Code Section 56325 states, "there is hereby continued in each county a local agency formation commission", to review proposed annexations, incorporation, and detachments and to conduct sphere of influence studies.						
Total Programs						
\$ 581,000	\$ 0	\$ 0	\$ 581,000	\$ 581,000	\$ 0	0.0

LOCAL AGENCY FORMATION COMMISSION

DEPARTMENTAL DETAIL SUMMARY

<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Total Services and Supplies	0	0	0	0
<u>Other Charges</u>				
Contributions to Non-County Agencies	581,000	581,000	581,000	0
Total Other Charges	581,000	581,000	581,000	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	581,000	581,000	581,000	0
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	581,000	581,000	581,000	0
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	581,000	581,000	581,000	0

LOCAL AGENCY FORMATION COMMISSION
Organizational Chart
2003-04 Proposed Budget



LOS ANGELES COUNTY CAPITAL ASSET LEASING

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 50,006	\$ 179,000	\$ 179,000	\$ 150,000	\$ 150,000	\$ -29,000
OTHER CHARGES	31,060.915	20,500,000	20,500,000	20,500,000	20,500,000	
LESS EXPENDITURE DIST	31,188,661	20,650,000	20,650,000	20,650,000	20,650,000	
TOT OTH CHRG	-127,746	-150,000	-150,000	-150,000	-150,000	
GROSS TOTAL	\$ -77,740	\$ 29,000	\$ 29,000	\$	\$	\$ -29,000
REVENUE		375,000	375,000	375,000	375,000	
NET COUNTY COST	\$ -77,740	\$ -346,000	\$ -346,000	\$ -375,000	\$ -375,000	\$ -29,000
REVENUE DETAIL						
OPERATING TRANSFER IN	\$	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$
TOTAL	\$	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

The Los Angeles County Capital Asset Leasing Corporation (LAC-CAL) was established as a non-profit corporation by the Board of Supervisors in 1983 to assist the County in the financing of its critical fixed asset equipment needs. Equipment purchases are initially financed by LAC-CAL through the issuance of bond anticipation notes. Outstanding bond anticipation notes are periodically redeemed through the issuance of intermediate-term tax-exempt bonds or certificates of participation, or through leases with third-party lessors. The term of each bond issue or lease reflects the useful life of the financed equipment. The Corporation's outstanding bonds or leases are redeemed through semi-annual payments from the County.

2003-04 Budget Message

The LAC-CAL General Fund budget unit provides for the collection of lease payments due on LAC-CAL equipment leases from County departmental budget units and the transfer of such payments to the LAC-CAL Corporation. The LAC-CAL General Fund budget unit also reflects the payment of insurance premiums and the receipt of revenues generated by the LAC-CAL Corporation from investment earnings and surplus reserve funds.

The Proposed 2003-04 LAC-CAL budget reflects decreased appropriation due to the deletion of one-time funding provided in 2002-03 to cover increased property insurance costs resulting from the September 11, 2001, disaster. Expenditure distributions and revenue levels proposed for 2003-04 are consistent with the 2002-03 budget based on the final maturity of the Corporation's 1999 Series A bonds and new debt service requirements on the 2002 Series A bonds.

Strategic Planning

The LAC-CAL Equipment Program provides County departments with a mechanism to stabilize ongoing fixed asset costs and provide support for critical operations and programs. The Corporation's access to the tax-exempt bond market and the relative stability of its interest rates assist County departments in their strategic planning efforts.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -29,000	\$ --	\$ -29,000	--
<p><u>Services and Supplies:</u> Reflects decreased appropriation and net County cost due to the deletion of one-time funding provided in 2002-03 to cover increased insurance costs related to the September 11, 2001 attack. Supports Countywide Strategic Plan Goal 3, Strategy 2.</p>				
Total \$	-29,000	\$ 0	\$ -29,000	0.0

MENTAL HEALTH
MARVIN J. SOUTHARD, D.S.W., DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 182,748,164	\$ 199,454,000	\$ 217,014,000	\$ 223,966,000	\$ 221,597,000	\$ 4,583,000
SERVICES & SUPPLIES	754,879,142	796,377,000	773,574,000	802,653,000	796,034,000	22,460,000
OTHER CHARGES	54,011,198	51,239,000	52,076,000	48,263,000	48,270,000	-3,806,000
FIXED ASSETS-EQUIP	2,349,280	1,242,000	745,000	826,000	826,000	81,000
GROSS TOTAL	\$ 993,987,784	\$ 1,048,312,000	\$ 1,043,409,000	\$ 1,075,708,000	\$ 1,066,727,000	\$ 23,318,000
LESS INTRAFD TRANSFER	40,542,975	42,254,000	44,853,000	45,126,000	48,398,000	3,545,000
NET TOTAL	\$ 953,444,809	\$ 1,006,058,000	\$ 998,556,000	\$ 1,030,582,000	\$ 1,018,329,000	\$ 19,773,000
REVENUE	839,823,282	912,359,000	904,857,000	934,365,000	922,112,000	17,255,000
NET COUNTY COST	\$ 113,621,527	\$ 93,699,000	\$ 93,699,000	\$ 96,217,000	\$ 96,217,000	\$ 2,518,000
BUDGETED POSITIONS	3,059.3	2,802.1	2,802.1	2,850.6	2,829.1	27.0
REVENUE DETAIL						
STATE AID-MENTAL HLTH	\$ 86,606,154	\$ 77,228,000	\$ 74,785,000	\$ 72,896,000	\$ 72,896,000	\$ -1,889,000
OTHER STATE AID-HLTH	49,511,330	160,067,000	133,602,000	172,244,000	176,821,000	43,219,000
STATE-OTHER	60,046,639	41,477,000	42,843,000	42,625,000	39,125,000	-3,718,000
STATE-REALIGNMENT REV	283,083,121	265,793,000	277,309,000	269,843,000	258,240,000	-19,069,000
FEDERAL-OTHER	35,929,103	16,916,000	15,686,000	16,339,000	16,311,000	625,000
FED AID-MENTAL HLTH	253,061,429	344,930,000	348,178,000	354,469,000	352,995,000	4,817,000
OTHER GOVT AGENCIES	659,282	1,636,000	1,803,000	727,000	727,000	-1,076,000
ESTATE FEES	1,535,511	1,222,000	2,031,000	2,031,000	2,031,000	
HEALTH FEES	28,335					
MENTAL HEALTH SVCS	476,785	478,000	478,000	478,000	478,000	
CHRGs FOR SVCS-OTHER	64,107,681	900,000	752,000	741,000	741,000	-11,000
MISCELLANEOUS	4,764,389	1,712,000	7,390,000	1,972,000	1,747,000	-5,643,000
SALE OF FIXED ASSETS	13,523					
TOTAL	\$ 839,823,282	\$ 912,359,000	\$ 904,857,000	\$ 934,365,000	\$ 922,112,000	\$ 17,255,000
	FUND GENERAL FUND		FUNCTION HEALTH AND SANITATION		ACTIVITY HEALTH	

Mission Statement

“We make our community better by providing world class mental health care,” is the vision adopted by the Department of Mental Health (DMH) and stakeholders of the Los Angeles County’s public mental health system. The framework of Comprehensive Community Care was established to achieve this vision and guide the accomplishment of the system’s mission to provide clinically competent, culturally sensitive and linguistically appropriate mental health services to our clients in the least restrictive manner possible; and to ensure services are tailored to help individuals achieve their personal goals, increase their ability to achieve independence, and develop skills to support their leading the most constructive and satisfying life possible.

Mission Statement (cont'd)

The Comprehensive Community Care framework directs the public mental health system toward the provision of client-centered, family-focused services integrated with other programs aimed at improving the lives of persons with mental illness. The Department provides and administers services to address mental health needs of the County's residents through a community-based planning process. Primary services include targeted case management, inpatient care, outpatient services (including medication support and crisis intervention), and day treatment programs provided through a network of County-operated and contracted mental health clinics, hospitals and other facilities. Using standards established by law and regulation, the Department reviews and monitors the clinical and fiscal performance of all public mental health service providers.

In addition to its core mission, the Department is charged with certain legal responsibilities assigned specifically to the Director of Mental Health. As the Public Guardian for the County, the Director of Mental Health, upon court authorization/appointment, acts as the conservator for persons gravely disabled by mental illness and for the frail elderly. The Director is also the County's Conservatorship Investigation Officer and has the responsibility to assure that clients' rights are protected in all public and private programs that provide involuntary assessment, care and treatment, as well as in all public mental health programs.

2003-04 Budget Message

The 2003-04 Proposed Budget for DMH reflects \$10.0 million in unspecified service reductions and incorporates \$35.9 million in one-time funding sources that are anticipated to be depleted by 2004-05. To address the shortfall created by the use of one-time funds, DMH will develop a multi-year curtailment plan that will reduce services to indigent clients in 2003-04 by \$10.0 million. By April 2003, DMH will identify specific curtailments to be included in the final changes to the Proposed Budget. It is not anticipated that the curtailments will result in workforce reductions. In order to minimize additional service reductions, the Proposed Budget also includes additional revenue based on an anticipated change to the State's reimbursement methodology for the Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) program, from 2002-03 actual reimbursement of 75.0 percent to a proposed 2003-04 reimbursement of 94.2 percent. The Department is currently seeking State confirmation of this change in reimbursement methodology. If this change is not implemented, further curtailments may be required for 2003-04. Also included are cost savings to be achieved by further reducing pharmaceutical purchases, and by reducing the use of State hospital beds and other inpatient beds.

The Proposed Budget funds the Department at the minimum State maintenance of effort requirement. The Proposed Budget reflects a \$2.5 million net County cost (NCC) increase due to a \$6.5 million increase in Vehicle License Fee-Realignment revenue, partially offset by a reduction of \$4.0 million in Tobacco Settlement funds.

The 2003-04 Proposed Budget reflects a net increase of \$23.3 million in additional funding, including:

- A \$33.0 million net expansion of mental health services provided by private contract providers, primarily to Medi-Cal eligible children, partially funded by State EPSDT and Federal Financial Participation (FFP) Medi-Cal revenues.
- A \$4.9 million restoration to the California Work Opportunities and Responsibility to Kids (CalWORKs) mental health program, which provides individual and family-focused treatment and community-based interventions to CalWORKs participants and their families.
- A \$3.5 million increase in appropriation for mental health services for children who are placed out-of-State and qualify under the State mandated Special Education Pupil program.
- A \$2.3 million increase to expand Family Preservation to support the development of comprehensive community networks and the expansion of mental health services, which protect children while they remain with their parents.
- A \$1.0 million increase for implementation of an Assisted Outpatient Treatment program, on a pilot basis, in conjunction with the Los Angeles Mental Health Court, with a target population of individuals who are exiting the criminal justice system with relatively minor offenses.

2003-04 Budget Message (cont'd)

- A \$15.9 million appropriation decrease due to: projected savings of \$8.2 million from reduced utilization of inpatient beds at the State Hospital and the Fee-For-Service programs; \$3.5 million reduction in one-time cost associated with the implementation of the federal Health Insurance Portability and Accountability Act (HIPAA); \$1.0 million reduction in Substance Abuse Mental Health Services Administration (SAMHSA) federal Block Grant funding for services to clients diagnosed to have both substance abuse and mental illness; \$1.9 million reduction through productivity measures and reduced pharmaceutical purchases; and \$1.3 million reduction in Mentally Ill Offender Crime Reduction (MIOCR) grant funds.
- A \$10.0 million decrease in appropriation due to unspecified service curtailments, as discussed above.
- A net \$7.0 million increase in appropriation for unavoidable cost increases, such as previously negotiated salary increases, higher employee benefits, higher rents and leases, and central services provided by other County departments.
- A net \$2.5 million reduction in appropriation due to various other changes, including the reduction of one-time funds from the Integrated Services for Homeless (Assembly Bill 2034) program.

Strategic Planning

The Department continues to implement strategic approaches designed to provide the highest quality and most cost-effective services to all persons with serious mental illnesses/disorders. This includes implementation of the recommendations of the Comprehensive Community Care system design process and of the State Department of Mental Health's plan for Managed Mental Health Care. DMH will continue to seek a wide range of community involvement as it leads the change while responding to the community and the requirements of the County's Strategic Plan.

Critical Needs

The Department's critical unmet needs include recommendations from the community-based meetings conducted by the Department's Strategic Planning Committee to address services for indigents and uninsured consumers including homeless and dually diagnosed substance abusing mentally ill persons.

Changes From 2002-03 Budget Request

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -10,000,000	\$ --	\$ -10,000,000	--
	<u>Unspecified Service Reductions:</u> Reflects a reduction in services and supplies needed to address the Department's projected structural funding deficit for 2003-04. The Department of Mental Health (DMH) will provide a multi-year service reduction plan to reduce reliance on one-time funding sources, to resolve structural shortfalls, and financially stabilize the Department. DMH is in the process of developing a curtailment plan with stakeholders and partners to reduce services. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ --	\$ 35,851,000	\$ -35,851,000	--
	<u>One-Time Revenue:</u> Reflects the use of one-time revenues to fund on-going operations, primarily from the recovery of deferred revenue related to the State Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			

Changes From 2002-03 Budget Request

	<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> (cont'd)				
3.	\$ -4,000,000	\$ --	\$ -4,000,000	--
	<u>Tobacco Settlement Programs</u> : Reflects the elimination of Tobacco Settlement funds for the provision of indigent mental health services through private contract providers. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ -645,000	\$ -37,763,000	\$ 37,118,000	--
	<u>Revenue Reductions</u> : Reflects the reduction of revenue due to the continued weakness in State Realignment Sales Tax collections, reduction of one-time Realignment Sales Tax revenue, reduction of the Federal Medi-Cal sharing ratio, scheduled reduction of the 1115 Waiver Medicaid Demonstration Project, and the resolution of prior fiscal year audit settlements. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
5.	\$ -8,157,000	\$ -2,500,000	\$ -5,657,000	--
	<u>Inpatient Services</u> : Reflects the reduction of 25.0 inpatient beds at the State Hospital, and in the Fee-For-Service programs consistent with the continuance of intensive case management services, as well as the increased placement of clients in appropriate lower cost inpatient services. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
6.	\$ 7,193,000	\$ 7,161,000	\$ 32,000	18.0
	<u>California Work Opportunities and Responsibility to Kids (CalWORKs) and Family Preservation Programs</u> : Reflects a \$4.9 million increase in intrafund transfer from the Department of Public Social Services for mental health services provided to clients enrolled in the CalWORKs program. Also reflects a \$2.2 million increase in intrafund transfer from the Department of Children and Family Services (DCFS) to expand mental health services to families who participate in the Family Preservation program. <i>Supports Countywide Strategic Plan Goal 5.</i>			
7.	\$ 34,000,000	\$ 26,444,000	\$ 7,556,000	--
	<u>Contract Providers</u> : Reflects increased mental health services provided by private contract providers, primarily to Medi-Cal eligible children, partially funded by State and federal revenues. The State revenues are based on an anticipated change to the reimbursement methodology for current year State EPSDT revenue from the fiscal year (FY) 2002-03 actual reimbursement level of 75.0 percent to a proposed reimbursement of 94.2 percent. <i>Supports Countywide Strategic Plan Goal 5.</i>			
8.	\$ 7,106,000	\$ -3,877,000	\$ 10,983,000	--
	<u>Children's System of Care</u> : Reflects an increase in mental health services provided to children through the State mandated Special Education Pupil program (Senate Bill 90) of \$3.5 million; due to the continued State budgetary crisis, State funding is not budgeted for this commitment. Also reflects the required local match component under the State Medi-Cal program, offset by the reduction of a one-time Community Treatment Facility payment to DCFS for 2001-02 and a revenue adjustment under the federal Title IV-E program. <i>Supports Countywide Strategic Plan Goal 1; Goal 4, Strategy 1; and Goal 5, Strategies 1 and 2.</i>			

Changes From 2002-03 Budget Request

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
9.	\$ -3,812,000	\$ -4,536,000	\$ 724,000	10.0
	<p><u>Adult Systems of Care:</u> Reflects the implementation of an Assisted Outpatient Treatment (AOT) program (Assembly Bill 1421), on a pilot basis, in conjunction with the Los Angeles Mental Health Court, with a target population of individuals who are exiting the criminal justice system with relatively minor offenses, and implementation of restoration to competency services for misdemeanor defendants designated incompetent to stand trial under Penal Code 1370.01. Also includes the continuation of collaborative efforts on the Transitional Housing Project with DCFS and the Los Angeles Homeless Services Authority for programs started during 2002-03. Also reflects reduction of one-time funds from the Integrated Services for Homeless (Assembly Bill 2034) program that provides services to severely mentally ill persons with histories of high utilization of mental health services, homelessness, and incarceration, and the expiration of the Mentally Ill Offender Crime Reduction (MIOCR) grant funds that provide services to mentally ill women who are incarcerated. Staff currently associated with the MIOCR program will be maintained in the justice programs and funded through existing vacant positions. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1; and Goal 4, Strategies 1 and 2.</i></p>			
10.	\$ -1,879,000	\$ 75,000	\$ -1,954,000	-4.0
	<p><u>Cost Savings:</u> Reflects cost savings to be achieved through productivity measures and reduced pharmaceutical purchases with the continuance of the Benefits Establishment project. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i></p>			
<u>Other Changes</u>				
1.	\$ 409,000	\$ --	\$ 409,000	--
	<p><u>Retirement Debt Service:</u> Reflects unavoidable cost increases absorbed by the Department to fund its proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i></p>			
2.	\$ 6,608,000	\$ -55,000	\$ 6,663,000	--
	<p><u>Unavoidable Cost Increases:</u> Reflects unavoidable cost increases absorbed by the Department to fund increases to workers' compensation, retiree health insurance, capital leases, the cost of previously negotiated salaries, employee benefits and central services provided by other County departments. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i></p>			
3.	\$ -3,505,000	\$ --	\$ -3,505,000	3.0
	<p><u>Health Insurance Portability and Accountability Act (HIPAA):</u> Reflects a decrease in one-time costs associated with the FY 2002-03 implementation of the federal HIPAA, offset by new positions required to maintain compliance with this law. <i>Supports Countywide Strategic Plan Goal 7.</i></p>			
Total \$	23,318,000	\$ 20,800,000	\$ 2,518,000	27.0

MENTAL HEALTH

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Fee-for-Service (FFS) Medi-Cal/Managed Care

\$86,593,000	\$ 136,000	\$ 86,457,000	\$ --	\$ --	\$ --	76.0
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Authority: Mandated program. Pursuant to State Department of Mental Health (SDMH) regulations for Medi-Cal Psychiatric Services, Title 9, California Code of Regulations, Chapter 11, mandating a review of documentary evidence of compliance with SDMH requirements (e.g., medical necessity criteria for acute psychiatric inpatient hospital services) regarding mental health services provided by certified Medi-Cal providers to Medi-Cal beneficiaries determined to be residents of Los Angeles County, Sections 5600 and 5775 of the California Welfare and Institutions (W&I) Code.

The FFS Medi-Cal/Managed Care program operates in full compliance with applicable SDMH rules and regulations to review documentary evidence, and to authorize reimbursement for mental health services appropriately provided to Medi-Cal beneficiaries residing in Los Angeles County. Subsequent to such review, this program is obligated to notify the SDMH's fiscal intermediary, Electronic Data Systems (EDS), of the result of its review and to comply with appeal procedures applicable for denials for reimbursements.

Program Outcome: Timely (e.g., for initial review, within 14 days of receipt by the Los Angeles County Department of Mental Health (DMH)) review of documentary evidence of compliance with SDMH requirements for treatment provided by inpatient Medi-Cal providers and rendered to Medi-Cal beneficiaries determined to be residents of Los Angeles County.

Service Delivery Standard: Completion of the review of documentary evidence of compliance with SDMH regulations and notification of the results of that review for the purpose of authorizing reimbursement, within all regulatory prescribed timelines (e.g., within 14 days of receipt by the Los Angeles County DMH for initial review psychiatric inpatient Treatment Authorization Requests [TARs]).

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u> ⁽¹⁾				
Federal/State/County funds	\$904,358	\$1,130,788	\$1,216,000	\$1,307,000
<u>Workload/Output</u>				
Inpatient episodes/TARs	28,361	29,516	31,700	35,900
<u>Efficiency</u>				
Average cost per TAR	\$32 ⁽²⁾	\$38	\$38	\$36
<u>Quality</u>				
Percent of reviews competed in mandated timely manner	100%	100%	100%	100%

Explanatory Note(s):

(1) TAR inpatient funds only, based on cost of TAR inpatient staff salaries for 32 positions.

(2) Increased number of episodes in fiscal year 2000-01 resulted in temporary increase in efficiency and reduction in TAR processing costs.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Emergency Outreach Bureau

\$ 11,965,000	\$ --	\$ 7,809,000	\$ 4,156,000	\$ 4,156,000	\$ --	142.2
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Authority: Mandated program - Sections 5600.4 of the California W&I Code, Chapter 3, Article 13 Title 9 California Government Code.

Mental Health (cont'd)

2. **Emergency Outreach Bureau** (cont'd)

Provides emergency evaluation, assessment, and crisis intervention services throughout Los Angeles County through field assessments and services delivered in psychiatric emergency rooms.

Program Outcome: Provides 5150/5585 assessment, crisis intervention, critical stress debriefing, case management services, and other forms of case consultation.

Service Delivery Standard: Deliver services 24 hours per day, 7 days per week, and respond to all calls within one hour throughout Los Angeles County.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of requests for field visit	7,931	15,453	17,000	18,000
<u>Workload/Output</u>				
Number of field visit responses	3,354	12,329	13,500	15,000
<u>Efficiency</u>				
Percentage of field visits made within one hour	n/a	n/a	55%	60%
<u>Quality</u>				
Percentage of field visits resulting in appropriate case assessment/disposition	n/a	90%	90%	90%

Explanatory Note(s):
n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. **Patient Advocacy**

\$3,239,000	\$	--	\$	1,855,000	\$	1,384,000	\$	1,384,000	\$	--	45.0
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Authority: Mandated program - Sections 5530 (a) 5600.2 (a)(b), California Code of Regulations Title 9, Section 863.1 (a).

Provides State mandated patient advocacy services for approximately 15,000 client complaints and inquiries annually. Responds to approximately 3,000 inquiries per year from mental health providers and the public. Also, provides representation for clients at over 17,800 administrative hearings each year. Monitors 68 inpatient psychiatric facilities for compliance with patients' rights statutes. Trains staff and clients about patient and mental health law and acts as consultant in this area. Assists in the formulation of policies, procedures, and legislation to protect patients' rights. Compiles statistics on involuntary holds and patients' rights denials.

Program Outcome: To ensure that patient rights are not violated; to ensure that patients are protected as mandated.

Service Delivery Standard: Every patient will be represented by a Patients Rights Advocate at every administrative hearing as mandated above. All complaints and grievances will be investigated and resolved. All requests for patients' rights training will be met.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Federal/State/County funds	\$2,645,888	\$2,890,665	\$3,176,000	\$3,239,000
<u>Workload/Output</u>				
Number of referrals resolved	n/a	n/a	26,800	27,600

Mental Health (cont'd)

Performance Measures (cont'd)	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Efficiency</u> Cost per referral resolved	n/a	n/a	\$119	\$117
<u>Quality</u> Percentage of referrals resolved within 90 days	n/a	n/a	95%	96%
Explanatory Note(s): n/a=not available				

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
4. Public Guardian						
\$11,880,000	\$ 279,000	\$ 9,475,000	\$ 2,126,000	\$ 2,126,000	\$ --	128.0

Authority: Mandated program - Sections 5350, 5350.1, 5352.5, 5354.5 of the California W&I Code, and Sections 37430 and 37432 of the California Government Code.

The Public Guardian investigates the need for conservatorship and acts as the public conservator on behalf of the County for individuals found by the courts to be: gravely disabled due to a mental disorder; unable to provide properly for their food, clothing, shelter, or health needs; and/or unable to manage their finances or resist undue influence or fraud. The Public Guardian also provides mobile health and mental health services to older adults age 50 and over who need either in-home or community-based services to live safely in the community with maximum independence and dignity. Additional services provided include homeless conservatorship outreach and the recruitment, training and supervision of master social worker candidates completing their fieldwork requirements.

Program Outcome: The well-being of persons who cannot care for themselves due to mental illness or disorder.

Service Delivery Standard: 1) Complete investigations within 30 days of case opening and 2) establish and maintain appropriate living arrangements and treatment for conservatees.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u> Federal/State/County funds	\$7,618,794	\$9,199,920	\$11,028,000	\$11,880,000
<u>Workload/Output</u> Lanterman-Petris-Short (LPS) Act cases administered annually ⁽¹⁾	3,226	3,540	3,900	4,100
<u>Efficiency</u> Cost per case administered	\$2,362	\$2,599	\$2,828	\$2,898
<u>Quality</u> Percentage of clients living in appropriate living arrangements and receiving treatment	93%	94%	96%	96%

Explanatory Note(s):

(1) LPS Act, State legislation which includes authority for conservatorship/guardianship of people with mental illnesses, among other provisions for services to this population.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Children’s Systems of Care (CSOC)

\$ 422,839,000	\$ 21,200,000	\$ 394,546,000	\$ 7,093,000	\$ 7,093,000	\$ --	631.2
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Authority: Mandated program - Sections 4380, 5600.1, 5672, 5695, 5600.4, 5670, 5671, and 6002.1 of the California W&I Code, California Government Code, Chapter 26.5 Sections, 7570, 7576 and 7572.5.

Sample program goals are avoidance of out-of-home placement (and/or placement to a higher level of care); increased functioning in home, school and community; and strengthening of the family unit for seriously emotionally disturbed children and their families through provision of intensive in-home services. Services result in cost avoidance averaging \$10,000/month per child for out-of-home care.

Program Outcome: Increase functioning and mental health of children in Los Angeles County.

Service Delivery Standard: Reduce out-of-home placement of children due to mental health related issues by 10 percent countywide.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Input</u>				
Out-of-home placement reduction program	\$3,789,720	\$5,190,387	\$5,709,000	\$5,709,000
<u>Workload/Output</u>				
Number of clients/families receiving services to prevent out-of-home placement	355	539	600	625
<u>Efficiency</u>				
Average annual cost per client/family of services specific to preventing out-of-home placement	\$10,675	\$9,630	\$9,515	\$9,134
<u>Quality</u>				
Percentage of children receiving CSOC services who are stabilized and remain in the home (avoiding out of home placement)	40%	70%	75%	80%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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6. Adult Systems of Care (ASOC)

\$ 416,950,000	\$ 24,898,000	\$ 330,374,000	\$ 61,678,000	\$ 61,678,000	\$ --	1,104.2
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Authority: Mandated program - Sections 5001, 5600.4, 5670, 6003.2 and 6004 of the California W&I Code, and California Code of Regulations, Title 9, Section 522.

Provides a variety of community-based mental health treatment services to adults including individual, group, day care, medication, case management services, vocational rehabilitation, and support services. Programs are County and contractor-operated and may serve special populations such as Asian, American Indian, HIV patients, and persons dually diagnosed with substance abuse and mental illness.

Provides intensive, integrated mental health services to adults with serious and persistent mental illness who have been high utilizers of mental health services or are homeless or at risk of becoming homeless, utilizing Assertive Community Treatment principles.

Provides 24-hour care in community-based contractor-operated programs. A variety of residential care is provided (i.e., sub-acute, crisis, transitional, long-term, semi-independent, and board and care).

Mental Health (cont'd)

6. Adult Systems of Care (ASOC) (cont'd)

Provides 24-hour psychiatric inpatient evaluation and treatment services to involuntarily hospitalized individuals. Brief intensive hospitalization for voluntary patients is provided. Upon discharge, referral and linkage to appropriate community resources is also provided.

Program Outcome: Reduce or eliminate mental health related barriers to employment by: 1) increasing access to mental health services; 2) increasing level of functioning; and 3) attaining positive employment status.

Service Delivery Standard: 1) Client data on direct service utilization, 2) global assessment of functioning (GAF) at discharge and 3) employment status upon discharge.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Federal/State/County funds identified for Mental Health (MH) support services	\$18,175,000	\$20,100,000	\$24,900,000	\$24,900,000
<u>Workload/Output</u> ⁽²⁾				
Clients provided MH support services	5,326	7,695	9,300	9,000
<u>Efficiency</u> ⁽³⁾				
Cost per client (annual) for direct treatment services	\$3,413	\$2,612	\$2,677	\$2,767
<u>Quality</u>				
Cases with increased GAF scores at discharge	46%	48%	54%	60%

Explanatory Note(s):

- (1) Program outcomes, service delivery standards and data from California Work Opportunities and Responsibility to Kids (CaWORKs) Mental Health Support Services.
- (2) Client counts do not include persons contacted via outreach activities.
- (3) Cost per client does not include: (a) Initial assessment costs and (b) outreach costs and persons contacted.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
\$ 46,194,000	\$ 1,543,000	\$ 35,022,000	\$ 9,629,000	\$ 9,629,000	\$ --	298.2

7. Justice Programs

Authority: Mandated program - Section 5695 of the California W&I Code, and California Code of Regulations, Title 9, Chapter 7, Sections 1101, and 1103.

Provides services to mentally ill offenders, including early identification of acute psychiatric problems, provision of short-term crisis intervention, mental health housing/placement, and treatment and medications to incarcerated mentally ill. Provides assessment, placement, and supervision of adult mentally ill offenders in the court system. Also, identifies and assists mentally ill defendants and diverts them out of the legal system and links them with mental health treatment in the community.

Program Outcome: Inmates receive mental health assessments and appropriate services when indicated.

Service Delivery Standard: Increase global assessment of functioning (GAF).

Mental Health (cont'd)

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Federal/State/County funds - outpatient services	\$15,515,934	\$14,849,795	\$13,110,000	\$14,290,000
<u>Workload/Output</u>				
Outpatient client caseload	26,926	26,331	32,232	34,409
<u>Efficiency</u>				
Per client cost	\$576	\$564	\$407	\$415
<u>Quality</u>				
Average GAF improvement between intake and discharge scaled (0-100)	+10.7	+26.4	+24.0	+25.0

Explanatory Note(s):

(1) Reflects reconfigured program data consistent with new program performance measures.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
8. <u>Support Services</u>						
\$ 55,964,000	\$ 116,000	\$ 39,182,000	\$ 16,666,000	\$ 16,666,000	\$ --	143.0

Authority: Mandated program - Sections 17001, and 5600.2 of the California W&I Code.

Provides support services that cannot be directly identified to programs. Includes contracts for training and computer programming, utilities, rent, and miscellaneous services and supplies. Bureaus such as Training and Cultural Competency Bureau and Chief Information Office provide support services.

Program Outcome: Staff and stakeholders receive appropriate and timely training and education.

Service Delivery Standard: Respond to 100 percent of requests from managers for training by implementing training within the required time frame as specified by the manager.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Training costs	\$2,596,794	\$3,148,000	\$3,528,000	\$3,494,000
<u>Workload/Output</u>				
Number of staff, clients, and family members trained	12,232	12,700	14,600 ⁽¹⁾	14,100
<u>Efficiency</u>				
Cost per trainee per training	\$212	\$248	\$242	\$248
<u>Quality</u>				
Percent of staff that report knowledge transfer from training to work	n/a	n/a	40%	50%

Explanatory Note(s):

(1) Increased trainee counts and decreased costs based on federally-mandated Health Insurance Portability and Accountability Act (HIPAA) training of all staff.

n/a=not available

Mental Health (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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9. Administration

\$ 21,103,000 \$ 226,000 \$ 17,392,000 \$ 3,485,000 \$ 3,485,000 \$ -- 261.3

Authority: Mandated program - Sections 17001, and 5600.2 of the California W&I Code.

Provides support services in the provision of mental health services.

Program Outcome: Provides support services in the provision of mental health services throughout the County.

Service Delivery Standard: Effectively manage the delivery of public mental health services for County residents.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Federal/State/County funds	\$17,064,931	\$20,050,716	\$20,822,000	\$21,104,000
<u>Workload/Output</u>				
Number of unduplicated clients	181,166	206,002	216,000	225,000
<u>Efficiency</u>				
Average cost of administration per client	\$94	\$97	\$96	\$94
<u>Quality</u> ⁽²⁾				
To be determined	-- (2)	-- (2)	-- (2)	-- (2)

Explanatory Note(s):

(1) Reflects reconfigured program data consistent with new program performance measures.

(2) Performance measures are under development based on revision of State mandated quality measures.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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10. Unspecified Service Reductions

\$ -10,000,000 \$ -- \$ -- \$ -10,000,000 \$ -10,000,000 \$ -- --

The Department is in the process of developing a curtailment plan to address the shortfall. To address this shortfall, the Department intends to reduce services to indigent clients.

Total Programs

\$1,066,727,000 \$ 48,398,000 \$ 922,112,000 \$ 96,217,000 \$ 96,217,000 \$ 0 2,829.1

MENTAL HEALTH

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	154,077,000	166,153,000	164,939,000	-1,214,000
Employee Benefits	45,377,000	50,861,000	56,658,000	5,797,000
Total Salaries and Employee Benefits	199,454,000	217,014,000	221,597,000	4,583,000
<u>Services and Supplies</u>				
Communications	3,641,000	3,640,000	3,779,000	139,000
Computer Equipment-noncapital	3,481,000	4,547,000	2,678,000	-1,869,000
Computer Software	855,000	855,000	750,000	-105,000
Food	113,000	130,000	130,000	0
Household Expenses	28,000	51,000	51,000	0
Information Technology Services	22,034,000	18,167,000	17,684,000	-483,000
Insurance	15,000	15,000	15,000	0
Maintenance-Buildings and Improvements	1,756,000	1,758,000	1,787,000	29,000
Maintenance-Equipment	81,000	81,000	81,000	0
Medical Dental and Laboratory Supplies	41,220,000	41,260,000	39,881,000	-1,379,000
Memberships	66,000	66,000	66,000	0
Office Expense-Other	2,816,000	3,980,000	4,109,000	129,000
Office Expense-Postage	175,000	175,000	175,000	0
Professional and Specialized Services	701,134,000	678,470,000	714,468,000	35,998,000
Publication and Legal Notices	420,000	420,000	420,000	0
Rents and Leases-Bldg and Improvemts	9,987,000	11,312,000	11,312,000	0
Rents and Leases-Equipment	989,000	971,000	985,000	14,000
Special Departmental Expense	1,072,000	1,238,000	1,238,000	0
Telecommunications	1,366,000	1,366,000	1,384,000	18,000
Training	1,400,000	1,613,000	1,559,000	-54,000
Transportation and Travel-Auto Mileage	525,000	521,000	542,000	21,000
Transportation and Travel-Auto Service	22,000	16,000	18,000	2,000
Transportation and Travel-Other	575,000	575,000	575,000	0
Transportation and Travel-Traveling	317,000	344,000	344,000	0
Utilities	1,384,000	1,384,000	1,384,000	0
Expenditures Applicable to Prior Years	905,000	619,000	619,000	0
Unspecified Service Reduction	0	0	-10,000,000	-10,000,000
Total Services and Supplies	796,377,000	773,574,000	796,034,000	22,460,000
<u>Other Charges</u>				
Judgments and Damages	994,000	994,000	994,000	0
Support and Care of Persons	49,214,000	50,051,000	46,057,000	-3,994,000
Other Charges	1,031,000	1,031,000	1,219,000	188,000
Total Other Charges	51,239,000	52,076,000	48,270,000	-3,806,000

Mental Health (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	1,016,000	519,000	600,000	81,000
Vehicle-Automobile	190,000	190,000	190,000	0
Vehicle-Heavy Use	36,000	36,000	36,000	0
Total Equipment	1,242,000	745,000	826,000	81,000
Total Fixed Assets	1,242,000	745,000	826,000	81,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,048,312,000	1,043,409,000	1,066,727,000	23,318,000
Less: Intrafund Transfers	42,254,000	44,853,000	48,398,000	3,545,000
TOTAL NET REQUIREMENTS	1,006,058,000	998,556,000	1,018,329,000	19,773,000
REVENUES:				
Intergovernmental Revenues-Federal	361,846,000	363,864,000	369,306,000	5,442,000
Intergovernmental Revenues-State	544,565,000	528,539,000	547,082,000	18,543,000
Intergovernmental Revenues-Other	1,636,000	1,803,000	727,000	-1,076,000
Charges for Services	2,600,000	3,261,000	3,250,000	-11,000
Miscellaneous Revenues	1,712,000	7,390,000	1,747,000	-5,643,000
TOTAL REVENUES	912,359,000	904,857,000	922,112,000	17,255,000
NET COUNTY COST	93,699,000	93,699,000	96,217,000	2,518,000

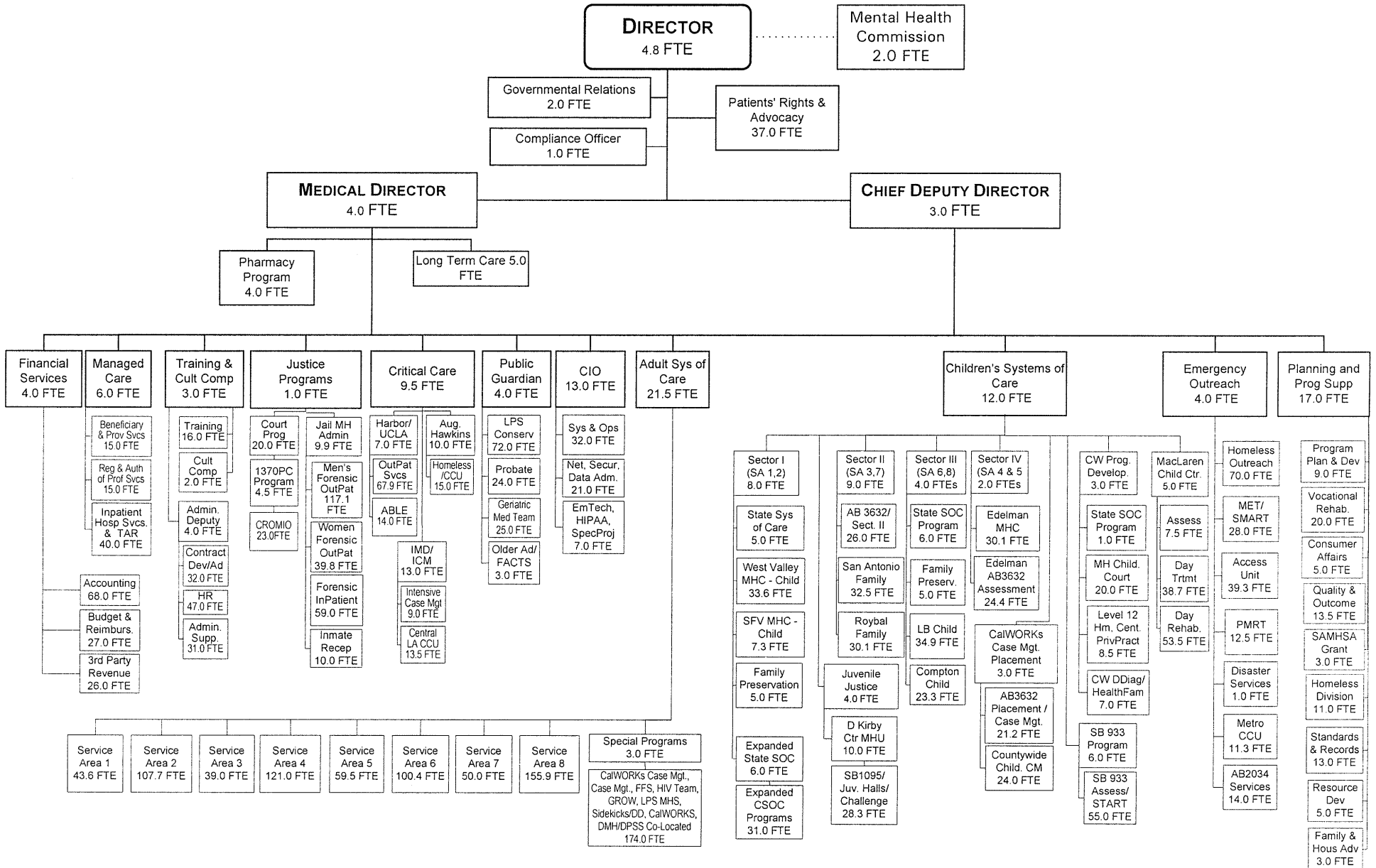
COUNTY OF LOS ANGELES - DEPARTMENT OF MENTAL HEALTH

MARVIN J. SOUTHARD, D.S.W., DIRECTOR

FY 2003-04 PROPOSED BUDGET ORGANIZATION CHART

PROPOSED POSITIONS = 2,829.1

36.14



MILITARY AND VETERANS AFFAIRS
JOSEPH N. SMITH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,281,497	\$ 1,361,000	\$ 1,421,000	\$ 1,446,000	\$ 1,437,000	\$ 16,000
SERVICES & SUPPLIES	453,487	492,000	420,000	1,226,000	467,000	47,000
OTHER CHARGES	38,000	38,000	50,000	60,000	60,000	10,000
OTHER FINANCING USES	30,839	31,000	31,000			-31,000
GROSS TOTAL	\$ 1,803,823	\$ 1,922,000	\$ 1,922,000	\$ 2,732,000	\$ 1,964,000	\$ 42,000
LESS INTRAFD TRANSFER		1,000	1,000	1,000	1,000	
NET TOTAL	\$ 1,803,823	\$ 1,921,000	\$ 1,921,000	\$ 2,731,000	\$ 1,963,000	\$ 42,000
REVENUE	823,274	795,000	795,000	749,000	817,000	22,000
NET COUNTY COST	\$ 980,549	\$ 1,126,000	\$ 1,126,000	\$ 1,982,000	\$ 1,146,000	\$ 20,000
BUDGETED POSITIONS	25.0	25.5	25.5	25.5	25.5	
REVENUE DETAIL						
BUSINESS LICENSES	\$ 6,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	
RENTS AND CONCESSIONS	349,358	335,000	335,000	351,000	351,000	16,000
STATE AID-VET AFFAIRS	180,208	180,000	180,000	120,000	180,000	
STATE-OTHER	172,183	167,000	167,000	159,000	167,000	
CHRGs FOR SVCS-OTHER	115,930	104,000	104,000	110,000	110,000	6,000
MISCELLANEOUS	-1,005	1,000	1,000	1,000	1,000	
TOTAL	\$ 823,274	\$ 795,000	\$ 795,000	\$ 749,000	\$ 817,000	\$ 22,000
FUND						
GENERAL FUND						
FUNCTION						
PUBLIC ASSISTANCE						
ACTIVITY						
VETERANS' SERVICE						

Mission Statement

To assist veterans, their dependents and survivors in pursuing legal claims and benefits for which they are eligible under State and federal legislation, and to operate and maintain Patriotic Hall for use by veterans' organizations and the public.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost (NCC) increase of \$20,000 to fund previously negotiated increases in salaries and employee benefits and higher rent expense.

Strategic Planning

As part of the County's Strategic Plan, the Department will focus on maintaining adequate service levels with increased emphasis on quality and efficiency, and continue to explore and utilize technology where appropriate to increase productivity.

Service Excellence

- Expand web page data to advertise and promote Department services, facilities, and public information items.
- Expand outreach services to elderly veterans and widows confined to nursing homes and convalescent hospitals.
- Improve access to and responsiveness of the United States Veterans Administration Benefits Delivery Network (BDN) system.

Strategic Planning (cont'd)

Workforce Excellence

- Establish a "One-Stop" Service Center at Patriotic Hall to provide a seamless service delivery system to assess individual needs for benefits assistance, employment, and referral to service provider agencies.
- Collaborate with Southern California County Veterans Service Offices (CVSO) to conduct quarterly regional training sessions pertaining to legal decisions, new veterans benefits, and changes in the United States Department of Veterans Affairs Policies and Procedures.
- Integrate the in-house Veterans Program (VETPRO) computer system with the United States Veterans Administration's BDN system.
- Enhance all employees' computer skills to include Microsoft Office and Access applications.

Organizational Effectiveness

- Establish a publicly accessible Internet Reservation System for Patriotic Hall to improve the responsiveness to requests for space needs and the efficiency of departmental operations.
- Integrate the current Patriotic Hall reservations system with an accounting system that will create invoices for account receivables and contain an automated deposit system.

Fiscal Responsibility

- Increase subvention funding from the California Veterans (CAL-VET) College Tuition Fee Waiver Program for dependents of veterans disabled or deceased while in service by expanding distribution of flyers to local churches and synagogues.
- Increase revenue from Veterans License Plate sales through increased advertising.
- Seek grants and in-kind donations from veterans organizations, public and private corporations to assist in upgrading the displays, décor, and facilities at Patriotic Hall.

Critical Needs

Patriotic Hall has a critical need for a multi-level parking structure to meet client demand.

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>				
1.	\$ 22,000	\$ 22,000	\$ --	--
	<u>Patriotic Hall:</u> Reflects unavoidable cost increases in services and supplies (\$16,000) and special assessments (\$6,000), fully offset by revenue from increased building usage. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 13,000	\$ --	\$ 13,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 3,000	\$ --	\$ 3,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			

Military and Veterans Affairs (cont'd)

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes (cont'd)</u>				
3.	\$ 4,000	\$ --	\$ 4,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
4.	\$ --	\$ --	\$ --	--
	<u>Productivity Investment Fund (PIF) Loan Repayment:</u> Reflects completion of the repayment of a PIF loan (\$31,000), fully offset by unavoidable services and supplies cost increases (\$31,000).			
Total \$	42,000	\$ 22,000	\$ 20,000	0.0

MILITARY AND VETERANS AFFAIRS

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 904,000	\$ --	\$ 348,000	\$ 556,000	\$ --	\$ 556,000	14.0

1. Veterans Welfare Referral and Claims Benefits

Authority: Mandated program with discretionary service level – California Military and Veterans Code Title 12, Sections 450 through 455, Sections 890 through 899, Sections 940 through 946, and California Education Code Section 32320.

This program includes the following services: veterans claims, senior Medi-Cal, veteran burials and college fee waivers. Veterans claims requires the referral of veterans, their dependents, and survivors who apply for welfare benefits for determination of their eligibility for federal benefits. Senior Medi-Cal provides services to elderly veterans and their dependents who are confined in nursing home facilities. The Department assists those senior in pursuing claims for Veterans Administration pensions, compensation, aid, and attendant care. The college fee waiver is administered for the dependents of disabled veterans. The Department also provides decent burials to indigent veterans and their widows.

Program Outcome: Award of federal funding to veterans, their dependents and survivors.

Service Delivery Standard: Respond within one business day to telephone inquiries regarding veteran benefits and within two business days to written inquiries and applications.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Counselors ⁽¹⁾	12	12	12	12
<u>Workload/Output</u>				
Veterans Services:				
Claims filed	3,325	4,841	4,938	5,036
Number of clients assisted	17,402	18,473	18,286	18,651
<u>Efficiency</u>				
Average number of claims filed per Counselor	416 ⁽²⁾	403	412	420
Clients assisted per month	1,450	1,539	1,524	1,554
<u>Quality</u>				
Claims approved/awarded	41%	44%	45%	46%

Explanatory Note(s):

- (1) Reflects number of Counselors budgeted. Of this amount, two Counselors were on long-term disability leave and two positions were vacant during fiscal year 2000-01.
- (2) Based on actual number of Counselors hired.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 667,000	\$ 1,000	\$ 469,000	\$ 197,000	\$ --	\$ 197,000	6.5

2. Patriotic Hall Operation

Authority: Non-mandated, discretionary program.

Patriotic Hall is used to provide valuable services to veterans organizations, employee groups, and the community at large. The services provided include space rental to religious organizations, social functions held by community members, and filming activities.

Military and Veterans Affairs (cont'd)

2. **Patriotic Hall Operation** (cont'd)

Program Outcome: Provision of a suitable venue for the exhibition of military memorabilia, meetings and gatherings of veterans organizations, and social functions for members of the community.

Service Delivery Standard: Establish and maintain accurate reservation records timely and efficiently. Provide a safe, well-maintained site in accordance with clients' requests.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total building staff hours	10,351	11,174	11,193	11,373
Total cost of Patriotic Hall operation	\$486,050	\$651,000	\$653,000	\$667,000
<u>Workload/Output</u>				
Monthly veteran participants attending Patriotic Hall events	18,113	18,556	19,116	19,500
Monthly non-veteran participants attending Patriotic Hall events	154,050	201,923	219,384	230,000
<u>Efficiency</u>				
Total revenue	\$443,601	\$471,887	\$447,000	\$469,000
Veterans monthly leases	\$33,000	\$34,072	\$35,313	\$36,426
Non-veterans monthly leases	\$410,601	\$437,815	\$411,687	\$432,574
<u>Quality</u>				
Percentage of revenue to cost:				
Veterans monthly leases	7%	5%	5%	5%
Non-veterans monthly leases	84%	67%	63%	65%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. **Administration**

\$ 393,000 \$ -- \$ -- \$ 393,000 \$ -- \$ 393,000 5.0

Authority: Non-mandated, discretionary program.

The Administrative Division provides support in areas such as executive office and departmental budgeting, accounting, personnel, payroll, contracts, and procurement operations.

Program Outcome: Provide quality internal support services to all divisions in the Department, timely dissemination of public information, and Departmental representation at veterans, military, and civic events.

Service Delivery Standard: Provide accurate and timely responses to inquiries received within two business days.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of staff ⁽¹⁾	5	5	5	5
Number of inquiries received per month	2,900	3,200	3,400	3,900
<u>Workload/Output</u>				
Number of responses to inquiries per month	2,700	3,000	3,100	3,700

Military and Veterans Affairs (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u> Average number of responses per staff	540	600	620	740
<u>Quality</u> Percent of responses within two business days	96%	96%	97%	98%

Explanatory Note(s):

(1) Reflects number of staff budgeted. Does not account for attrition or hiring delays.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$ 1,964,000	\$ 1,000	\$ 817,000	\$ 1,146,000	\$ 0	\$ 1,146,000	25.5

MILITARY AND VETERANS AFFAIRS

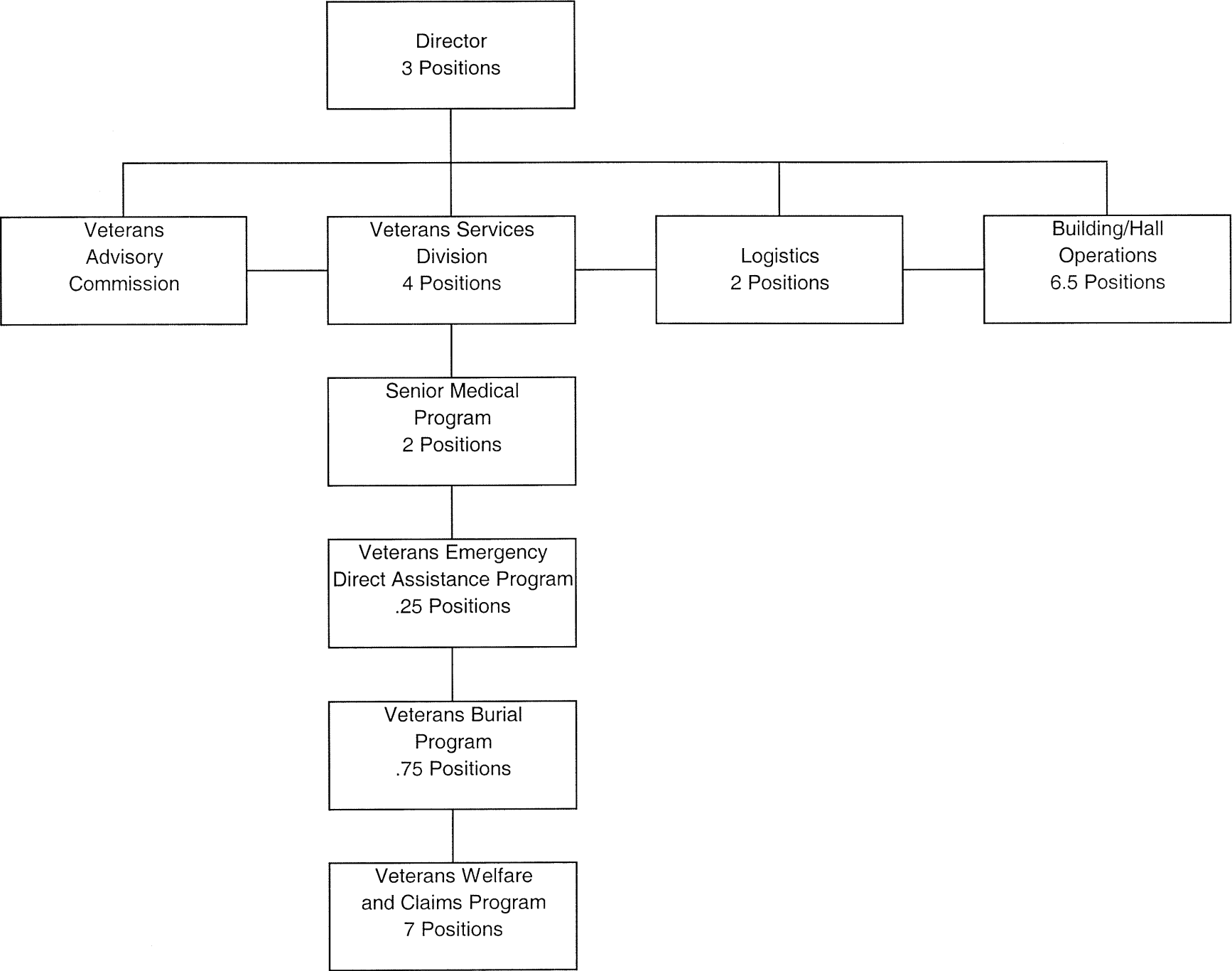
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	929,000	970,000	983,000	13,000
Employee Benefits	432,000	451,000	454,000	3,000
Total Salaries and Employee Benefits	1,361,000	1,421,000	1,437,000	16,000
<u>Services and Supplies</u>				
Communications	48,000	29,000	29,000	0
Household Expenses	33,000	12,000	12,000	0
Information Technology Services	0	15,000	15,000	0
Insurance	0	1,000	1,000	0
Jury and Witness Expense	0	2,000	2,000	0
Maintenance-Buildings and Improvements	26,000	34,000	34,000	0
Maintenance-Equipment	0	2,000	2,000	0
Office Expense-Other	42,000	15,000	15,000	0
Office Expense-Postage	5,000	4,000	4,000	0
Office Expense-Stat and Forms	24,000	18,000	18,000	0
Professional and Specialized Services	240,000	216,000	263,000	47,000
Rents and Leases-Bldg and Improvemts	3,000	4,000	4,000	0
Rents and Leases-Equipment	4,000	6,000	6,000	0
Special Departmental Expense	12,000	7,000	7,000	0
Transportation and Travel-Auto Mileage	2,000	2,000	2,000	0
Transportation and Travel-Traveling	3,000	3,000	3,000	0
Utilities	50,000	50,000	50,000	0
Total Services and Supplies	492,000	420,000	467,000	47,000
<u>Other Charges</u>				
Judgments and Damages	0	4,000	4,000	0
Retirement of Other Long-Term Debt	25,000	25,000	29,000	4,000
Support and Care of Persons	9,000	21,000	21,000	0
Taxes and Assessments	4,000	0	6,000	6,000
Total Other Charges	38,000	50,000	60,000	10,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	31,000	31,000	0	-31,000
Total Other Financing Uses	31,000	31,000	0	-31,000

Military and Veterans Affairs (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,922,000	1,922,000	1,964,000	42,000
Less: Intrafund Transfers	1,000	1,000	1,000	0
TOTAL NET REQUIREMENTS	1,921,000	1,921,000	1,963,000	42,000
REVENUES:				
Licenses, Permits and Franchises	8,000	8,000	8,000	0
Revenue from Use of Money and Property	335,000	335,000	351,000	16,000
Intergovernmental Revenues-State	180,000	180,000	180,000	0
Intergovernmental Revenues-Other	167,000	167,000	167,000	0
Charges for Services	104,000	104,000	110,000	6,000
Miscellaneous Revenues	1,000	1,000	1,000	0
TOTAL REVENUES	795,000	795,000	817,000	22,000
NET COUNTY COST	1,126,000	1,126,000	1,146,000	20,000

MILITARY AND VETERANS AFFAIRS
Joseph N. Smith, Director
Total 2003-04 Proposed Budget Positions = 25.5



MUSEUM OF ART
DR. ANDREA L. RICH, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 4,168,155	\$ 4,571,000	\$ 4,571,000	\$ 4,536,000	\$ 4,536,000	\$ -35,000
SERVICES & SUPPLIES	11,548,708	12,707,000	12,707,000	12,748,000	12,748,000	41,000
OTHER CHARGES	798,831	432,000	432,000	431,000	431,000	-1,000
GROSS TOTAL	\$ 16,515,694	\$ 17,710,000	\$ 17,710,000	\$ 17,715,000	\$ 17,715,000	\$ 5,000
REVENUE	158,915	125,000	125,000	150,000	150,000	25,000
NET COUNTY COST	\$ 16,356,779	\$ 17,585,000	\$ 17,585,000	\$ 17,565,000	\$ 17,565,000	\$ -20,000
BUDGETED POSITIONS	58.0	58.0	58.0	51.0	51.0	-7.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 400	\$	\$	\$	\$	\$
MISCELLANEOUS	158,515	125,000	125,000	150,000	150,000	25,000
TOTAL	\$ 158,915	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000	\$ 25,000
FUND						
GENERAL FUND						
FUNCTION						
RECREATION & CULTURAL SERVICES						
ACTIVITY						
CULTURAL SERVICES						

Mission Statement

The Los Angeles County Museum of Art (LACMA), established by County ordinance, administers the Museum of Art complex in Hancock Park. The facilities, opened in 1965, were financed by Museum Associates, a private non-profit corporation, and were made a gift to the County by this group. Museum Associates acts as the governing body of LACMA, subject to the direction of the Board of Supervisors. LACMA's mission is to serve the public through the collection, conservation, exhibition, and interpretation of significant works of art from a broad range of cultures and historical periods; and to translate art collections into meaningful, educational, aesthetic, intellectual, and cultural experiences for the widest array of audiences.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost reduction of \$20,000 which is attributable to the deletion of one-time carryover funding included in fiscal year 2002-03 that is partially offset by a 3.7 percent cost-of-living adjustment. Vacant positions are deleted to offset higher costs resulting from previously negotiated salaries and employee benefits increases and unavoidable cost increases in services and supplies.

Strategic Planning

LACMA will continue implementation of its long-range strategic objectives; raising the Museum's pre-eminence in the local, national and international arts community through development of quality scholarship, collections, exhibitions, and educational programs; reorganizing its internal structure around new artistic centers; continuing a capital and endowment campaign; and reallocating existing resources to direct public service needs.

Critical Needs

LACMA continues to face unfunded deferred maintenance needs; specifically in the areas of heating, ventilation, and air conditioning system upgrades, elevators, electrical, and other building infrastructure needs.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
<u>Program Changes</u>						
1.	\$ -632,000		\$ --		\$ -632,000	--
	<u>One-Time Carryover:</u> Reflects the deletion of one-time carryover funding, consistent with the 1994 Funding Agreement. <i>Supports Countywide Strategic Plan Goal 4.</i>					
2.	\$ 455,000		\$ --		\$ 455,000	--
	<u>Cost-of-Living Adjustment:</u> Reflects a cost-of-living increase, consistent with the 1994 Funding Agreement. <i>Supports Countywide Strategic Plan Goal 4.</i>					
3.	\$ -118,000		\$ --		\$ -118,000	-4.0
	<u>Collections Management:</u> Reflects the elimination of 4.0 vacant positions. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
4.	\$ -115,000		\$ --		\$ -115,000	-2.0
	<u>Curatorial Affairs and Conservation:</u> Reflects the elimination of 2.0 vacant positions. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
5.	\$ -39,000		\$ --		\$ -39,000	-1.0
	<u>Administration:</u> Reflects the elimination of 1.0 vacant position. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
6.	\$ --		\$ 25,000		\$ -25,000	--
	<u>Revenue:</u> Reflects an anticipated increase in revenue resulting from scheduled Museum exhibitions.					
<u>Other Changes</u>						
1.	\$ 13,000		\$ --		\$ 13,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.					
2.	\$ 38,000		\$ --		\$ 38,000	--
	<u>Utilities:</u> Reflects an increase from the funding levels provided in 2002-03 due to anticipated rate changes for natural gas in 2003-04					
3.	\$ 224,000		\$ --		\$ 224,000	--
	<u>Other Salaries and Employee Benefits:</u> Reflects various adjustments to salaries and employee benefits based on the current hiring plan and expenditure trends.					

Museum of Art (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
4.	\$ 179,000	\$ --	\$ 179,000	--
	<u>Miscellaneous:</u> Reflects minor adjustments to services provided by other County departments; including insurance, special assessments, building maintenance, and professional and specialized services.			
Total \$	5,000	\$ 25,000	\$ -20,000	-7.0

MUSEUM OF ART

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 9,493,000	\$ --	\$ 150,000	\$ 9,343,000	\$ 9,343,000	\$ --	36.0

Authority: 1994 Funding Agreement; however, the cost-of-living adjustment (COLA) can be negotiated if County experiences a two percent reduction of permanent budgeted positions.

Public programs include support of the permanent collection, exhibition and collections management functions of the Museum. The primary aim is to serve the public through the presentation of installations and exhibitions representing the highest levels of artistic achievement from all historical periods and cultures, and translation of the collections into meaningful experiences for the widest array of audiences. The permanent collection consists of over 110,000 objects, and 15 to 25 major exhibitions are presented annually. Between 600,000 and one million people visit the Museum each year. This program includes revenue from parking services.

Program Outcome: Maximize visitor convenience and ensure a meaningful and pleasant experience.

Service Delivery Standard:

- Use technology to capture large off-site audiences and as a vehicle to generate an interest in on-site attendance.
- Respond to all visitor complaints within 48 hours.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Exhibitions/Installations	12 ⁽¹⁾	25	25	25
Permanent collection rotations	25	25	25	25
Art acquisitions	1,260	1,595	1,300	1,300
<u>Workload/Output</u>				
Visitors served	673,000	648,000	650,000	750,000
Membership ⁽²⁾	89,000	70,000	65,000	70,000
<u>Efficiency</u>				
Number of members enrolled/renewed on-line	660	1,995	2,015	2,310
Number of visitor complaints	278	123	115	105
Number of visitors using ticketless admission	205,009	349,794	528,596	590,000
<u>Quality</u>				
Percent of members renewed/enrolled on-line	0.74%	2.85%	3.10%	3.30%
Percent of visitors using ticketless admission	30%	54%	81%	79%

Explanatory Note(s):

- (1) Reflects *Made in California*, which occupied 100 percent of all exhibition galleries for over six months; equivalent of eight to ten separate exhibitions.
- (2) Reflects normal fluctuation of membership levels following major exhibitions such as Van Gogh.

Museum of Art (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Facilities Maintenance

\$ 3,075,000	\$ --	\$ --	\$ 3,075,000	\$ 3,075,000	\$ --	6.0
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Authority: 1994 Funding Agreement; however, the COLA can be negotiated if County experiences a two percent reduction of permanent budgeted positions.

The Museum facilities consist of over 750,000 square feet and 10 acres; including galleries, offices, parking facilities and gardens.

Program Outcome: Maintain the complex in an efficient, cost-effective manner.

Service Delivery Standard:

- Conditions necessary for preservation of the art collections will be maintained at all times.
- Public areas of the facility will be available during all public hours.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Energy retrofit funding	\$62,000	\$25,000	\$14,000	\$0
<u>Workload/Output</u>				
Number of energy projects	1	1	1	0
<u>Efficiency</u>				
Daily average electric consumption (kilowatt-hours)	37,724	36,147	34,304	34,000
<u>Quality</u>				
Percent reduction in electric consumption	n/a	4.18%	5.10%	0.89%
Number of facility closures	0	1 ⁽¹⁾	0	0

Explanatory Note(s):

- (1) Public restrooms were closed when Department of Water and Power's water main ruptured.
- n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Education Programs

\$ 2,123,000	\$ --	\$ --	\$ 2,123,000	\$ 2,123,000	\$ --	3.0
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Authority: 1994 Funding Agreement; however, the COLA can be negotiated if County experiences a two percent reduction of permanent budgeted positions.

Over 650,000 individuals are served annually through programs of art workshops, lectures, tours, outreach programs and in-service teacher training in conjunction with both the permanent collection and exhibition programs. A multi-level, comprehensive art education experience program has been implemented to explore the fundamental role the arts play in our lives.

Program Outcome: Extend the museum experience in the fullest possible way to the widest possible audience.

Service Delivery Standard: All educational programs will be designed to foster a broader understanding and enjoyment of art, some employing traditional means and others using new technology.

Museum of Art (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Combined County/private funding	\$4,052,246	\$4,205,563	\$3,946,000	\$4,000,000
<u>Workload/Output</u>				
Number of catalogues published	8	7	5	4
Number of classes/workshops	1,503	1,568	1,600	1,600
Number of objects available on web-site	10,000	27,200	30,000	35,000
Number of audio tours	4	1	2	2
<u>Efficiency</u>				
Visitors on web-site	n/a	1,496,616	1,721,000	1,979,000
Visitors who used audio tours	20,585	3,800 ⁽¹⁾	40,000 ⁽²⁾	64,150 ⁽²⁾
<u>Quality</u>				
Percent of visitors who used audio tour	7%	2%	17%	9%

Explanatory Note(s):

(1) No audio tours for special exhibitions were produced.

(2) Increase reflects *Adams/Sargent* and *Modigliani/Pushkin* activity.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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4. Administration

\$ 3,024,000 \$ -- \$ -- \$ 3,024,000 \$ 3,024,000 \$ -- 6.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if County experiences a two percent reduction of permanent budgeted positions.

Provides administrative support to the Museum; including executive office, accounting and legal services, and insurance.

Program Outcome: Ensure the Museum's future as a relevant and distinguished cultural institution and maintain its national and international preeminence as an art museum.

Service Delivery Standard: Manage the Museum's human resources, finances, and physical assets at the highest levels allowed by available funding.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
County support ⁽¹⁾	\$15,632,000	\$16,210,000	\$16,550,000	\$17,162,000
Private contributions	\$41,863,000 ⁽²⁾	\$49,288,000	\$45,000,000	\$46,000,000
Fixed security posts funding	\$3,436,148	\$3,252,126	\$3,049,000	\$3,095,000 ⁽³⁾
Number of full-time-equivalent (FTE) fixed security post positions	113	107	100	102
<u>Workload/Output</u>				
Square footage	750,000	750,000	750,000	750,000
<u>Efficiency</u>				
Private resources contributed for each County dollar spent	\$2.68	\$3.04	\$2.72	\$2.68
Security costs per square foot	\$4.58	\$4.34	\$4.07	\$4.13

Museum of Art (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u>				
Percent of total budget funded through private resources	73%	75%	73%	73%
Percent reduction in security costs	5.5%	5.2%	6.2%	-1.5% ⁽³⁾

Explanatory Note(s):

- (1) Reflects base funding increased annually by the Consumer Price Index pursuant to the 1994 Funding Agreement; does not include additional funding provided for other operational expenditures such as rent.
- (2) Reflects a decrease in art purchases.
- (3) Increased staffing for *Modigliani/Pushkin* exhibitions.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$ 17,715,000	\$ 0	\$ 150,000	\$ 17,565,000	\$ 17,565,000	\$ 0	51.0

MUSEUM OF ART

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	3,136,000	3,136,000	2,944,000	-192,000
Employee Benefits	1,435,000	1,435,000	1,592,000	157,000
Total Salaries and Employee Benefits	4,571,000	4,571,000	4,536,000	-35,000
<u>Services and Supplies</u>				
Communications	10,000	10,000	10,000	0
Insurance	227,000	227,000	411,000	184,000
Maintenance-Buildings and Improvements	76,000	76,000	82,000	6,000
Professional and Specialized Services	114,000	114,000	104,000	-10,000
Rents and Leases-Bldg and Improvemts	50,000	50,000	50,000	0
Special Departmental Expense	12,033,000	12,033,000	11,856,000	-177,000
Transportation and Travel-Auto Mileage	17,000	17,000	17,000	0
Utilities	180,000	180,000	218,000	38,000
Total Services and Supplies	12,707,000	12,707,000	12,748,000	41,000
<u>Other Charges</u>				
Judgments and Damages	15,000	15,000	10,000	-5,000
Retirement of Other Long-Term Debt	403,000	403,000	403,000	0
Taxes and Assessments	14,000	14,000	18,000	4,000
Total Other Charges	432,000	432,000	431,000	-1,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	17,710,000	17,710,000	17,715,000	5,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	17,710,000	17,710,000	17,715,000	5,000

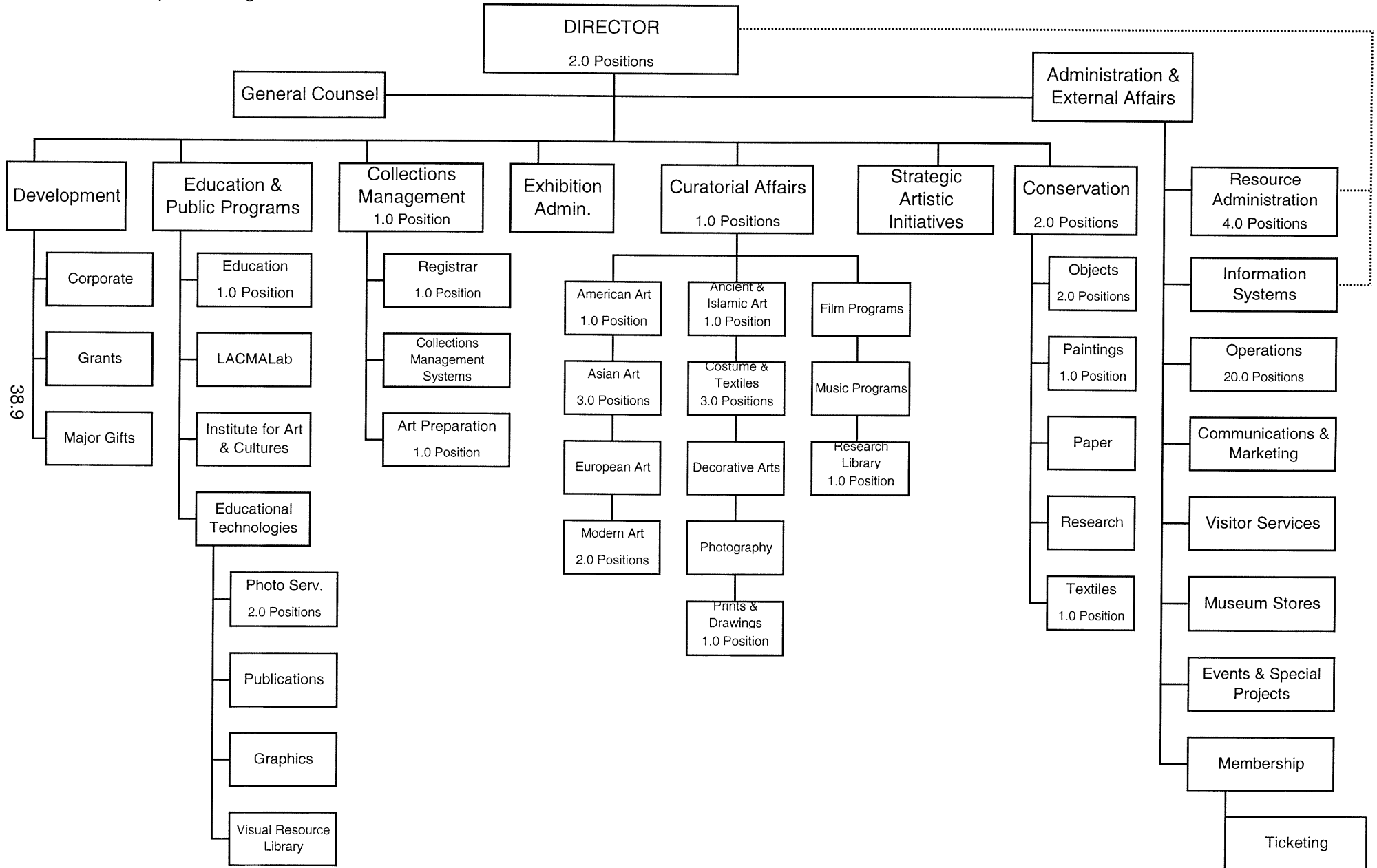
Museum of Art (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Miscellaneous Revenues	125,000	125,000	150,000	25,000
TOTAL REVENUES	125,000	125,000	150,000	25,000
NET COUNTY COST	17,585,000	17,585,000	17,565,000	-20,000

MUSEUM OF ART

Andrea L. Rich, Director

Total 2003-04 Proposed Budgeted Positions = 51.0



**MUSEUM OF NATURAL HISTORY
DR. JANE G. PISANO, DIRECTOR**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 3,280,970	\$ 3,738,000	\$ 3,738,000	\$ 3,621,000	\$ 3,621,000	\$ -117,000
SERVICES & SUPPLIES	7,183,237	7,761,000	7,709,000	7,517,000	7,517,000	-192,000
OTHER CHARGES	400,244	362,000	347,000	355,000	355,000	8,000
FIXED ASSETS-EQUIP			67,000			-67,000
GROSS TOTAL	\$ 10,864,451	\$ 11,861,000	\$ 11,861,000	\$ 11,493,000	\$ 11,493,000	\$ -368,000
LESS INTRAFD TRANSFER	37,007					
NET TOTAL	\$ 10,827,444	\$ 11,861,000	\$ 11,861,000	\$ 11,493,000	\$ 11,493,000	\$ -368,000
REVENUE	98,925	70,000	70,000	70,000	70,000	
NET COUNTY COST	\$ 10,728,519	\$ 11,791,000	\$ 11,791,000	\$ 11,423,000	\$ 11,423,000	\$ -368,000
BUDGETED POSITIONS	48.0	49.0	49.0	44.0	44.0	-5.0
REVENUE DETAIL						

INSTIT CARE & SVS	\$ 1,371	\$	\$	\$	\$	\$
LIBRARY SERVICES	23,200	25,000	25,000	25,000	25,000	
PARK & RECREATION SVS	-632					
CHRG8 FOR SVCS-OTHER	68,325	45,000	45,000	45,000	45,000	
MISCELLANEOUS	6,661					
TOTAL	\$ 98,925	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	
FUND						
GENERAL FUND						
FUNCTION						
RECREATION & CULTURAL SERVICES						
ACTIVITY						
CULTURAL SERVICES						

Mission Statement

The mission of the Museum of Natural History of Los Angeles County is to inspire wonder, discovery and responsibility for our natural and cultural worlds.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects the Board of Supervisors (Board) approved operating agreement of July 12, 1994 between the County and the Museum of Natural History Foundation, which established each entity's operational and financial responsibilities. This public-private partnership has enabled the Museum to maintain basic programs and operations at the Museum of Natural History, the George C. Page Museum, and the William S. Hart Museum.

The 2003-04 Proposed Budget reflects a net County cost reduction of \$368,000 which is attributable to the deletion of one-time carryover funding included in 2002-03 that is partially offset by a 3.7 percent cost-of-living adjustment. Vacant positions are deleted to offset higher costs resulting from previously negotiated salaries and employee benefits increases and unavoidable cost increases in services and supplies.

Strategic Planning

The Department has undertaken a long-term strategic planning process. Consistent with the County's Strategic Plan, the Museum has developed a draft strategic plan that identifies critical success factors for organizational development and provides principles for operational planning. The draft plan is designed to unify organizational actions by identifying the key organization-wide goals, issues, and actions that are consistent with the County's vision and goals.

Critical Needs

The Department's critical unmet needs include the installation of a museum-wide public address system and the reconfiguration/resurfacing of the west parking lot at the Museum's Exposition Park site.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -763,000	\$ --	\$ -763,000	--
	<u>One-Time Carryover:</u> Reflects the deletion of one-time carryover funding, consistent with the 1994 Funding Agreement. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ 465,000	\$ --	\$ 465,000	--
	<u>Cost-of-Living Adjustment:</u> Reflects a cost-of-living increase, consistent with the 1994 Funding Agreement. <i>Supports Countywide Strategic Plan Goal 4.</i>			
3.	\$ -191,000	\$ --	\$ -191,000	-2.0
	<u>Administration and Operations:</u> Reflects the elimination of 2.0 vacant positions (\$124,000) and funding for the replacement of automobiles (\$67,000). <i>Supports Countywide Strategic Plan Goal 4.</i>			
4.	\$ -47,000	\$ --	\$ -47,000	-1.0
	<u>Public and Facilities Support:</u> Reflects the elimination of 1.0 long-term vacant position. <i>Supports Countywide Strategic Plan Goal 4.</i>			
5.	\$ -102,000	\$ --	\$ -102,000	-2.0
	<u>Research and Collections:</u> Reflects the elimination of 2.0 vacant positions. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 3,000	\$ --	\$ 3,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 13,000	\$ --	\$ 13,000	--
	<u>Retirement Debt Service:</u> Reflects the Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ 3,000	\$ --	\$ 3,000	--
	<u>Countywide Cost Allocation (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u> (cont'd)				
4.	\$ -12,000	\$ --	\$ -12,000	--
	<u>Utilities:</u> Reflects a decrease from the funding levels provided in 2002-03 due to anticipated rate changes in 2003-04.			
5.	\$ 140,000	\$ --	\$ 140,000	--
	<u>Other Salaries and Employee Benefits:</u> Reflects various adjustments to wages and employee benefits based on current hiring plan and expenditure trends.			
6.	\$ 123,000	\$ --	\$ 123,000	--
	<u>Miscellaneous:</u> Reflects ministerial adjustments to services provided by other County departments including professional and specialized services (\$118,000) and other charges (\$5,000).			
Total \$	-368,000	\$ 0	\$ -368,000	-5.0

MUSEUM OF NATURAL HISTORY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Research and Collections

\$ 1,692,000 \$ -- \$ -- \$ 1,692,000 \$ 1,692,000 \$ -- 13.0

Authority: 1994 Funding Agreement; however, the cost-of-living adjustment (COLA) can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

The Research and Collections Division provides collection management, preservation and restoration services, and conducts research to advance knowledge and to enhance the education and exhibit components of the Museum. Curatorial staff is actively engaged in collections-based research in the natural sciences, anthropology, and history. Their research interests form the basis for exhibitions, educational programs, and publications. This Division includes the Research Library, Registrar/Conservator, and Scholarly Publications departments.

Program Outcome: Provide professional care and research of collections.

Service Delivery Standard: Catalogue, conserve, research, and properly store or exhibit every item in the collections.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of research and collections staff	51	52	69	69
<u>Workload/Output</u>				
Number of collection specimens	33,000,000	33,000,000	33,100,000	33,200,000
<u>Efficiency</u>				
Average number of specimens maintained per staff	647,059	634,615	479,710	481,159
<u>Quality</u>				
Percent of specimens maintained/exhibited in collections	100%	100%	100%	100%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Public Programs

\$ 908,000 \$ -- \$ 25,000 \$ 883,000 \$ 883,000 \$ -- 8.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

The Museum's Education Division provides services and programs both on-site and throughout the County that engage individuals, especially children and their families, with opportunities for educational enrichment. The Museum offers significant and award-winning educational programs to schools throughout the County through an extensive outreach initiative.

Program Outcome: Develop and implement programs that will inspire wonder, discovery and responsibility for our natural and cultural worlds.

Service Delivery Standard: Promote a variety of visitor experiences and outreach programs that fulfill multiple learning styles and visitor agendas in every program.

Museum of Natural History (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of education staff	68	69	71	70
<u>Workload/Output</u>				
Number of student/school audience	551,000	543,585	575,000	575,000
Number served by all education programs	821,000	1,191,000	1,200,000	1,200,000
Admissions to Museum of Natural History ⁽¹⁾	417,106	411,298	647,916	680,312
<u>Efficiency</u>				
Average number of student/school audience per staff	8,103	7,878	8,099	8,214
Average number of individuals served by all education programs per staff	12,074	17,261	16,901	17,143
<u>Quality</u>				
Percent change in total served by education programs	-16.0% ⁽²⁾	45.1%	0.8%	0.0%
Percent change in admissions	n/a	-1.4%	57.5%	5.0%
Museum membership	15,343	19,192	19,900	20,000

Explanatory Note(s):

(1) Reflects admissions to Exposition Park campus only.

(2) The decrease in audience served in 2000-01 was due to the de-acquisition of the Petersen Museum from the Natural History Museum family. The separation of the Petersen also affected the decrease in total audience served per staff during the same fiscal period.

n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. Administration						
\$ 8,893,000	\$ --	\$ 45,000	\$ 8,848,000	\$ 8,848,000	\$ --	23.0

Authority: 1994 Funding Agreement; however, the COLA can be negotiated if the County experiences a two percent reduction of permanent budgeted positions.

This Division provides administrative support to the Museum. The Administration Division includes the executive office, finance, human resources, legal, and operations/facilities support. Staff in this Division provide facilities, security, maintenance, and general administrative support in a variety of areas.

Performance measures will be formulated in conjunction with the ongoing development of the Department's Strategic Plan beginning in fiscal year 2003-04.

Total Programs

\$11,493,000	\$ 0	\$ 70,000	\$ 11,423,000	\$ 11,423,000	\$ 0	44.0
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MUSEUM OF NATURAL HISTORY

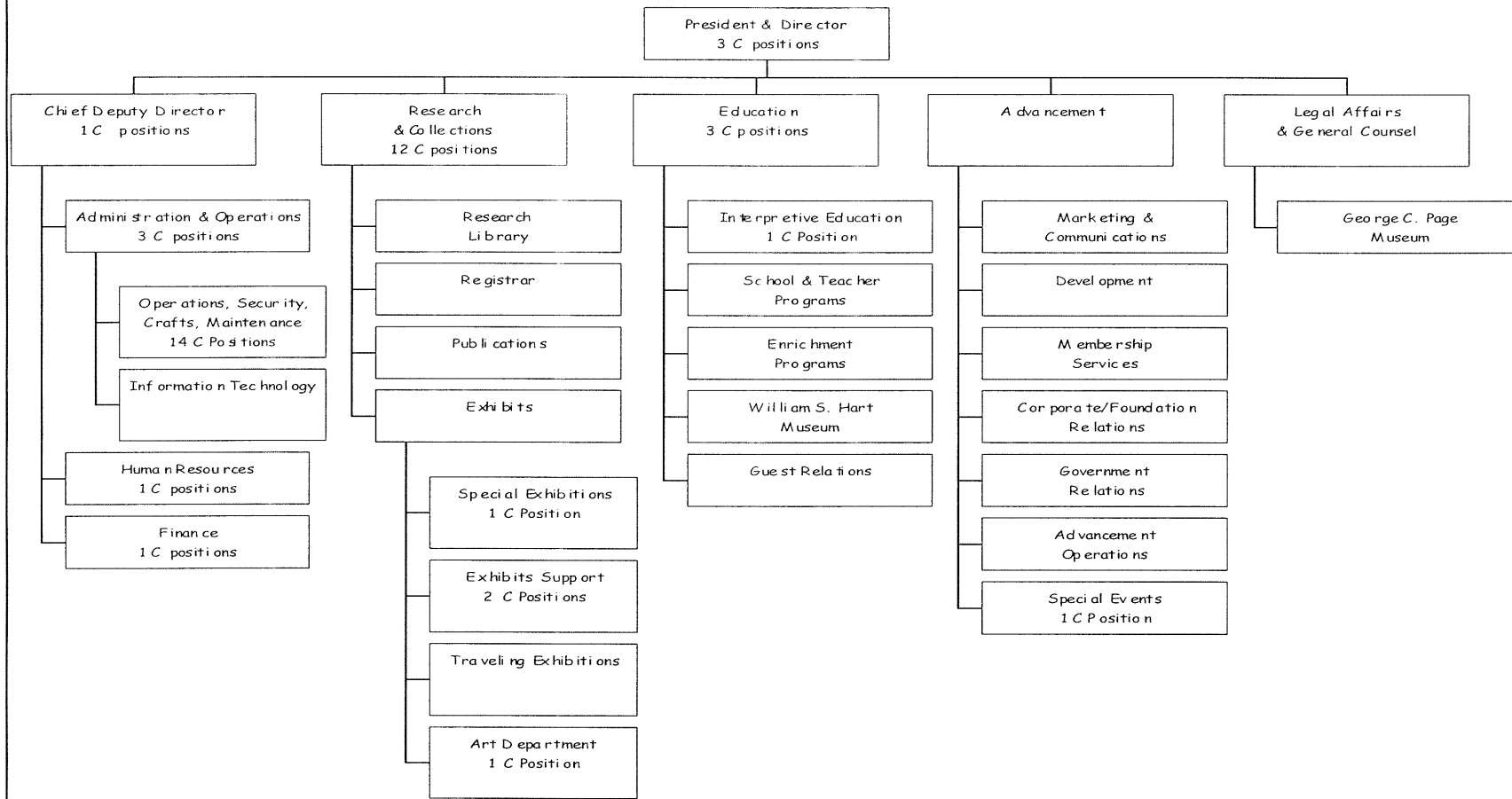
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	2,622,000	2,622,000	2,364,000	-258,000
Employee Benefits	1,116,000	1,116,000	1,257,000	141,000
Total Salaries and Employee Benefits	3,738,000	3,738,000	3,621,000	-117,000
<u>Services and Supplies</u>				
Communications	369,000	369,000	343,000	-26,000
Insurance	102,000	102,000	159,000	57,000
Maintenance-Buildings and Improvements	133,000	66,000	150,000	84,000
Professional and Specialized Services	700,000	700,000	704,000	4,000
Rents and Leases-Bldg and Improvemts	187,000	202,000	200,000	-2,000
Special Departmental Expense	5,351,000	5,351,000	5,053,000	-298,000
Telecommunications	13,000	13,000	0	-13,000
Transportation and Travel-Auto Mileage	2,000	2,000	2,000	0
Transportation and Travel-Auto Service	36,000	36,000	50,000	14,000
Utilities	868,000	868,000	856,000	-12,000
Total Services and Supplies	7,761,000	7,709,000	7,517,000	-192,000
<u>Other Charges</u>				
Judgments and Damages	26,000	26,000	17,000	-9,000
Retirement of Other Long-Term Debt	321,000	321,000	324,000	3,000
Taxes and Assessments	15,000	0	14,000	14,000
Total Other Charges	362,000	347,000	355,000	8,000
<u>Fixed Assets</u>				
Equipment:				
Vehicle-Automobile	0	67,000	0	-67,000
Total Equipment	0	67,000	0	-67,000
Total Fixed Assets	0	67,000	0	-67,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	11,861,000	11,861,000	11,493,000	-368,000

Museum of Natural History (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
TOTAL NET REQUIREMENTS	11,861,000	11,861,000	11,493,000	-368,000
REVENUES:				
Charges for Services	70,000	70,000	70,000	0
TOTAL REVENUES	70,000	70,000	70,000	0
NET COUNTY COST	11,791,000	11,791,000	11,423,000	-368,000

MUSEUM OF NATURAL HISTORY
Dr. Jane G. Pisano, Director
Total 2003-04 Proposed Budget Positions = 44.0



THE MUSIC CENTER
STEPHEN D. ROUNTREE, PRESIDENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 8,898,269	\$ 10,619,000	\$ 10,619,000	\$ 18,030,000	\$ 15,390,000	\$ 4,771,000
OTHER CHARGES	1,173,060	1,155,000	1,155,000	1,115,000	1,115,000	-40,000
GROSS TOTAL	\$ 10,071,329	\$ 11,774,000	\$ 11,774,000	\$ 19,145,000	\$ 16,505,000	\$ 4,731,000
REVENUE	3,937,409	3,785,000	3,785,000	4,201,000	4,201,000	416,000
NET COUNTY COST	\$ 6,133,920	\$ 7,989,000	\$ 7,989,000	\$ 14,944,000	\$ 12,304,000	\$ 4,315,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 3,047,545	\$ 2,677,000	\$ 2,677,000	\$ 3,329,000	\$ 3,329,000	\$ 652,000
MISCELLANEOUS	889,864	1,108,000	1,108,000	872,000	872,000	-236,000
TOTAL	\$ 3,937,409	\$ 3,785,000	\$ 3,785,000	\$ 4,201,000	\$ 4,201,000	\$ 416,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	RECREATION & CULTURAL SERVICES	CULTURAL SERVICES

Mission Statement

The County of Los Angeles, in partnership with the Music Center (Center), a private non-profit corporation, provides high quality music, opera, theatre, dance, arts education programs, and community special events to the Southern California community and visitors. Each year, the Center welcomes more than 1.3 million people to performances by its four internationally renowned performing arts companies and in addition, provides the finest in arts education to more than 1.0 million students and teachers in schools and community centers throughout the region.

Los Angeles County supports the Center through a budget that provides for the building and grounds maintenance; custodial, security and usher services; utilities; insurance; long-term lease; and miscellaneous administrative support services at the Center.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$4,315,000 primarily attributable to: 1) full-year funding of the operating expenses of the new Walt Disney Concert Hall; 2) cost-of-living adjustments for insurance, building and grounds maintenance, custodial, security, and usher services; and 3) minor adjustments in rent charges and other County departmental services. Consistent with established contractual obligations, the Proposed Budget provides County funds to maintain and operate the facility.

Strategic Planning

Consistent with the County's vision to improve the quality of life in Los Angeles County, the Center has created a design concept to re-develop the existing structure into a vibrant urban arts park and public gathering place. The new design will enlarge existing public space, improve accessibility to the Center, create a more welcoming pedestrian environment, and integrate the existing structure with the new Walt Disney Concert Hall complex. The long-anticipated 2,290 seat Walt Disney Concert Hall has expanded the campus to 11 acres.

Critical Needs

The Center continues to identify unmet needs for numerous deferred maintenance projects, restoration of facility fee funds, and the implementation of various best practices approaches.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 4,300,000	\$ 400,000	\$ 3,900,000	--
<u>Walt Disney Concert Hall</u> : Reflects a full year of operating expenses associated with the new venue. Includes costs for building and grounds maintenance; custodial and security services; insurance; and utilities that are partially offset by parking revenue. <i>Supports Countywide Strategic Plan Goal 4.</i>				
<u>Other Changes</u>				
1.	\$ 227,000	\$ --	\$ 227,000	--
<u>Cost-of-Living Adjustments</u> : Reflects cost-of-living adjustments for an insurance premium, building and grounds maintenance, custodial, security, and usher services.				
2.	\$ 237,000	\$ --	\$ 237,000	--
<u>Utilities</u> : Reflects an increase from the funding levels provided in 2002-03 due to anticipated rate increases in 2003-04.				
3.	\$ -40,000	\$ --	\$ -40,000	--
<u>Countywide Cost Allocation Adjustment (A-87)</u> : Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
4.	\$ 7,000	\$ 16,000	\$ -9,000	--
<u>Miscellaneous</u> : Reflects an increase in risk management costs offset by parking revenue.				
Total \$	4,731,000	\$ 416,000	\$ 4,315,000	0.0

THE MUSIC CENTER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. <u>Contractual Services</u>						
\$10,759,000	\$ --	\$ --	\$ 10,759,000	\$ 10,759,000	\$ --	--

Authority: Non-mandated, discretionary program.

The 1996 Operating Services Agreement established provisions for the Music Center, a private non-profit corporation, to provide insurance, building and grounds maintenance, custodial, security, and ushering services, and for the County to pay the Center for services performed at the amount allocated within the budget.

2. **Support Services**

\$ 5,732,000	\$ --	\$ 4,201,000	\$ 1,531,000	\$ 1,531,000	\$ --	--
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Authority: Non-mandated, discretionary program.

Provides central support services that cannot be directly identified to programs. Includes communications, capital lease/long-term debt, utilities, mail delivery, security and risk management, and revenues from parking and the cogeneration plant.

3. **Administration**

\$ 14,000	\$ --	\$ --	\$ 14,000	\$ 14,000	\$ --	--
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Authority: Non-mandated, discretionary program.

Provides administrative services to the Music Center budget, including budgeting, accounting, and legal services.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$16,505,000	\$ 0	\$ 4,201,000	\$ 12,304,000	\$ 12,304,000	\$ 0	0.0

THE MUSIC CENTER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Communications	4,000	4,000	7,000	3,000
Insurance	447,000	447,000	853,000	406,000
Maintenance-Buildings and Improvements	3,563,000	3,563,000	5,016,000	1,453,000
Professional and Specialized Services	2,170,000	2,170,000	3,049,000	879,000
Rents and Leases-Bldg and Improvemts	78,000	78,000	90,000	12,000
Special Departmental Expense	1,089,000	1,089,000	1,870,000	781,000
Utilities	3,268,000	3,268,000	4,505,000	1,237,000
Total Services and Supplies	10,619,000	10,619,000	15,390,000	4,771,000
<u>Other Charges</u>				
Judgments and Damages	5,000	5,000	5,000	0
Retirement of Other Long-Term Debt	1,150,000	1,150,000	1,110,000	-40,000
Total Other Charges	1,155,000	1,155,000	1,115,000	-40,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	11,774,000	11,774,000	16,505,000	4,731,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	11,774,000	11,774,000	16,505,000	4,731,000
REVENUES:				
Revenue from Use of Money and Property	2,677,000	2,677,000	3,329,000	652,000
Miscellaneous Revenues	1,108,000	1,108,000	872,000	-236,000
TOTAL REVENUES	3,785,000	3,785,000	4,201,000	416,000
NET COUNTY COST	7,989,000	7,989,000	12,304,000	4,315,000

NONDEPARTMENTAL REVENUE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALES AND USE TAX	\$ 41,428,107	\$ 43,000,000	\$ 43,000,000	\$ 44,000,000	\$ 44,000,000	\$ 1,000,000
DEED TRANSFER TAX	48,941,995	54,000,000	38,000,000	45,000,000	45,000,000	7,000,000
TRANSIENT OCCUPANCY TX	9,383,165	8,700,000	8,700,000	8,500,000	8,700,000	
UTILITY USERS' TAX	49,327,448	45,000,000	45,000,000	45,000,000	45,000,000	
BUSINESS LICENSE TAX	10,646,572	12,000,000	12,000,000	11,500,000	12,000,000	
LICENSE, PERMITS, AND FRANCHISES	8,153,512	6,500,000	6,500,000	7,000,000	6,500,000	
RENTS, CONCESSIONS, AND ROYALTIES	3,957,280	1,750,000	1,750,000	1,950,000	1,750,000	
VEHICLE LICENSE FEES IN-LIEU	675,004,587	700,000,000	680,200,000	700,000,000	700,000,000	19,800,000
VEHICLE LICENSE FEES REALIGNMENT	425,569,629	409,852,000	409,852,000	425,570,000	425,570,000	15,718,000
PENALTIES ON DELINQUENT TAXES	36,976,325	35,743,000	35,743,000	40,320,000	35,743,000	
HOMEOWNERS' PROPERTY TAX RELIEF (HOX)	20,725,888	20,500,000	20,500,000	20,500,000	20,500,000	
OTHER GOVERNMENTAL AGY	58,625,258	55,000,000	47,000,000	47,000,000	47,000,000	
OTHER REVENUE	151,529,642	142,810,000	24,110,000	36,387,000	36,307,000	12,197,000
TOTAL REVENUE	\$ 1,540,269,408	\$ 1,534,855,000	\$ 1,372,355,000	\$ 1,432,727,000	\$ 1,428,070,000	\$ 55,715,000

2003-04 Budget Message

Nondepartmental revenues are derived largely from shared programs administered by the State, and are not related to the revenue-generating activities of any specific County department.

The 2003-04 Proposed Budget reflects:

- An increase of \$1.0 million in Local 1 percent Sales Tax based on the current year's activity level and forecasted growth rates.
- An increase of \$7.0 million in Deed Transfer Tax based on continued strength in the County of Los Angeles housing market.
- Growth of \$19.8 million for Motor Vehicle License Fees In-Lieu, and \$15.7 million from Vehicle License Fees - Realignment reflecting continued consumer demand for automobiles and light trucks.
- Other revenue increases primarily due to an increase in General Countywide Overhead billings to Fire Protection, Public Library, and Hospitals.

NONDEPARTMENTAL SPECIAL ACCOUNTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$	\$ 31,942,000	\$ 31,942,000	\$ 31,942,000	\$ 31,942,000	\$
SERVICES & SUPPLIES	11,091,299	51,648,000	57,630,000	57,741,000	57,741,000	111,000
OTHER CHARGES	15,977,320	11,359,000	19,359,000	19,359,000	19,359,000	
OTHER FINANCING USES	23,137,047	23,760,000	23,760,000	17,388,000	17,388,000	-6,372,000
GROSS TOTAL	\$ 50,205,666	\$ 118,709,000	\$ 132,691,000	\$ 126,430,000	\$ 126,430,000	\$ -6,261,000
LESS INTRAFD TRANSFER	811,343	1,100,000	1,100,000	1,100,000	1,100,000	
NET TOTAL	\$ 49,394,323	\$ 117,609,000	\$ 131,591,000	\$ 125,330,000	\$ 125,330,000	\$ -6,261,000
REVENUE	87,076,643	59,000,000	72,982,000	63,306,000	63,306,000	-9,676,000
NET COUNTY COST	\$ -37,682,320	\$ 58,609,000	\$ 58,609,000	\$ 62,024,000	\$ 62,024,000	\$ 3,415,000
REVENUE DETAIL						
INTEREST	\$ 87,002,890	\$ 59,000,000	\$ 72,982,000	\$ 63,306,000	\$ 63,306,000	\$ -9,676,000
STATE-OTHER	73,650					
CHRGs FOR SVCS-OTHER	103					
TOTAL	\$ 87,076,643	\$ 59,000,000	\$ 72,982,000	\$ 63,306,000	\$ 63,306,000	\$ -9,676,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

2003-04 Budget Message

The Nondepartmental Special Accounts (NDSA) budget provides for special General Fund expenditures and revenues, which are not directly related to any single County department and, if included in any department's budget, would distort the true operating costs of that budget. The appropriation reflects charges for services of countywide benefit and for special contracts that are not related to a single department's main mission. Also, included are interest expense and earnings associated with the Treasury Management Program.

The 2003-04 Proposed Budget reflects:

- An increase in services and supplies for ongoing cost increases for County memberships in regional, statewide, and national organizations; special contracts; and services of countywide benefit.
- A decrease in other financing uses primarily due to the deletion of one-time funding for the Public Library and reduction in transfer to the Civic Center Employee Parking Fund.
- An anticipated reduction in interest earnings revenue from the Treasury Management Program as a result of lower interest rates.

OMBUDSMAN
ROBERT B. TAYLOR, OMBUDSMAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 457,971	\$ 657,000	\$ 657,000	\$ 888,000	\$ 668,000	\$ 11,000
SERVICES & SUPPLIES	129,406	114,000	120,000	138,000	117,000	-3,000
OTHER CHARGES	3,212	9,000	3,000	6,000	6,000	3,000
GROSS TOTAL	\$ 590,589	\$ 780,000	\$ 780,000	\$ 1,032,000	\$ 791,000	\$ 11,000
REVENUE	1,000					
NET COUNTY COST	\$ 589,589	\$ 780,000	\$ 780,000	\$ 1,032,000	\$ 791,000	\$ 11,000
BUDGETED POSITIONS	9.0	9.0	9.0	12.0	9.0	
REVENUE DETAIL						
MISCELLANEOUS	\$ 1,000	\$	\$	\$	\$	\$
TOTAL	\$ 1,000	\$	\$	\$	\$	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY OTHER PROTECTION	

Mission Statement

The Ombudsman serves residents with issues and concerns involving the Los Angeles County Sheriff's Department, Office of Public Safety, and other County departments and agencies as directed by the Board of Supervisors.

The Ombudsman provides a professional, neutral, and impartial forum for residents to seek solutions to pertinent issues. With integrity and objectivity as the guiding principles, the Ombudsman staff reviews and assesses investigations for fairness and thoroughness, and seeks to obtain proper resolution to issues.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects additional net County cost for previously negotiated increases in salaries and employee benefits.

Strategic Planning

The Department's Strategic Plan was submitted to the Board of Supervisors in August 2002. Accomplishments have been made in each goal area: Workforce Excellence, Service Excellence, Organizational Effectiveness, and Fiscal Responsibility. To enhance and educate the public on the Ombudsman services, the Department's fifth Strategic Plan goal, the staff has visited 98 percent of the Los Angeles County Sheriff's Department patrol stations, established regular meetings with stakeholders, fostered new partnerships with other County departments, participated in numerous community and County events, and developed various presentations.

During the third quarter of Fiscal Year 2002-03, the Ombudsman staff will review the revised Countywide Strategic Plan in order to revise the Department plan accordingly.

Critical Needs

The Department's critical needs include funding for additional administrative and program staff, office expenses, and staff development. These needs are consistent with the Countywide Strategic Plan goals and objectives.

Changes From 2002-03 Budget

	<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.	\$ 8,000	\$ --	\$ 8,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 3,000	\$ --	\$ 3,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt service costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ --	\$ --	\$ --	--
	<u>Other Charges:</u> Reflects a reduction of LAC-CAL lease payments and shifting of funds from services and supplies to more appropriately budget for indemnity costs.			
Total \$	11,000	\$ 0	\$ 11,000	0.0

OMBUDSMAN

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 379,000	\$ --	\$ --	\$ 379,000	\$ --	\$ 379,000	5.0

1. Ombudsman Services

Authority: Non-mandated, discretionary program - established by Los Angeles County Ordinance 2.37.10.

The Ombudsman serves residents by monitoring the timely and thorough investigation of complaints and objectively reviewing complaint investigations concerning the Los Angeles County Sheriff's Department, Office of Public Safety, and other County departments and agencies at the direction of the Board of Supervisors. The Judges Review Panel reviews cases involving excessive force. The Ombudsman staff responds to over 2,000 inquiries and issues annually.

Program Outcome: Ensure a thorough and objective review of public complaints and provide a detailed and complete explanation to the client.

Service Delivery Standard: The Department receives complaints and inquiries from the public and County departments and agencies. When a complaint is received, the client will be sent a letter within 30 days of receiving their complaint acknowledging their issues and concerns. If the complaint is not resolved within 30 days, subsequent letters will be sent every 30 days thereafter until the review is completed. When a complaint review has been completed, the client will receive a final letter. Letters are not sent to persons receiving simple telephonic assistance or referral information.

It is the goal of the Ombudsman to provide complaint assistance, investigate and review cases, provide general assistance, and provide community outreach.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Ombudsman Complaint Review Staff	2.5	3.0	3.0	3.0
<u>Workload/Output</u>				
Complaint assistance	80	109	120	150
Complaints	160	302	310	330
General assistance to clients (i.e., informal reviews, medical requests, etc.)	511	219	250	300
Direct public services	5,800	1,259	1,300	1,500
Total workload	6,551	1,889	1,980	2,280
<u>Efficiency</u>				
Referrals per officer	32	36	40	50
Complaint investigation reviews per officer	64	101	103	110
General assistance to clients per officer	204	73	83	100
Response to inquiries per officer	2,320	420	433	500
Total workload	2,620	630	659	760
<u>Quality</u>				
Successful subpoena of records of staff	0	0	0	0
Number of Ombudsman clients who file compensatory claims against the Sheriff's Department within one year	0	0	0	0

Ombudsman (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. **Administration**

\$ 412,000 \$ -- \$ -- \$ 412,000 \$ -- \$ 412,000 4.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department. Includes Executive Office, departmental accounting, Department Head functions, budget functions, personnel/payroll and procurement.

Program Outcome: Ensure 85 percent of invoices are verified and paid within 45 days of receipt.

Service Delivery Standard: Within 45 days of receipt, determine validity of charges and ensure invoices are paid.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Administrative Assistant II	n/a	n/a	1.0	1.0
<u>Workload/Output</u>				
Number of payments processed	n/a	n/a	125	155
<u>Efficiency</u>				
Number of payments processed within 45 days	n/a	n/a	106	132
<u>Quality</u>				
Percent of payments processed within 45 days	n/a	n/a	85%	85%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$ 791,000 \$ 0 \$ 0 \$ 791,000 \$ 0 \$ 791,000 9.0

OMBUDSMAN

DEPARTMENTAL DETAIL SUMMARY

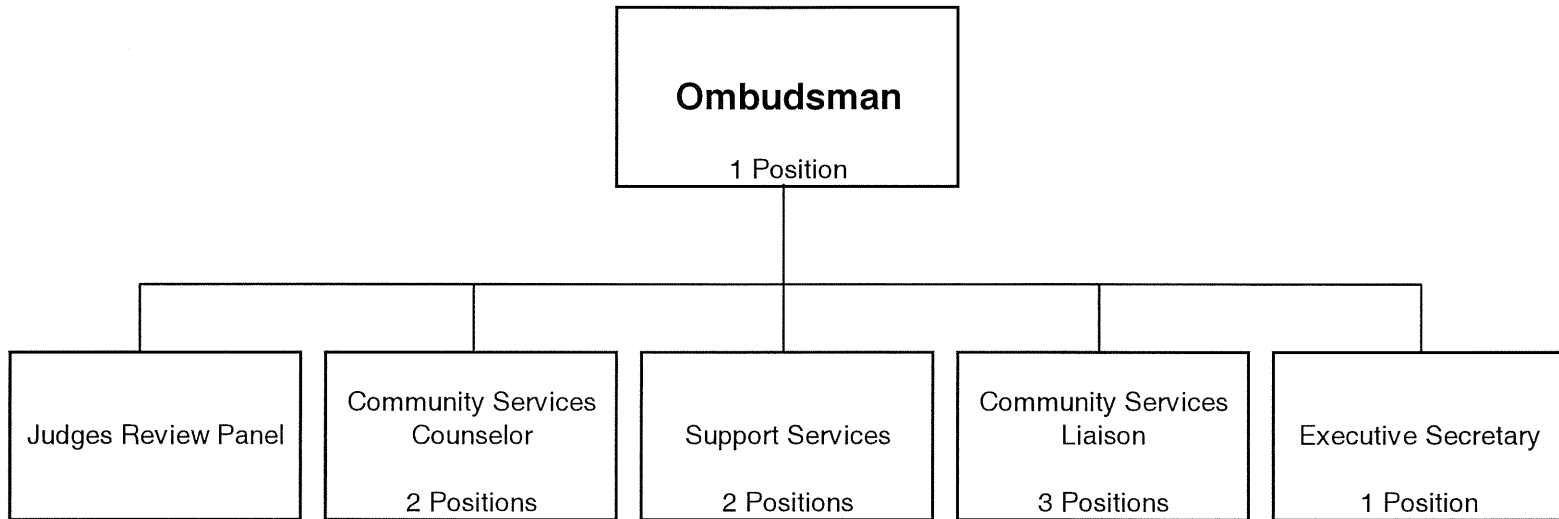
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	524,000	524,000	525,000	1,000
Employee Benefits	133,000	133,000	143,000	10,000
Total Salaries and Employee Benefits	657,000	657,000	668,000	11,000
<u>Services and Supplies</u>				
Communications	12,000	15,000	12,000	-3,000
Information Technology Services	4,000	8,000	4,000	-4,000
Insurance	0	6,000	0	-6,000
Memberships	1,000	0	1,000	1,000
Office Expense-Other	20,000	3,000	18,000	15,000
Professional and Specialized Services	12,000	19,000	17,000	-2,000
Rents and Leases-Bldg and Improvemts	38,000	38,000	38,000	0
Special Departmental Expense	4,000	0	4,000	4,000
Telecommunications	12,000	12,000	12,000	0
Training	5,000	15,000	5,000	-10,000
Transportation and Travel-Auto Mileage	1,000	4,000	1,000	-3,000
Transportation and Travel-Traveling	5,000	0	5,000	5,000
Total Services and Supplies	114,000	120,000	117,000	-3,000
<u>Other Charges</u>				
Other Charges	6,000	0	6,000	6,000
Retirement of Other Long-Term Debt	3,000	3,000	0	-3,000
Total Other Charges	9,000	3,000	6,000	3,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	780,000	780,000	791,000	11,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	780,000	780,000	791,000	11,000

Ombudsman (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	780,000	780,000	791,000	11,000

OMBUDSMAN

Robert B. Taylor, Ombudsman
2003-04 Proposed Budget
9 Positions



2003-04 Budget Message (cont'd)

The 2003-04 Proposed Budget also reflects adjustments to correct a number of budgetary problems the Department addressed, to the extent possible, within existing resources. Many of the Department's problems have evolved over several years. However, through innovative ideas, belt-tightening, and creatively trimming and shifting costs, the Department's Proposed Budget is reflective of a budget that is more properly aligned based on current and anticipated expenditure requirements and revenues.

Strategic Planning

The Department supports strategic efforts that focus on serving the needs of residents of the County of Los Angeles. Consistent with these efforts, the Department is working with a strategic planning consultant to develop a plan with a primary focus on recreation and maintenance services administered by the Department. The Department will concentrate efforts on quality and efficiency of services in addition to improving communications.

Critical Needs

The Department's most critical unmet needs include the following: 1) various new and refurbished park facilities anticipated to be completed during FY 2003-04; 2) establishment of tree trimming crews to maintain and provide emergency tree trimming services at various facilities which will reduce exposure to liability as a result of accidents involving falling trees and branches; 3) an additional position to manage the Junior Golf Program; 4) addition of Crew Leaders to supervise and increase services and supplies to hire youth workers to meet Board-mandated Proposition A requirements for at-risk youth employment; 5) additional positions responsible for ensuring compliance with the Americans with Disabilities Act; and 6) provision of the appropriate level of support staff to meet the Department's information technology goals and objectives.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -3,105,000	\$ -1,198,000	\$ -1,907,000	-52.0
	<u>State-owned Facilities:</u> Reflects the reduction of 52.0 positions and related costs and revenue as a result of returning Castaic Lake and Placerita Canyon Natural Area to the State in order to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -420,000	\$ --	\$ -420,000	-9.0
	<u>Trails:</u> Reflects the reduction of 9.0 positions and related costs associated with the operation of trails needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -318,000	\$ -21,000	\$ -297,000	-4.0
	<u>Capital Projects Administration:</u> Reflects the deletion of 1.0 Senior Secretary III, 1.0 Landscape Architect, 1.0 Park Planner, and 1.0 Departmental Facilities Planner positions and related reimbursement for services in order to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
4.	\$ -1,000,000	\$ --	\$ -1,000,000	--
	<u>Utility Usage Reduction:</u> Reflects savings in electricity and water costs as a result of reduced night lighting and lowered water consumption for landscape medians and sport fields in order to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
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Program Changes (cont'd)

5.	\$ 100,000	\$ 100,000	\$ --	--
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Junior Golf Program: Reflects revenues generated by the Board-approved tournament fee to offset costs associated with the Junior Golf Program. These costs are unique to the program but typical for a recreation program, such as trophies, tee shirts, tee prizes, hats, food, beverages, script, equipment, golf balls, stipend for professional golf instructors, etc. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

6.	\$ -100,000	\$ 900,000	\$ -1,000,000	-3.0
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Public Works Flood Control Revenue: Reflects the reduction of 1.0 Cashier-Clerk, 1.0 Intermediate Typist Clerk, and 1.0 Recreation Services Leader positions due to long-term vacancies and reduced service requirements. Also reflects increased reimbursement revenue from the Department of Public Works for maintenance of landscaping surrounding flood control channels. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

7.	\$ -256,000	\$ --	\$ -256,000	-7.0
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Pool Program: Reflects the reduction of 7.0 temporary, recurrent positions and related costs in order to absorb unavoidable cost increases. Shortening the FY 2003-04 pool season by two weeks, one week at the close of summer and one week at the beginning of summer, creates the least disruptive impact to services and operations. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

8.	258,000	\$ 258,000	\$ --	--
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Regional Park and Open Space District (RPOSD): Reflects an increase in operational costs, fully offset by revenue from Proposition A. Also reflects an increase in rent as a result of moving RPOSD staff off-site to create space for the consolidation of the Administrative Services Agency staff at the headquarters facility. *Supports Countywide Strategic Plan Goal 1, Strategy 2.*

9.	\$ -73,000	\$ -73,000	\$ --	-2.0
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Greater Avenues for Independence (GAIN) Supervisors: Reflects the deletion of 2.0 hourly Senior Grounds Maintenance Worker positions and associated costs funded through the Department of Public Social Services due to the unavailability of FY 2003-04 funds for the Long-Term Family Self-Sufficiency project - GAIN Supervisors. *Supports Countywide Strategic Plan Goal 4, Strategy 1.*

Other Changes

1.	\$ 528,000	\$ --	\$ 528,000	--
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Salaries and Employee Benefits: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.

2.	\$ 150,000	\$ --	\$ 150,000	--
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Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.

3.	\$ -23,000	\$ --	\$ -23,000	--
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Insurance Premiums: Reflects elimination of one-time funding for insurance premium increases.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
4.	\$ 575,000	\$ --	\$ 575,000	--
<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment to rent charges to comply with Federal Office of Management and Budget claiming guidelines.				
5.	\$ -188,000	\$ --	\$ -188,000	-1.0
<u>Grounds Maintenance Contracts/Other Reductions:</u> Reflects the deletion of 1.0 hourly Cashier-Clerk position and a reduction in grounds maintenance contract service levels as well as other miscellaneous reductions needed to absorb unavoidable cost increases.				
6.	\$ -870,000	\$ -603,000	\$ -267,000	-44.0
<u>Miscellaneous Adjustments:</u> Reflects the deletion of 44.0 unfunded, vacant positions to reflect a more appropriate salary savings and to fund increases in various employee benefits. Also reflects a reduction of reimbursable costs for capital projects' project management staff time as well as an anticipated reduction in golf revenues due to declining golf play and an economic downturn.				
7.	\$ 590,000	\$ --	\$ 590,000	--
<u>Employee Benefits:</u> Reflects cost increases associated with workers' compensation, retiree health, and unemployment, partially offset by decreased costs due to the delayed move to a new headquarters facility.				
8.	\$ --	\$ --	\$ --	1.0
<u>Cerritos Lease:</u> Reflects the reallocation of a portion of Cerritos lease funds in services and supplies to salaries and employee benefits for the addition of 1.0 hourly Irrigation and Lawn Sprinkler Fitter position, fixed assets, and other charges for the debt service associated with improvement at Cerritos Park as a result of reduced financing requirements.				
9.	\$ 55,000	\$ 55,000	\$ --	--
<u>Off-Highway Vehicle Fund:</u> Reflects increased requirements for the prevention of access to or repair of damaged facilities/properties that are not designated for use by off-highway vehicles, fully reimbursable from the Off-Highway Vehicle Fund.				
10.	\$ 121,000	\$ --	\$ 121,000	-7.0
<u>Unavoidable Cost Increases:</u> Reflects cost increases in natural gas and utilities, partially offset by the deletion of 3.0 Grounds Maintenance Worker, 1.0 Crew Instructor, 2.0 Recreation Services Leader, and 1.0 Recreation Services Supervisor positions.				
11.	\$ -22,000	\$ -22,000	\$ --	--
<u>Fixed Assets:</u> Reflects a reduction in fixed assets funded by revenue from Special Districts.				
12.	\$ -297,000	\$ -297,000	\$ --	--
<u>Residual Equity Transfers:</u> Reflects the deletion of one-time residual transfers from obsolete trust fund accounts.				
Total \$	-4,295,000	\$ -901,000	\$ -3,394,000	-128.0

PARKS AND RECREATION

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Recreational Services

Incorporated Area

\$ 15,467,000 \$ 6,000 \$ 7,118,000 \$ 8,343,000 \$ 1,312,000 \$ 7,031,000 207.8

Unincorporated Area

\$ 37,768,000 \$ 875,000 \$ 6,301,000 \$ 30,592,000 \$ 4,310,000 \$ 26,282,000 594.7

Authority: Non-mandated, discretionary program.

Provide recreational and maintenance services at local, community, and regional parks.

Program Outcome: Promote community health and well-being through diverse and quality recreation programs.

Service Delivery Standard: Increase recreation program attendance while increasing self-sufficiency.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Regional park expenditures	\$22,496,000	\$25,422,000	\$25,422,000	\$21,213,000
Recreation program net County cost (NCC)	\$9,435,000	\$9,718,000	\$9,963,000	\$9,963,000
<u>Workload/Output</u>				
Regional park intrafund transfer (IFT)/revenue	\$10,599,000	\$10,015,000	\$10,015,000	\$8,804,000
Recreation program attendance	3,473,000	3,966,000	4,363,000	4,363,000
<u>Efficiency</u>				
Percent IFT/revenue offset	47.12%	39.40%	39.40%	41.50%
NCC per recreation program attendee	\$2.72	\$2.45	\$2.28	\$2.28
<u>Quality</u>				
Percent change in IFT/revenue from prior year	-5.44%	-5.51%	0.00%	-12.09%
Percent change in recreation attendance from prior year	12.14%	14.20%	10.01%	0.00%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Capital Projects Agency

\$ 5,489,000 \$ 1,475,000 \$ 709,000 \$ 3,305,000 \$ 562,000 \$ 2,743,000 37.2

Authority: Non-mandated, discretionary program.

Coordinate the planning and project management for the Department's Proposition A, Quimby and various capital projects.

Program Outcome: Ensure proper completion and management of capital projects.

Service Delivery Standard: Achieve a 35 percent reimbursement rate for all capital project management activities.

Parks and Recreation (cont'd)

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
Capital projects expenditures		\$3,683,000	\$4,063,000	\$3,763,000	\$4,274,000
<u>Workload/Output</u>					
Capital projects revenue		\$1,299,000	\$2,074,000	\$1,349,000	\$1,998,000
<u>Efficiency</u>					
Percent self-sufficient		35.27%	51.05%	35.85%	46.75%
<u>Quality</u>					
Percent change from prior year		-36.45%	15.78%	-15.20%	10.90%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Auxiliary Services

\$16,037,000 \$ -- \$ 15,655,000 \$ 382,000 \$ 2,543,000 \$ -2,161,000 216.4

Authority: Non-mandated, discretionary program.

Provide departmental support including contract services, management services, data systems, special operations (i.e., golf courses), construction, and voter-approved Proposition A management (Regional Park and Open Space District).

Program Outcome: Provide departmental support services, operate and coordinate golf programs, and administer Proposition A funds in an efficient and cost-effective manner.

Service Delivery Standard: Achieve net revenue of \$8.38 per round played.

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
Golf net revenue ⁽¹⁾		\$13,734,000	\$13,998,000	\$13,969,000	\$13,663,000
<u>Workload/Output</u>					
Golf rounds of play		1,630,000	1,673,000	1,623,000	1,623,000
<u>Efficiency</u>					
Net revenue per rounds of play		\$8.43	\$8.37	\$8.61	\$8.42
<u>Quality</u>					
Percent change in golf net revenue per rounds of play from prior year		1.92%	-0.71%	2.87%	-2.21%

Explanation Note(s):

(1) Golf net revenue represents the Department's share of gross receipts generated at each of the County's 19 golf courses. Revenue includes: merchandise sales (pro shop), golf cart rentals, driving range usage, green fees (per round of play), food and beverage sales, equipment rental, and banquets. County golf courses are managed and operated through lease agreements approved by the Board of Supervisors.

Parks and Recreation (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. **Administration**

\$20,625,000 \$ -- \$ 3,582,000 \$ 17,043,000 \$ 8,924,000 \$ 8,119,000 91.9

Authority: Non-mandated, discretionary program.

Administration provides executive management, budget, payroll, personnel, accounting, and procurement services.

Program Outcome: Ensure cost reimbursements (account receivable) and payments are processed in a timely manner.

Service Delivery Standard: Within 30 days, ensure all collections and payments have been properly processed.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of accounts payable staff	4	4	4	4
<u>Workload/Output</u>				
Number of payments processed	9,933	10,179	10,250	10,500
Number of payments processed per staff	2,483	2,545	2,563	2,625
<u>Efficiency</u>				
Number of payments processed within 30 days	7,628	6,027	6,250	6,500
<u>Quality</u>				
Percent of payments processed within 30 days	76.79%	59.21%	60.98%	61.90%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$ 95,386,000 \$ 2,356,000 \$ 33,365,000 \$ 59,665,000 \$ 17,651,000 \$ 42,014,000 1,148.0

PARKS AND RECREATION

DEPARTMENTAL DETAIL SUMMARY

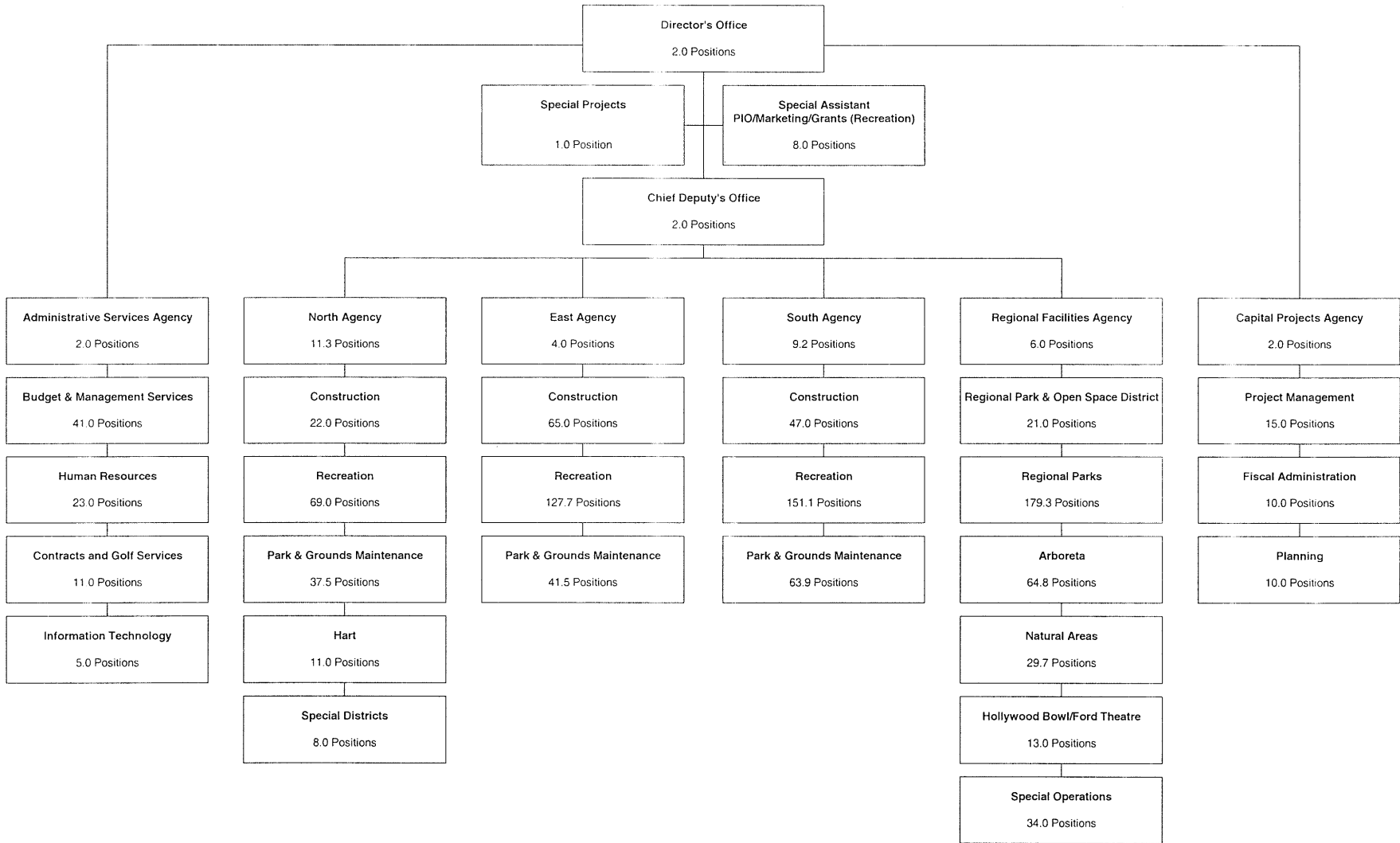
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	45,114,000	47,670,000	44,658,000	-3,012,000
Employee Benefits	16,022,000	16,273,000	17,276,000	1,003,000
Total Salaries and Employee Benefits	61,136,000	63,943,000	61,934,000	-2,009,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	79,000	79,000	70,000	-9,000
Communications	1,194,000	997,000	1,037,000	40,000
Computer Equipment-noncapital	174,000	174,000	150,000	-24,000
Computer Software	14,000	2,000	2,000	0
Food	26,000	26,000	26,000	0
Household Expenses	200,000	455,000	375,000	-80,000
Information Technology Services	50,000	23,000	23,000	0
Insurance	435,000	440,000	440,000	0
Maintenance-Buildings and Improvements	2,620,000	3,335,000	3,060,000	-275,000
Maintenance-Equipment	715,000	715,000	679,000	-36,000
Medical Dental and Laboratory Supplies	14,000	14,000	14,000	0
Memberships	2,000	2,000	2,000	0
Miscellaneous Expense	213,000	152,000	152,000	0
Office Expense-Other	247,000	247,000	299,000	52,000
Office Expense-Postage	22,000	22,000	22,000	0
Office Expense-Stat and Forms	36,000	36,000	36,000	0
Professional and Specialized Services	8,381,000	7,200,000	6,893,000	-307,000
Publication and Legal Notices	40,000	40,000	15,000	-25,000
Rents and Leases-Bldg and Improvemts	100,000	236,000	304,000	68,000
Rents and Leases-Equipment	118,000	118,000	118,000	0
Small Tools and Instruments	50,000	347,000	300,000	-47,000
Special Departmental Expense	1,612,000	1,612,000	1,302,000	-310,000
Telecommunications	50,000	10,000	10,000	0
Training	80,000	80,000	71,000	-9,000
Transportation and Travel-Auto Mileage	156,000	156,000	137,000	-19,000
Transportation and Travel-Auto Service	774,000	850,000	684,000	-166,000
Transportation and Travel-Other	80,000	80,000	80,000	0
Transportation and Travel-Traveling	7,000	7,000	25,000	18,000
Utilities	10,556,000	10,556,000	8,937,000	-1,619,000
Total Services and Supplies	28,045,000	28,011,000	25,263,000	-2,748,000
<u>Other Charges</u>				
Other Charges	265,000	0	403,000	403,000
Interest on Other Long-Term Debt	0	6,144,000	0	-6,144,000
Judgments and Damages	269,000	534,000	534,000	0
Retirement of Other Long-Term Debt	6,194,000	100,000	6,820,000	6,720,000
Taxes and Assessments	30,000	30,000	30,000	0
Total Other Charges	6,758,000	6,808,000	7,787,000	979,000

Parks and Recreation (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Agricultural and Landscaping Equipment	0	0	5,000	5,000
Communications Equipment	55,000	55,000	55,000	0
Construction and Heavy Maintenance	206,000	206,000	206,000	0
Vehicle-Automobile	149,000	149,000	127,000	-22,000
Watercraft	9,000	9,000	9,000	0
Total Equipment	419,000	419,000	402,000	-17,000
Total Fixed Assets	419,000	419,000	402,000	-17,000
<u>Other Financing Uses</u>				
Operating Transfers Out	0	500,000	0	-500,000
Total Other Financing Uses	0	500,000	0	-500,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	96,358,000	99,681,000	95,386,000	-4,295,000
Less: Intrafund Transfers	1,793,000	2,789,000	2,356,000	-433,000
TOTAL NET REQUIREMENTS	94,565,000	96,892,000	93,030,000	-3,862,000
REVENUES:				
Licenses, Permits and Franchises	260,000	275,000	231,000	-44,000
Fines, Forfeitures and Penalties	7,000	7,000	7,000	0
Revenue from Use of Money and Property	502,000	496,000	502,000	6,000
Intergovernmental Revenues-Federal	1,287,000	1,893,000	1,774,000	-119,000
Charges for Services	30,830,000	29,443,000	29,851,000	408,000
Miscellaneous Revenues	1,131,000	1,422,000	1,000,000	-422,000
Residual Equity Transfers In	52,000	297,000	0	-297,000
TOTAL REVENUES	34,069,000	33,833,000	33,365,000	-468,000
NET COUNTY COST	60,496,000	63,059,000	59,665,000	-3,394,000

Parks and Recreation Tim Gallagher, Director

Total 2003-04 Proposed Budget Positions = 1,148.0



44.9

PROBATION DEPARTMENT
RICHARD SHUMSKY, CHIEF PROBATION OFFICER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 325,058,977	\$ 350,322,000	\$ 348,150,000	\$ 395,037,000	\$ 353,094,000	\$ 4,944,000
SERVICES & SUPPLIES	128,154,313	131,418,000	133,910,000	160,356,000	119,133,000	-14,777,000
OTHER CHARGES	31,288,429	26,888,000	31,594,000	23,169,000	23,169,000	-8,425,000
FIXED ASSETS-EQUIP	572,913	523,000	523,000	20,275,000	200,000	-323,000
GROSS TOTAL	\$ 485,074,632	\$ 509,151,000	\$ 514,177,000	\$ 598,837,000	\$ 495,596,000	\$ -18,581,000
LESS INTRAFD TRANSFER	14,117,950	15,413,000	17,368,000	12,783,000	12,783,000	-4,585,000
NET TOTAL	\$ 470,956,682	\$ 493,738,000	\$ 496,809,000	\$ 586,054,000	\$ 482,813,000	\$ -13,996,000
REVENUE	187,062,420	188,375,000	189,736,000	189,686,000	186,179,000	-3,557,000
NET COUNTY COST	\$ 283,894,262	\$ 305,363,000	\$ 307,073,000	\$ 396,368,000	\$ 296,634,000	\$ -10,439,000

BUDGETED POSITIONS	5,170.0	5,145.0	5,145.0	5,756.0	5,002.0	-143.0
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REVENUE DETAIL

BUSINESS LICENSES	\$ 400	\$	\$	\$	\$	\$
OTHER COURT FINES	584,422					
FORFEIT & PENALTIES		822,000	822,000	822,000	822,000	
RENTS AND CONCESSIONS	78,040	188,000	188,000	188,000	188,000	
ROYALTIES	10,924	82,000	82,000	82,000	82,000	
STATE-OTHER	51,815,741	48,022,000	48,826,000	44,869,000	44,704,000	-4,122,000
STATE-REALIGNMENT REV	4,035,000	4,035,000	4,035,000	4,035,000	4,035,000	
FEDERAL-PUB ASST-ADM	83,486,966	82,580,000	82,580,000	82,580,000	80,843,000	-1,737,000
FEDERAL-OTHER	27,847,769	35,725,000	30,325,000	37,875,000	36,270,000	5,945,000
COURT FEES & COSTS	1,539,103	2,060,000	2,233,000	1,733,000	1,733,000	-500,000
INSTIT CARE & SVS	14,141,655	11,310,000	16,461,000	12,804,000	12,804,000	-3,657,000
CHRGs FOR SVCS-OTHER	2,652,166	3,174,000	3,809,000	3,816,000	3,816,000	7,000
MISCELLANEOUS	868,906	377,000	375,000	382,000	382,000	7,000
SALE OF FIXED ASSETS	1,328					
OPERATING TRANSFER IN				500,000	500,000	500,000
TOTAL	\$ 187,062,420	\$ 188,375,000	\$ 189,736,000	\$ 189,686,000	\$ 186,179,000	\$ -3,557,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	PUBLIC PROTECTION	DETENTION AND CORRECTION

Mission Statement

To promote and enhance public safety, ensure victim's rights, and facilitate a positive change in adult and juvenile probationers.

The Department recommends and enforces court-ordered sanctions for probationers, including the detention of juvenile offenders and the arrest of adult offenders; provides supervision and monitoring of probationers; and prevents and reduces criminal activity by developing and implementing strategies from early intervention through suppression. The Department proactively seeks and maximizes all opportunities to positively impact the behavior of probationers by providing them with educational and vocational services, as well as access to health and mental health services that will build upon the strengths and capabilities of probationers, their families, and their communities.

Departmental services are administered and financed through four separate budget units. The Probation-Main budget includes juvenile and adult investigation and supervision services as well as administrative and support services. The Detention budget funds intake and detention control, and the three juvenile halls. The Residential Treatment budget funds 17 probation camps and the Dorothy Kirby Center. The Care of Court Wards budget provides funding for the placement of juvenile court wards in residential facilities, foster homes, and the California Youth Authority.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$10.4 million resulting from several programmatic curtailments necessary to address the County's projected structural funding deficit for fiscal year 2003-04, and will result in: 1) closure of a probation camp; 2) reduced adult investigation services; 3) reduced pretrial supervised release services; 4) elimination of 56 community-based contracts which provide counseling services to minors and their families; 5) elimination of funding of the Post Disposition Program; 6) elimination of three community-based day treatment contracts; and 7) a reduction in staff training positions. The Proposed Budget also includes \$9.2 million in unavoidable workers' compensation, retiree health; insurance, and long-term disability employee benefits which are being absorbed by the Department by an anticipated savings in group home costs and California Youth Authority fees, as well as increased federal Title IV-E revenue. Also included is the elimination of the Work Furlough Program due to the expiration of the contract, as well as one-time funds which addressed the Department of Justice's facility maintenance concerns related to their investigation of the three juvenile halls.

Despite these curtailments, the Proposed Budget includes funding for the creation of a Risk Management Services unit in an effort to reduce escalating workers' compensation costs, and additional Financial Evaluator positions to improve probationer collections. Consistent with the County's Strategic Plan, the Proposed Budget includes enhanced investment in County information technology systems to proceed with three of the Department's Business Automation Plan projects. These projects will improve the functionality and effectiveness of the current juvenile and adult systems and are anticipated to achieve immediate and long-term operational and cost savings benefits. These increased costs are fully offset by anticipated group home savings.

Strategic Planning

Consistent with the Countywide Strategic Plan, the Department's strategies and objectives are designed to ensure the achievement of Organizational Goals related to Service Excellence, Workforce Excellence, Organizational Effectiveness, Fiscal Responsibility, Children and Families' Well-being, Community Service, Health and Mental Health, and Public Safety. The Department revised its Plan this year, which serves as a roadmap in their effort to fulfill the updated mission and achieve its vision. The Plan is a practical, task-specific, action-oriented guide that embodies a participatory process of employees at all levels, customers, policy makers, and other stakeholders. The Department's strategies include:

Service Excellence: The Probation Department will provide a full range of programs and services to prevent and reduce delinquency, in partnership with families, schools, communities, law enforcement, and other agencies. The Department will ensure that probationers are held accountable for meeting their conditions of probation, including consequences for non-compliance with financial obligations and victim restitution, and are held accountable for their criminal behavior. This approach will increase public safety, provide Department and offender accountability, and afford opportunities for juvenile offenders to develop into responsible citizens.

Workforce Excellence: The Department will build and develop workforce excellence through recruitment, career development skills, training, and monitoring of performance. This strategy will be accomplished through clear and comprehensive policies and procedures that promote standards of excellence, training linked directly to improving staff performance, more effective human resources recruitment and examination efforts, timely and objective administrative investigations and discipline processes, and an aggressive early return-to-work program.

Organizational Effectiveness: The Probation Department is implementing performance-based effectiveness and efficiency measures designed to gauge success of its programs and services, the use of resources, the development of culturally competent, results-based, gender-and-racially-equitable programs, and the adherence to exemplary administrative practices. In addition, the Department is expanding its capacity to utilize technology innovations and develop automated solutions to facilitate its reporting, case management, monitoring, tracking, and record-keeping functions to make its operations more efficient and effective.

Fiscal Responsibility: The Department will maintain operational oversight, management control, and executive decision-making in its utilization of resources necessary to accomplish its strategies. The Department will manage resources within budget; improve forecasting, fiscal controls, planning and resource allocation; enhance its ability to secure, manage, and utilize new resources for programs, capital projects, and deferred maintenance; provide services to ensure compliance with mandated fiscal and administrative standards; and support countywide energy conservation.

Strategic Planning (cont'd)

Children and Families' Well-Being: The Probation Department will advocate and support the implementation of initiatives that lead to improved health, economic well-being, safety, education and workforce readiness, and emotional and social well-being of children and families. The Department will promote education, literacy, and employment as primary tools for intervention for at-risk youth and their families.

Community Services: The Department will support the countywide effort to implement integrated delivery systems with a priority to target the unincorporated communities.

Health and Mental Health: The Department will develop and implement a data sharing model for critical health, mental health, school and probation data for juvenile clients.

Public Safety: The Probation Department will support the countywide effort to prepare for and participate in a response to any terrorist incidents.

Critical Needs

The Department's primary critical need is the restoration of the programmatic curtailments resulting from the County's projected structural funding deficit. If the Department is subsequently able to identify additional funding, the camp closure will be the first priority recommended for restoration. In addition, the Department intended to: 1) partially mitigate the Performance Incentives funded Long-Term Family Self-Sufficiency (LTFSS) School-Based Probation Supervision project reduction by absorbing an estimated cost of \$1.1 million; 2) expand Community Detention Program services by \$1.5 million; 3) enhance facilities planning services by \$0.1 million; and 4) enhance contract information technology services by \$0.9 million. In addition, an increase in reimbursement of \$3.5 million to the Department of Health Services for services provided to minors at camps and halls was also considered. However, due to the County's fiscal outlook, the funding of these program expansions is not feasible at this time.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -4,127,000	\$ -1,902,000	\$ -2,225,000	-57.0
	<u>Camp Rockey Closure:</u> Reflects the elimination of positions and a corresponding reduction in services and supplies and related State and federal revenues needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04, and will result in the closure of one camp. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -3,175,000	\$ -1,175,000	\$ -2,000,000	-10.0
	<u>Work Furlough Program:</u> Reflects the elimination of the Work Furlough Program which provided for a contracted work furlough facility and is based on the termination of the contract. This program provided an alternative to jail custody which enabled inmates to continue their employment and meet family financial obligations. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ -1,139,000	\$ --	\$ -1,139,000	-17.0
	<u>Adult Investigation Services:</u> Reflects a reduction in adult investigation services required to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			

Probation (cont'd)

		<u>Changes From 2002-03 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 (cont'd)</u>					
4.	\$ -500,000	\$ --	\$ -500,000		-9.0
<u>Pretrial Supervised Release Program:</u> Reflects a reduction in pretrial positions required to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
5.	\$ -3,411,000	\$ --	\$ -3,411,000		-3.0
<u>Contract Community-Based Prevention Services:</u> Reflects the elimination of 56 community-based contracts which provide counseling services to minors and their families in the following areas: crisis intervention, anger management, drug education, and life skills. Also reflects a reduction in staff who administer the contract. This curtailment is required to address the County's projected structural funding deficit in FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
6.	\$ -340,000	\$ --	\$ -340,000		--
<u>Post Disposition Program:</u> Reflects a reduction in psychiatric social services provided by the Public Defender to minors who have been court-ordered for camp placement, have mental health issues, and/or are suspected with having learning, developmental, behavioral or physical disabilities, needed to address the County's projected structural funding deficit for FY 2003-04. This program enhances a minor's opportunity to successfully complete probation. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
7.	\$ -651,000	\$ -300,000	\$ -351,000		--
<u>Day Treatment Programs:</u> Reflects the discontinuation of three community-based contracts which provide day treatment programs with Boys Republic, Masada Homes, and the Optimist Boys agencies, needed to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
8.	\$ -466,000	\$ --	\$ -466,000		-6.0
<u>Staff Training:</u> Reflects a reduction in staff training positions necessary to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
9.	\$ -2,565,000	\$ -2,565,000	\$ --		-30.0
<u>Long-Term Family Self-Sufficiency (LTFSS) - School-Based Probation Supervision:</u> Reflects a reduction in Deputy Probation Officer positions in the School-Based Probation Supervision project due to the elimination of Performance Incentives funds. The Department intended to maintain this project at an estimated cost of \$1.1 million to provide Deputy Probation Officer positions at 20-24 middle and high schools to supervise probationers who are on formal probation and those who are at-risk. However, this curtailment was necessary to address the County's projected structural funding deficit for FY 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
10.	\$ -790,000	\$ -790,000	\$ --		-9.0
<u>LTFSS - Operation Read:</u> Reflects the elimination of Performance Incentives funding for the Operation Read project. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
11.	\$ -403,000	\$ -403,000	\$ --		-5.0
<u>LTFSS - Family Preservation:</u> Reflects the elimination of Performance Incentives funding for the Family Preservation project. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
12.	\$ -567,000	\$ -567,000	\$ --	-8.0
	<u>Children's System of Care:</u> Reflects a reduction in positions for the Children's System of Care program and a corresponding reduction in Department of Mental Health reimbursement. Alternative funding sources are being explored by the Department of Mental Health in an effort to restore this program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
13.	\$ -2,575,000	\$ -2,575,000	\$ --	--
	<u>State Challenge Grant Program:</u> Reflects the elimination of State Challenge Grant Program revenues. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
14.	\$ -347,000	\$ -347,000	\$ --	-4.0
	<u>Other State/Federal Grant Programs:</u> Reflects reductions primarily in State grant funding for the Mentally Ill Offender Crime Reduction II program, and the Special Enforcement and Community Law Enforcement and Recovery programs funded by Federal Local Law Enforcement Block Grant revenues. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
15.	\$ 362,000	\$ --	\$ 362,000	6.0
	<u>Risk Management Services:</u> Reflects an increase in Safety Officer and clerical positions to establish a Risk Management Services Unit in an effort to control workers' compensation costs based on Chief Administrative Office guidelines, Board of Corrections safety and security requirements, as well as Department of Justice, CAL-OSHA, Americans with Disabilities Act, and Department of Children and Family Services requirements. This increased cost is fully offset by anticipated group home savings. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
16.	\$ 229,000	\$ --	\$ 229,000	5.0
	<u>Financial Evaluation Services:</u> Reflects an increase in Financial Evaluator positions needed to improve collections by providing full coverage at area offices throughout the County, fully offset by anticipated group home savings. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
17.	\$ 500,000	\$ 500,000	\$ --	1.0
	<u>Business Automation Plan Project - Enterprise Document Management System:</u> Reflects increased staffing and services to implement Phase I of the Enterprise Document Management System, fully offset by a Productivity Investment Fund loan. This system will enhance the Department's ability to electronically deliver reports to the Superior Court in a more timely manner versus the current manual process. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1 and Goal 3, Strategy 4.</i>			

Changes From 2002-03 Budget

	<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>				
18.	\$ 1,200,000	\$ --	\$ 1,200,000	3.0
<p><u>Business Automation Plan Projects</u>: Reflects an increase of \$703,000 to provide for additional staff and services to begin the expansion of the Juvenile Caseload Management System, a standard-based juvenile system which will enable the consolidation of all juvenile information into one database. This system which currently automates the juvenile field service operation will be expanded to include the halls, and will replace three juvenile systems. Also includes \$497,000 to provide for additional staff and services needed to implement Rewrite Pretrial System applications, a standard-based adult system to support pretrial service functions which will replace two systems. These increased costs are fully offset by anticipated group home savings. <i>Supports Countywide Strategic Plan Goal 1, Strategy 1 and Goal 3, Strategy 4.</i></p>				
19.	\$ 710,000	\$ --	\$ 710,000	--
<p><u>Furnishings, Fixtures and Equipment</u>: Reflects an increase in one-time funds to provide furnishings, fixtures, and equipment related to the renovation of Los Padrinos Juvenile Hall. This increase is partially offset by the deletion of \$40,000 for similar expenditures related to the renovation of Central Juvenile Hall, with \$710,000 in one-time funds remaining in the budget to offset anticipated expenses in FY 2003-04. <i>Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.</i></p>				
20.	\$ -7,525,000	\$ --	\$ -7,525,000	--
<p><u>Deletion of One-Time Funding</u>: Reflects the elimination of one-time funds to primarily address one-time facility maintenance needs related to the Department of Justice's concerns related to their investigation of the three juvenile halls. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i></p>				
<u>Other Changes</u>				
1.	\$ 1,868,000	\$ 125,000	\$ 1,743,000	--
<p><u>Salaries and Employee Benefits</u>: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.</p>				
2.	\$ 1,083,000	\$ --	\$ 1,083,000	--
<p><u>Retirement Debt Service</u>: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.</p>				
3.	\$ -102,000	\$ --	\$ -102,000	--
<p><u>Insurance Premiums</u>: Reflects elimination of one-time funding for insurance premium increases.</p>				
4.	\$ --	\$ -2,608,000	\$ 2,608,000	--
<p><u>Assembly Bill 3000</u>: Reflects a reduction in reimbursement for services based on the new State legislation that mandates establishment of priorities for the distribution of court-ordered probationer payments.</p>				
5.	\$ -89,000	\$ --	\$ -89,000	--
<p><u>Countywide Cost Allocation Adjustment (A-87)</u>: Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.</p>				

Probation (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
6.	\$ 11,868,000	\$ --	\$ 11,868,000	--
	<u>Other Salaries and Employee Benefits:</u> Reflects increased employee benefits costs absorbed by the Department primarily attributed to significant increases in workers' compensation, retiree health insurance, and long-term disability costs. Also includes additional overtime to address increased workload resulting from industrial accident claims.			
7.	\$ 379,000	\$ --	\$ 379,000	--
	<u>Services and Supplies:</u> Reflects increases primarily in rent expense and Auditor-Controller audit services, partially offset by a reduction in services provided by the Internal Services Department. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
8.	\$ -7,685,000	\$ --	\$ -7,685,000	--
	<u>Other Charges:</u> Reflects an anticipated savings in group home costs, California Youth Authority fees, and insurance claims. <i>Supports Countywide Strategic Plan Goal 1, Strategy 2 and Goal 5, Strategy 1.</i>			
9.	\$ -323,000	\$ --	\$ -323,000	--
	<u>Fixed Assets:</u> Reflects a reduction in equipment to remain within budget.			
10.	\$ --	\$ 373,000	\$ -373,000	--
	<u>Reimbursable Services:</u> Reflects an increase in reimbursable services provided to various departments.			
11.	\$ --	\$ 4,092,000	\$ -4,092,000	--
	<u>Revenue:</u> Reflects an increase primarily in federal Title IV-E revenue due to including additional staff in reimbursement claims, some of which is necessary to address the County's projected structural funding deficit for FY 2003-04. Also includes an \$845,000 reduction in Juvenile Justice Crime Prevention Act-related interest earnings. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
Total \$	-18,581,000	\$ -8,142,000	\$ -10,439,000	-143.0

PROBATION DEPARTMENT

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Detention Services

\$127,902,000 \$ 128,000 \$ 37,323,000 \$ 90,451,000 \$ 14,815,000 \$ 75,636,000 1,305.0

Authority: Mandated program with mandated service level - California Welfare and Institutions (W&I) Code Section 850.

Provide food, shelter, and medical services to wards detained in the three juvenile halls by court order. Additional services include electronic monitored home supervision for low-risk wards and transportation services.

Program Outcome: Provide safe and secure detention facilities.

Service Delivery Standard: No escapes from detention facilities.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted staff	1,225	1,326	1,327	1,305
<u>Workload/Output</u>				
Average daily population	1,840	1,668	1,668	1,668
Number of detained minors	30,702	29,542	29,542	29,542
<u>Efficiency</u>				
Average length of stay (days)	21	21	22	22
<u>Quality</u>				
Number of minor escapes	0	6	12	0
Number of minor against minor assaults	1,142	1,582	1,517	1,500

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Juvenile Services

\$90,120,000 \$ 858,000 \$ 70,933,000 \$ 18,329,000 \$ 4,517,000 \$ 13,812,000 742.0

Authority: Mandated program with discretionary service level - California W&I Code Sections 206, 280, 602, 652, 653, and 654.

Probation prepares an investigation report on the minor's offense that assists the court in selecting a case disposition appropriate for the offense. A minor subsequently placed on probation by the court is assigned to a supervision caseload, such as School-Based Probation Supervision, that meets the needs of the minor and the community.

Program Outcome: Minors complete probation without subsequent sustained arrests.

Service Delivery Standard: Minors comply with court orders and maintain high percentage of probation completion without a subsequent sustained arrest.

Probation (cont'd)

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
Number of Deputy Probation Officers		500	686	678	671
<u>Workload/Output</u>					
Number of cases supervised		19,076	15,342	17,107	18,872
<u>Efficiency</u>					
Annual net County cost (NCC) per supervision case		\$1,193	\$1,796	\$1,236	\$1,030
<u>Quality</u>					
Percent of minors completing probation without a subsequent sustained arrest		86%	96%	96%	96%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Adult Services

\$76,360,000 \$ 785,000 \$ 12,291,000 \$ 63,284,000 \$ 5,516,000 \$ 57,768,000 971.0

Authority: Mandated program with discretionary service level - California Penal Code Sections 1202.7, 1202.8, and 1203.

Probation prepares investigation reports that provide the court with recommendations on the most appropriate sentencing option. A defendant subsequently placed on probation by the court is assigned to a supervision caseload, such as Child Threat, Domestic Violence, or Narcotic Testing based on the needs of the defendant and the community.

Program Outcome: Provide high quality adult investigation and supervision services that address the issues of public safety, victims' rights, and the rehabilitation of the offender.

Service Delivery Standard: Court reports will be submitted to the court two days prior to the court hearing. Cases with a new arrest or violation of probation will be reported to the court within 30 days.

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
Number of Deputy Probation Officers		559	629	611	588
<u>Workload/Output</u>					
Number of investigations		68,517	65,201	66,000	67,000
Number of supervised probationers		65,446	61,414	67,000	60,500
<u>Efficiency</u>					
Annual NCC per supervision case		\$1,116	\$945	\$922	\$955
<u>Quality</u>					
Percent of investigation reports submitted to the court two days prior to the court hearing.		97%	97%	98%	98%
Percent of active cases with new arrests or violations of probation that were reported to the court within 30 days		95%	96%	97%	98%

Probation (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Residential Treatment

\$87,317,000 \$ 2,789,000 \$ 46,907,000 \$ 37,621,000 \$ 8,024,000 \$ 29,597,000 933.0

Authority: Discretionary program, mandated service level - California W&I Code Section 881.

Operates 17 camps for juvenile wards and the Dorothy Kirby Center for disturbed wards.

Program Outcome: Provide safe and secure camp facilities.

Service Delivery Standard: At least 96 percent of wards successfully complete the camp program.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted staff	974	985	985	933
<u>Workload/Output</u>				
Average daily population	2,127	2,026	2,145	2,100
Number of camp orders	4,606	4,906	5,564	5,500
<u>Efficiency</u>				
Average length of stay (days)	158	165	181	181
<u>Quality</u>				
Percent of wards completing the program	n/a	96%	96%	96%

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. Pretrial Services

\$16,552,000 \$ -- \$ -- \$ 16,552,000 \$ 1,234,000 \$ 15,318,000 229.0

Authority: Non-mandated, discretionary program except bail deviation services - mandated program with discretionary service level - California Penal Code Section 810.

Investigates and makes recommendations on applications for own recognizance and bail deviation requests in felony cases. Specialized programs include Electronic Monitoring, Name Change, Drug Court and Bail Deviation.

Program Outcome: Provide an alternative to incarceration, while protecting the community.

Service Delivery Standard: Mitigate County jail costs by \$19.5 million without negatively impacting the community.

Probation (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of electronic monitoring staff	30	30	30	30
<u>Workload/Output</u>				
Number of electronic monitoring participants	7,104	6,323	6,868	7,100
Number of jail bed days saved	434,254	390,957	348,448	355,000
<u>Efficiency</u>				
Average number of days on electronic monitoring	61	62	50	50
<u>Quality</u>				
Total jail cost avoidance	\$23,100,000	\$21,500,000	\$19,100,000	\$19,500,000

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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6. Juvenile Placement

\$31,966,000 \$ 2,047,000 \$ 8,076,000 \$ 21,843,000 \$ 846,000 \$ 20,997,000 168.0

Authority: Mandated program, discretionary services level - California W&I Code Section 16516.

Place minors in appropriate placement facilities when so ordered by the court. Supervises minors with placement orders, evaluates the effectiveness of placement facilities, and monitors the health and safety of children in the facilities. Specialized programs include Family Preservation, Independent Living, and Children's Systems of Care.

Program Outcome: Minor is placed in a healthy and safe environment with a plan to reunify with the family or plan for permanency.

Service Delivery Standard: Minors are visited monthly, and probation is completed without subsequent sustained arrests.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of supervision Deputy Probation Officers	57	67	70	80
<u>Workload/Output</u>				
Number of placement cases	2,565	2,580	2,601	2,804
<u>Efficiency</u>				
Average caseload per Deputy Probation Officer	45	39	37	35
<u>Quality</u>				
Percent of all minors visited in placement one time per month	n/a	69%	90%	99%
Percent of minors completed probation without subsequent sustained arrests	n/a	74%	88%	90%

Explanatory Note(s):
n/a=not available

Probation (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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7. Information Systems

\$17,382,000 \$ -- \$ 500,000 \$ 16,882,000 \$ 345,000 \$ 16,537,000 59.0

Authority: Non-mandated, discretionary program.

Provides support and maintenance for all systems in production, while developing new systems and updating current systems as technology advances.

Program Outcome: Provide and support effective, automated systems to support Probation's day-to-day operations.

Service Delivery Standard: Complete service requests received by Information Systems Office within requestor's time frame.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted staff	40	55	55	59
<u>Workload/Output</u>				
Number of service requests	2,551	2,501	3,035	3,200
<u>Efficiency</u>				
Number of completed service requests	2,318	2,273	2,758	2,908
<u>Quality</u>				
Number of cases meeting service request deadline	2,092	2,039	2,400	2,600

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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8. Support Program

\$27,210,000 \$ 5,973,000 \$ 10,149,000 \$ 11,088,000 \$ 1,285,000 \$ 9,803,000 337.0

Authority: Non-mandated, discretionary program.

Provides support services not directly identified to programs. Includes planning, development, and maintenance of facilities, contracting, staff training, and other miscellaneous services.

Program Outcome: Monitor and maintain the Department's maintenance, refurbishment, and capital construction needs.

Service Delivery Standard: Process routine and emergency work order requests within established time standards.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted supporting staff	164	320	320	337
<u>Workload/Output</u>				
Total service requests	n/a	7,567	7,785	9,059

Probation (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
Routine work orders processed within three days	n/a	4,184	4,554	5,195
Emergency work orders processed within one day	n/a	873	892	1,060
<u>Quality</u>				
Percent of work orders processed on time	n/a	97%	99%	100%
Explanatory Note(s): n/a=not available				

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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9. Administration

\$20,787,000	\$ 203,000	\$ --	\$ 20,584,000	\$ 1,274,000	\$ 19,310,000	258.0
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Authority: Non-mandated, discretionary program.

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

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

Service Delivery Standard: Maintain vacancy factor of 5 percent or less of budgeted items.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of budgeted personnel staff	43	62	72	71
<u>Workload/Output</u>				
Average monthly number of employees hired	44	35	35	35
<u>Efficiency</u>				
Average new employee recruitment time (weeks)	4	4	4	4
<u>Quality</u>				
Percent of vacant items	3.0%	3.6%	3.1%	3.7%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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Total Programs

\$ 495,596,000	\$ 12,783,000	\$ 186,179,000	\$ 296,634,000	\$ 37,856,000	\$ 258,778,000	5,002.0
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PROBATION - MAIN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 172,462,040	\$ 186,487,000	\$ 188,013,000	\$ 211,766,000	\$ 189,382,000	\$ 1,369,000
SERVICES & SUPPLIES	80,129,585	74,585,000	76,357,000	104,717,000	69,100,000	-7,257,000
OTHER CHARGES	3,048,777	4,289,000	4,289,000	3,847,000	3,847,000	-442,000
FIXED ASSETS-EQUIP	198,497	523,000	523,000	20,275,000	200,000	-323,000
GROSS TOTAL	\$ 255,838,899	\$ 265,884,000	\$ 269,182,000	\$ 340,605,000	\$ 262,529,000	\$ -6,653,000
LESS INTRAFD TRANSFER	11,536,733	12,517,000	14,421,000	9,866,000	9,866,000	-4,555,000
NET TOTAL	\$ 244,302,166	\$ 253,367,000	\$ 254,761,000	\$ 330,739,000	\$ 252,663,000	\$ -2,098,000
REVENUE	92,434,163	102,632,000	101,319,000	102,824,000	101,867,000	548,000
NET COUNTY COST	\$ 151,868,003	\$ 150,735,000	\$ 153,442,000	\$ 227,915,000	\$ 150,796,000	\$ -2,646,000
BUDGETED POSITIONS	2,873.0	2,833.0	2,833.0	3,183.0	2,764.0	-69.0
REVENUE DETAIL						

OTHER COURT FINES	\$ 584,422	\$	\$	\$	\$	
FORFEIT & PENALTIES		822,000	822,000	822,000	822,000	
STATE-OTHER	46,735,777	42,654,000	42,689,000	39,032,000	39,032,000	-3,657,000
STATE-REALIGNMENT REV	1,342,000	1,342,000	1,342,000	1,342,000	1,342,000	
FEDERAL-PUB ASST-ADM	4,016,178	10,842,000	10,842,000	10,842,000	10,842,000	
FEDERAL-OTHER	20,589,524	30,110,000	22,805,000	31,610,000	30,653,000	7,848,000
COURT FEES & COSTS	1,539,103	2,060,000	2,233,000	1,733,000	1,733,000	-500,000
INSTIT CARE & SVS	14,115,277	11,283,000	16,434,000	12,777,000	12,777,000	-3,657,000
CHRGs FOR SVCS-OTHER	2,641,996	3,158,000	3,793,000	3,800,000	3,800,000	7,000
MISCELLANEOUS	868,785	361,000	359,000	366,000	366,000	7,000
SALE OF FIXED ASSETS	1,101					
OPERATING TRANSFER IN				500,000	500,000	500,000
TOTAL	\$ 92,434,163	\$ 102,632,000	\$ 101,319,000	\$ 102,824,000	\$ 101,867,000	\$ 548,000
FUND						
GENERAL FUND						
FUNCTION						
PUBLIC PROTECTION						
ACTIVITY						
DETENTION AND CORRECTION						

PROBATION - CARE OF JUVENILE COURT WARDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
OTHER CHARGES	\$ 26,567,964	\$ 20,974,000	\$ 25,680,000	\$ 17,848,000	\$ 17,848,000	\$ -7,832,000	
LESS INTRAFD TRANSFER		200,000					
NET TOTAL	\$ 26,567,964	\$ 20,774,000	\$ 25,680,000	\$ 17,848,000	\$ 17,848,000	\$ -7,832,000	
REVENUE	82,573	119,000	382,000	82,000	82,000	-300,000	
NET COUNTY COST	\$ 26,485,391	\$ 20,655,000	\$ 25,298,000	\$ 17,766,000	\$ 17,766,000	\$ -7,532,000	
REVENUE DETAIL							
BUSINESS LICENSES	\$ 400						
STATE-OTHER		37,000	300,000			-300,000	
STATE-REALIGNMENT REV	82,000	82,000	82,000	82,000	82,000		
INSTIT CARE & SVS	173						
TOTAL	\$ 82,573	\$ 119,000	\$ 382,000	\$ 82,000	\$ 82,000	\$ -300,000	
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION		ACTIVITY	OTHER PROTECTION

PROBATION - DETENTION BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET	
SALARIES & EMP BEN	\$ 86,771,267	\$ 92,271,000	\$ 91,143,000	\$ 110,594,000	\$ 94,312,000	\$ 3,169,000	
SERVICES & SUPPLIES	31,487,081	38,526,000	39,236,000	34,894,000	33,041,000	-6,195,000	
OTHER CHARGES	585,422	573,000	573,000	549,000	549,000	-24,000	
GROSS TOTAL	\$ 118,843,770	\$ 131,370,000	\$ 130,952,000	\$ 146,037,000	\$ 127,902,000	\$ -3,050,000	
LESS INTRAFD TRANSFER	141,562	128,000	138,000	128,000	128,000	-10,000	
NET TOTAL	\$ 118,702,208	\$ 131,242,000	\$ 130,814,000	\$ 145,909,000	\$ 127,774,000	\$ -3,040,000	
REVENUE	46,814,042	36,948,000	36,662,000	37,971,000	37,323,000	661,000	
NET COUNTY COST	\$ 71,888,166	\$ 94,294,000	\$ 94,152,000	\$ 107,938,000	\$ 90,451,000	\$ -3,701,000	
BUDGETED POSITIONS	1,312.0	1,327.0	1,327.0	1,588.0	1,305.0	-22.0	
REVENUE DETAIL							
RENTS AND CONCESSIONS	\$ 71,157	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000		
ROYALTIES	10,924	82,000	82,000	82,000	82,000		
STATE-OTHER	2,250,803	2,312,000	2,685,000	2,685,000	2,685,000		
FEDERAL-PUB ASST-ADM	37,193,848	28,727,000	28,727,000	28,727,000	28,727,000		
FEDERAL-OTHER	7,258,245	5,615,000	4,956,000	6,265,000	5,617,000	661,000	
INSTIT CARE & SVS	18,895	21,000	21,000	21,000	21,000		
CHRGs FOR SVCS-OTHER	10,170	16,000	16,000	16,000	16,000		
MISCELLANEOUS		15,000	15,000	15,000	15,000		
TOTAL	\$ 46,814,042	\$ 36,948,000	\$ 36,662,000	\$ 37,971,000	\$ 37,323,000	\$ 661,000	
FUND	GENERAL FUND		FUNCTION	PUBLIC PROTECTION		ACTIVITY	DETENTION AND CORRECTION

PROBATION - RESIDENTIAL TREATMENT BUREAU

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 65,825,670	\$ 71,564,000	\$ 68,994,000	\$ 72,677,000	\$ 69,400,000	\$ 406,000
SERVICES & SUPPLIES	16,537,647	18,307,000	18,317,000	20,745,000	16,992,000	-1,325,000
OTHER CHARGES	1,086,266	1,052,000	1,052,000	925,000	925,000	-127,000
FIXED ASSETS-EQUIP	374,416					
GROSS TOTAL	\$ 83,823,999	\$ 90,923,000	\$ 88,363,000	\$ 94,347,000	\$ 87,317,000	\$ -1,046,000
LESS INTRAFD TRANSFER	2,439,655	2,568,000	2,809,000	2,789,000	2,789,000	-20,000
NET TOTAL	\$ 81,384,344	\$ 88,355,000	\$ 85,554,000	\$ 91,558,000	\$ 84,528,000	\$ -1,026,000
REVENUE	47,731,642	48,676,000	51,373,000	48,809,000	46,907,000	-4,466,000
NET COUNTY COST	\$ 33,652,702	\$ 39,679,000	\$ 34,181,000	\$ 42,749,000	\$ 37,621,000	\$ 3,440,000
BUDGETED POSITIONS	985.0	985.0	985.0	985.0	933.0	-52.0
REVENUE DETAIL						
RENTS AND CONCESSIONS \$	6,883	28,000	28,000	28,000	28,000	
STATE-OTHER	2,829,161	3,019,000	3,152,000	3,152,000	2,987,000	-165,000
STATE-REALIGNMENT REV	2,611,000	2,611,000	2,611,000	2,611,000	2,611,000	
FEDERAL-PUB ASST-ADM	42,276,940	43,011,000	43,011,000	43,011,000	41,274,000	-1,737,000
FEDERAL-OTHER			2,564,000			-2,564,000
INSTIT CARE & SVS	7,310	6,000	6,000	6,000	6,000	
MISCELLANEOUS	121	1,000	1,000	1,000	1,000	
SALE OF FIXED ASSETS	227					
TOTAL	\$ 47,731,642	\$ 48,676,000	\$ 51,373,000	\$ 48,809,000	\$ 46,907,000	\$ -4,466,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
DETENTION AND CORRECTION

COMMUNITY-BASED CONTRACTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,675,616	\$ 4,093,000	\$ 4,093,000	\$ 2,802,000	\$ 2,802,000	\$ -1,291,000
REVENUE	812,000	812,000	812,000	812,000	812,000	
NET COUNTY COST	\$ 1,863,616	\$ 3,281,000	\$ 3,281,000	\$ 1,990,000	\$ 1,990,000	\$ -1,291,000
REVENUE DETAIL						
STATE-REALIGNMENT REV	\$ 812,000	\$ 812,000	\$ 812,000	\$ 812,000	\$ 812,000	\$
TOTAL	\$ 812,000	\$ 812,000	\$ 812,000	\$ 812,000	\$ 812,000	\$
	FUND GENERAL FUND		FUNCTION PUBLIC PROTECTION		ACTIVITY DETENTION AND CORRECTION	

2003-04 Budget Message

The Community-Based Contracts budget funds private contracts, administered by the Probation Department, to reduce juvenile crime and provide juvenile delinquent prevention services.

The 2003-04 Proposed Budget reflects the elimination of one-time carryover funding, while continuing to fund various community delinquency prevention programs and the Anti-Gang and Strategies Program.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,291,000	\$ --	\$ -1,291,000	--
<u>Deletion of One-Time Funds:</u> Reflects the elimination of one-time carryover funds.				
Total \$	-1,291,000	\$ 0	\$ -1,291,000	0.0

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Community-Based Contracts

\$ 2,802,000	\$ --	\$ 812,000	\$ 1,990,000	\$ --	\$ 1,990,000	0.0
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Authority: Non-mandated, discretionary program.

Provides violence prevention and juvenile delinquent services.

Program Outcome: Provide funding for various community delinquency prevention programs, as well as the Anti-Gang and Strategies Program, which support juvenile prevention, intervention, and suppression services in the community.

Service Delivery Standard: Issue juvenile delinquent prevention and anti-gang service contracts in a timely manner.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Dollar amount awarded in contracts	\$2,631,662	\$2,675,616	\$4,093,000	\$2,802,000
<u>Workload/Output</u>				
County discretionary contractors	78	93	89	90
<u>Efficiency</u>	n/a	n/a	n/a	n/a
<u>Quality</u>	n/a	n/a	n/a	n/a

Explanatory Note(s):
n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$ 2,802,000	\$ 0	\$ 812,000	\$ 1,990,000	\$ 0	\$ 1,990,000	0.0
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PROBATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	258,588,000	255,642,000	250,803,000	-4,839,000
Employee Benefits	91,734,000	92,508,000	102,291,000	9,783,000
Total Salaries and Employee Benefits	350,322,000	348,150,000	353,094,000	4,944,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	936,000	825,000	813,000	-12,000
Communications	5,375,000	5,104,000	5,481,000	377,000
Computer Equipment-noncapital	2,737,000	2,952,000	3,344,000	392,000
Computer Software	370,000	370,000	470,000	100,000
Food	10,028,000	10,280,000	10,047,000	-233,000
Household Expenses	2,365,000	2,704,000	3,331,000	627,000
Information Technology Services	8,222,000	8,390,000	7,664,000	-726,000
Insurance	517,000	517,000	611,000	94,000
Maintenance-Buildings and Improvements	16,131,000	16,264,000	8,956,000	-7,308,000
Maintenance-Equipment	132,000	132,000	108,000	-24,000
Memberships	100,000	100,000	100,000	0
Miscellaneous Expense	6,000	6,000	6,000	0
Office Expense-Other	1,377,000	1,539,000	1,295,000	-244,000
Office Expense-Postage	54,000	50,000	60,000	10,000
Office Expense-Stat and Forms	661,000	719,000	634,000	-85,000
Professional and Specialized Services	39,206,000	41,046,000	33,865,000	-7,181,000
Publication and Legal Notices	12,000	12,000	12,000	0
Rents and Leases-Bldg and Improvemts	1,504,000	1,762,000	1,778,000	16,000
Rents and Leases-Equipment	1,007,000	729,000	1,017,000	288,000
Small Tools and Instruments	121,000	158,000	113,000	-45,000
Special Departmental Expense	27,056,000	26,876,000	26,623,000	-253,000
Telecommunications	1,248,000	1,295,000	1,161,000	-134,000
Training	900,000	921,000	921,000	0
Transportation and Travel-Auto Mileage	1,027,000	1,032,000	1,025,000	-7,000
Transportation and Travel-Auto Service	1,240,000	1,113,000	1,127,000	14,000
Transportation and Travel-Other	366,000	343,000	362,000	19,000
Transportation and Travel-Traveling	177,000	177,000	177,000	0
Utilities	8,543,000	8,494,000	8,032,000	-462,000
Total Services and Supplies	131,418,000	133,910,000	119,133,000	-14,777,000

Probation (cont'd)

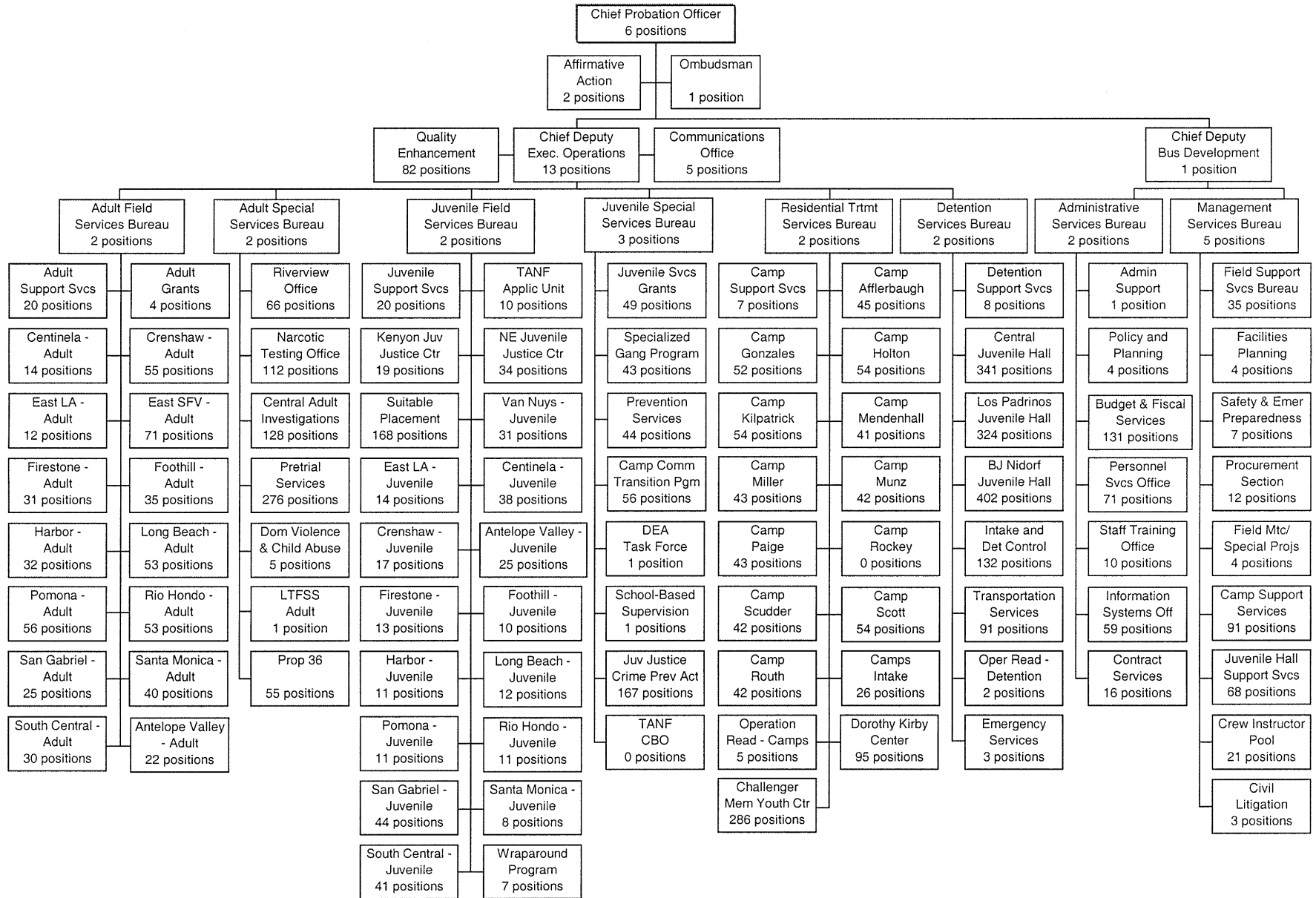
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Charges</u>				
Judgments and Damages	1,105,000	1,105,000	602,000	-503,000
Retirement of Other Long-Term Debt	4,800,000	4,800,000	4,709,000	-91,000
Support and Care of Persons	20,974,000	25,680,000	17,848,000	-7,832,000
Taxes and Assessments	9,000	9,000	10,000	1,000
Total Other Charges	26,888,000	31,594,000	23,169,000	-8,425,000
<u>Fixed Assets</u>				
Equipment:				
Communications Equipment	130,000	0	0	0
Manufactured or Prefabricated Structures	28,000	0	0	0
Vehicle-Automobile	346,000	523,000	200,000	-323,000
Other Undefined Assets	19,000	0	0	0
Total Equipment	523,000	523,000	200,000	-323,000
Total Fixed Assets	523,000	523,000	200,000	-323,000
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	509,151,000	514,177,000	495,596,000	-18,581,000
Less: Intrafund Transfers	15,413,000	17,368,000	12,783,000	-4,585,000
TOTAL NET REQUIREMENTS	493,738,000	496,809,000	482,813,000	-13,996,000
REVENUES:				
Fines, Forfeitures and Penalties	822,000	822,000	822,000	0
Revenue from Use of Money and Property	270,000	270,000	270,000	0
Intergovernmental Revenues-Federal	118,305,000	112,905,000	117,113,000	4,208,000
Intergovernmental Revenues-State	52,057,000	52,861,000	48,739,000	-4,122,000
Charges for Services	16,548,000	22,503,000	18,349,000	-4,154,000
Miscellaneous Revenues	373,000	375,000	386,000	11,000
Other Financing Sources	0	0	500,000	500,000
TOTAL REVENUES	188,375,000	189,736,000	186,179,000	-3,557,000
NET COUNTY COST	305,363,000	307,073,000	296,634,000	-10,439,000

PROBATION DEPARTMENT - COMMUNITY-BASED CONTRACTS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	4,093,000	4,093,000	2,802,000	-1,291,000
Total Services and Supplies	4,093,000	4,093,000	2,802,000	-1,291,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	4,093,000	4,093,000	2,802,000	-1,291,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	4,093,000	4,093,000	2,802,000	-1,291,000
REVENUES:				
Intergovernmental Revenues-State	812,000	812,000	812,000	0
TOTAL REVENUES	812,000	812,000	812,000	0
NET COUNTY COST	3,281,000	3,281,000	1,990,000	-1,291,000

LOS ANGELES COUNTY PROBATION DEPARTMENT
RICHARD SHUMSKY, CHIEF PROBATION OFFICER
Total 2003-04 Budgeted Positions = 5,002.0



45.21

PROJECT AND FACILITY DEVELOPMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 2,445,670	\$ 2,104,000	\$ 11,039,000	\$ 17,653,000	\$ 17,653,000	\$ 6,614,000
OTHER CHARGES	247,000	2,952,000	7,442,000	4,715,000	4,715,000	-2,727,000
GROSS TOTAL	\$ 2,692,670	\$ 5,056,000	\$ 18,481,000	\$ 22,368,000	\$ 22,368,000	\$ 3,887,000
REVENUE	19,440	2,960,000	3,252,000	292,000	292,000	-2,960,000
NET COUNTY COST	\$ 2,673,230	\$ 2,096,000	\$ 15,229,000	\$ 22,076,000	\$ 22,076,000	\$ 6,847,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$	\$ 1,046,000	\$	\$	\$	\$
STATE-OTHER	19,440					
FEDERAL-OTHER		185,000				
CHRGs FOR SVCS-OTHER		192,000				
MISCELLANEOUS		1,537,000	1,537,000	292,000	292,000	-1,245,000
OPERATING TRANSFER IN			1,715,000			-1,715,000
TOTAL	\$ 19,440	\$ 2,960,000	\$ 3,252,000	\$ 292,000	\$ 292,000	\$ -2,960,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

Mission Statement

The Project and Facility Development Budget was established to reflect and account for appropriation necessary to fund specialized County services and consultant activities related to projects that are under development as well as improvements to County facilities being implemented by other governmental agencies or jurisdictions pursuant to funding agreements approved by the Board of Supervisors.

2003-04 Budget Message

The Proposed 2003-04 Project and Facility Development Budget reflects \$17.7 million in Services and Supplies to fund consultant studies that quantify departmental space needs; provide technical, structural, and environmental impact assessments; and assist in the development of facility programs and capital planning efforts. The Proposed 2003-04 Budget also reflects \$4.7 million in Other Charges to fund County contributions for improvements to County facilities provided by other agencies or jurisdictions.

Strategic Planning

The Project and Facility Development Budget provides a funding mechanism for departmental and Countywide capital development and planning activities. The activities funded from this budget unit contribute to the multi-year planning efforts of departments, and the County as a whole, by ensuring that capital programs appropriately reflect operational and programmatic requirements and departmental strategic plans.

Project and Facility Development (cont'd)

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>				
1.	\$ 6,614,000	\$ -310,000	\$ 6,614,000	--
	<u>Services and Supplies:</u> The increase in appropriation and net County cost reflects the reappropriation of unexpended prior year funds for various planning, site assessment, and facility studies and the addition of \$4.0 million for new environmental assessments, investigations, and studies in support of ongoing and planned capital improvements. The reduction in revenue reflects the receipt of one-time funding in Fiscal Year 2002-03 allocated to support facility assessments and planning. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
2.	\$ -2,727,000	\$ -2,650,000	\$ -2,727,000	--
	<u>Other Charges:</u> The decrease in appropriation, revenue and net County cost reflects the transfer of funds to the L.A. Fairplex for access improvements required by the Americans with Disabilities Act at the Pomona Fairgrounds and to the Museum of Natural History to support capital planning activities. <i>Supports Countywide Strategic Plan 4, Strategy 2.</i>			
Total \$	3,887,000	\$ -2,960,000	\$ 6,847,000	0.0

PROVISIONAL FINANCING USES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$	\$ 1,946,000	\$ 1,946,000	\$	\$	\$ -1,946,000
SERVICES & SUPPLIES		584,000	19,304,000	38,500,000	38,500,000	19,196,000
OTHER CHARGES		3,488,000	27,488,000	40,688,000	40,688,000	13,200,000
GROSS TOTAL	\$	\$ 6,018,000	\$ 48,738,000	\$ 79,188,000	\$ 79,188,000	\$ 30,450,000
NET COUNTY COST	\$	\$ 6,018,000	\$ 48,738,000	\$ 79,188,000	\$ 79,188,000	\$ 30,450,000

2003-04 Budget Message

The Provisional Financing Uses (PFU) budget provides for specific departmental expenditures which are provisional in nature. Pending resolution of the propriety of these expenditures, elements in this budget unit may or may not be utilized.

The 2003-04 Proposed Budget for PFU reflects a total of \$79.2 million, of which \$1.0 million has been set aside for Parks and Recreation costs associated with newly constructed or refurbished park facilities, \$3.5 million for potential lawsuit settlement costs, \$9.5 million for the Department of Children and Family Services for program development, \$0.1 million for countywide Live Scan costs, \$17.1 million for the Los Angeles County Administrative System (LACAS), and \$48.0 million for Los Angeles County Food Stamp sanction liability for federal fiscal year (FFY) 2001 and 2002.

Parks and Recreation - Operational Requirements

Reflects funding for operation costs associated with newly constructed or refurbished park facilities. The Chief Administrative Office will work with the Department of Parks and Recreation to determine the appropriate funding and staffing levels for these park facilities and anticipates providing recommendations to the Board of Supervisors during Final Changes.

Budgetary Uncertainties

Reflects funding to finance potential lawsuit settlement costs.

Department of Children and Family Services

Reflects the transfer of net County cost for services that would have been provided by MacLaren Children's Center had the Center not been closed. Of the total \$17.8 million transferred, \$8.3 million has been included in the Department of Children and Family Services (DCFS) operating budget. The balance of \$9.5 million has been set aside in PFU pending identification by DCFS of the services to be provided.

Countywide Live Scan

Reflects countywide funding for fingerprinting departmental employees directly interfacing with children.

Los Angeles County Administrative System (LACAS)

Funding is included to pay first-year costs for repayment of financed acquisition/development, increased staffing costs, and related expenses for the LACAS project (formerly known as Enterprise Resource Planning).

Department of Public Social Services

Reflects funding for Los Angeles County Food Stamp sanction liability for FFY 2001 and 2002 and reinvests funds to improve Food Stamp payment accuracy.

PUBLIC DEFENDER
MICHAEL P. JUDGE, PUBLIC DEFENDER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 106,954,116	\$ 113,695,000	\$ 113,184,000	\$ 115,986,000	\$ 115,986,000	\$ 2,802,000
SERVICES & SUPPLIES	10,800,925	11,143,000	11,372,000	11,514,000	11,514,000	142,000
OTHER CHARGES	932,877	957,000	1,142,000	1,142,000	1,142,000	
FIXED ASSETS-EQUIP	24,405		22,000			-22,000
GROSS TOTAL	\$ 118,712,323	\$ 125,795,000	\$ 125,720,000	\$ 128,642,000	\$ 128,642,000	\$ 2,922,000
LESS INTRAFD TRANSFER	557,113	579,000	603,000	251,000	251,000	-352,000
NET TOTAL	\$ 118,155,210	\$ 125,216,000	\$ 125,117,000	\$ 128,391,000	\$ 128,391,000	\$ 3,274,000
REVENUE	4,172,755	3,689,000	3,961,000	3,587,000	3,587,000	-374,000
NET COUNTY COST	\$ 113,982,455	\$ 121,527,000	\$ 121,156,000	\$ 124,804,000	\$ 124,804,000	\$ 3,648,000
BUDGETED POSITIONS	1,007.0	1,008.0	1,008.0	1,012.0	1,012.0	4.0
REVENUE DETAIL						
STATE-OTHER	\$ 2,539,139	\$ 2,362,000	\$ 2,377,000	\$ 2,178,000	\$ 2,178,000	\$ -199,000
STATE-REALIGNMENT REV	14,000	14,000	14,000	14,000	14,000	
FEDERAL-OTHER	618,967	487,000	487,000	487,000	487,000	
COURT FEES & COSTS	336,159	351,000	600,000	600,000	600,000	
OTHER SALES	68					
MISCELLANEOUS	479,622	475,000	483,000	308,000	308,000	-175,000
OPERATING TRANSFER IN	184,800					
TOTAL	\$ 4,172,755	\$ 3,689,000	\$ 3,961,000	\$ 3,587,000	\$ 3,587,000	\$ -374,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC PROTECTION		JUDICIAL	

Mission Statement

The Los Angeles County Public Defender provides constitutionally mandated legal representation to indigent criminal defendants and juveniles in the Superior Court of Los Angeles County as well as in State and Federal Appellate Courts. The Department strives to ensure equal treatment within the justice system by safeguarding liberty interests and upholding the rights of individuals.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$3.6 million, primarily attributable to previously negotiated increases in salaries and employee benefits and funding to eliminate the unavailability of the Public Defender's office at seven Courts. The Proposed Budget also reflects the deletion of 1.0 Deputy Public Defender III due to the loss of a State grant for vertical legal representation and the deletion of 1.0 Deputy Public Defender IV due to the loss of a State grant to handle DNA post-conviction representation.

Strategic Planning

The Department completed its five-year Strategic Plan in July 2001. The Plan includes 16 goals linked to the Countywide Strategic Plan and 50 objectives to be implemented over a period of five years. The Department has implemented the seven highest objectives and will reevaluate its Strategic Plan and make any necessary revisions to assure compliance with the Revised County Strategic Plan adopted by the Board of Supervisors on December 17, 2002.

Critical Needs

The Department continues to have critical unmet needs requiring additional funding for: adequate file storage facilities; investigative staff to handle the increased workload caused by police and prosecutorial misconduct; data systems staff to provide needed data support; information technology resources to enable the Department to automate and provide technical support; paralegal staff to provide required support in capital and serious case defense; funding for the new Lancaster Court; administrative staff to address new personnel-related assignments; Juvenile Services Division staff to address the increasing criminality and complexity of juvenile delinquency cases; and funding for services and supplies.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost		Budgeted Positions
<u>Program Changes</u>							
1.	\$ -160,000		\$ -160,000		\$ --		-1.0
	<u>Post-Conviction DNA Testing</u> : Reflects the deletion of 1.0 Deputy Public Defender IV position that handles post-conviction representation of convicted felons currently in prison who request a review of DNA evidence, fully offset by the elimination of State grant funds. <i>Supports Countywide Strategic Plan Goal 4.</i>						
2.	\$ -39,000		\$ -39,000		\$ --		-1.0
	<u>Vertical Defense of Indigents</u> : Reflects the deletion of 1.0 Deputy Public Defender III position that handles defense of clients in a vertical defense model, fully offset by the elimination of State grant funds. <i>Supports Countywide Strategic Plan Goal 4.</i>						
3.	\$ -12,000		\$ -12,000		\$ --		--
	<u>Juvenile Mental Health</u> : Reflects a reduction in State Juvenile Justice Crime Prevention Act funds for the Juvenile Mental Health Court program. <i>Supports Countywide Strategic Plan Goal 4.</i>						
4.	\$ --		\$ -200,000		\$ 200,000		--
	<u>Client Registration Fee</u> : Reflects a decrease in revenue received from the courts for the Client Registration Fee paid by individuals represented by the Public Defender's office. <i>Supports Countywide Strategic Plan Goal 4.</i>						
5.	\$ 25,000		\$ 25,000		\$ --		--
	<u>Capital Case Seminar</u> : Reflects an increase in appropriation to offer a seminar on legal defense of individuals charged with a capital criminal offense, fully offset by revenue generated from seminar attendees. <i>Supports Countywide Strategic Plan Goal 2.</i>						
6.	\$ -340,000		\$ -340,000		\$ --		-4.0
	<u>Post Disposition Program</u> : Reflects the deletion of 4.0 Psychiatric Social Worker II positions attributable to the reallocation of Temporary Assistance for Needy Families (TANF) eligible program costs. <i>Supports Countywide Strategic Plan Goals 1 and 4.</i>						

Changes From 2002-03 Budget

	<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.	\$ 1,203,000	\$ --	\$ 1,203,000	10.0
	<u>Unavailability Elimination:</u> Reflects the addition of 8.0 Deputy Public Defender II and 2.0 Deputy Public Defender III positions to eliminate the Department's unavailability to represent individuals being charged in criminal proceedings. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ 1,949,000	\$ --	\$ 1,949,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
3.	\$ 313,000	\$ --	\$ 313,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
4.	\$ --	\$ --	\$ --	--
	<u>Fixed Assets:</u> Reflects realignment of fixed assets to services and supplies.			
5.	\$ -34,000	\$ --	\$ -34,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
6.	\$ 17,000	\$ --	\$ 17,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
Total \$	2,922,000	\$ -726,000	\$ 3,648,000	4.0

PUBLIC DEFENDER

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$62,646,000	\$ --	\$ 772,000	\$ 61,874,000	\$ 671,000	\$ 61,203,000	472.0

1. Felonies

Authority: Mandated program - federal and State Constitutions and Penal Code Section 987.2.

Felony representation is undertaken for all individuals facing felony charges who qualify for Public Defender representation and for whom there is no conflict of interest.

Program Outcome: Fully competent representation of all persons accused of felonies as well as review of closed cases to determine whether changes in the law, criminal justice practices, or other circumstances could be beneficial to incarcerated former clients.

Service Delivery Standard: Fully competent representation and appropriate action on closed cases that may be impacted by changed legal circumstances.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Attorneys	309	309	310	310
<u>Workload/Output</u>				
Caseload	67,469	76,279	89,086	89,626
<u>Efficiency</u>				
Cost per case	\$820	\$754	-- (1)	-- (1)
<u>Quality</u> ⁽²⁾	--	--	--	--

Explanatory Note(s):

(1) Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures.

(2) This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Misdemeanors

\$42,297,000	\$ --	\$ 345,000	\$ 41,952,000	\$ 497,000	\$ 41,455,000	350.0
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Authority: Mandated program - federal and State Constitutions and Penal Code Section 987.2.

Misdemeanor representation is undertaken for all individuals facing misdemeanor charges who qualify for Public Defender representation and for whom there is no conflict of interest.

Program Outcome: Fully competent representation in all misdemeanor matters.

Service Delivery Standard: Fully competent representation.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Attorneys	253	253	253	261
<u>Workload/Output</u>				
Caseload	382,688	385,622	420,854	429,582
<u>Efficiency</u>				
Cost per case	\$94	\$102	-- (1)	-- (1)
<u>Quality</u> ⁽²⁾	--	--	--	--

Explanatory Note(s):

- (1) Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures.
- (2) This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. Juvenile						
\$12,622,000	\$ 147,000	\$ 1,031,000	\$ 11,444,000	\$ 165,000	\$ 11,279,000	112.0

Authority: Mandated program - federal and State Constitutions.

Juvenile representation is undertaken for all minors facing criminal charges who qualify for Public Defender representation and for whom there is no conflict of interest.

Program Outcome: Fully competent representation of all juveniles accused in matters which have penal consequences.

Service Delivery Standard: Fully competent representation.

<u>Juvenile Division Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Attorneys	65	65	65	66
<u>Workload/Output</u>				
Caseload	40,452	38,300	38,300	38,300
<u>Efficiency</u>				
Cost per case	\$216	\$232	-- (1)	-- (1)
<u>Quality</u> ⁽²⁾	--	--	--	--

Explanatory Note(s):

- (1) Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures.
- (2) This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Public Defender (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. **Mental Health**

\$ 3,836,000 \$ -- \$ 1,405,000 \$ 2,431,000 \$ 47,000 \$ 2,384,000 33.0

Authority: Mandated program - federal and State Constitutions and Penal Code Section 987.2.

The Mental Health program provides representation for mentally ill conservatees and persons alleged by the State Department of Corrections to be sexually violent predators.

Program Outcome: Fully competent representation of all persons eligible for representation.

Service Delivery Standard: Fully competent legal representation and protection of constitutional rights.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Attorneys	19	19	19	19
<u>Workload/Output</u>				
Caseload	12,657	11,418	11,964	11,964
<u>Efficiency</u>				
Cost per case	\$270	\$327	-- (1)	-- (1)
<u>Quality</u> ⁽²⁾	--	--	--	--

Explanatory Note(s):

- (1) Cost per case cannot be calculated until the end of the fiscal year because the calculation is based on expenditure data, not budget figures.
- (2) This category is not applicable to criminal defense work. Elapsed time measures are inappropriate because external factors dictate the cycle time in each case. Outcomes such as acquittal rates are inappropriate because justice cannot be quantitatively measured.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. **Information Technology**

\$ 3,912,000 \$ 104,000 \$ 2,000 \$ 3,806,000 \$ 16,000 \$ 3,790,000 11.0

Authority: Non-mandated, discretionary program.

The Information Technology (I/T) program provides and maintains automated tools that enhance the quality of work and productivity of attorneys and support staff in providing legal representation for indigents. It also provides collaborative justice agency tools that enhance the quality and productivity of the Los Angeles County justice process.

Program Outcome: Provide resources, training and tools that enhance the productivity and quality of service provided by trial attorneys, our core business group, as well as attorney support staff in providing legal representation to indigents.

Service Delivery Standard: Viable application resources that raise and maintain productivity levels of all Public Defender staff.

Public Defender (cont'd)

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
I/T staff		11	11	11	11
<u>Workload/Output</u>					
I/T support to Departmental employees		979	1,007	1,008	1,012
<u>Efficiency</u>					
I/T employees per number of staff		1:89	1:92	1:92	1:92
<u>Quality</u>					
I/T dollars per budgeted position		\$3,984	\$3,570	\$3,681	\$3,746

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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6. Administration and Support

\$ 3,329,000 \$ -- \$ 32,000 \$ 3,297,000 \$ 48,000 \$ 3,249,000 34.0

Authority: Non-mandated, discretionary program.

The Administration and Support program provides executive and policy guidance to the Department that results in effective risk management and fiscal control, and provides for quality professional services by all staff. It includes executive office, administrative and facilities support, budget and fiscal services, human resources support services, procurement and supply services, grants management, contract management, strategic planning process improvement, and revenue generation services.

Program Outcome: A cost-effective Department in which fully competent services are provided to all individuals.

Service Delivery Standard: 90 percent of all vendor payments will be processed within 30 calendar days of receipt of the vendor's invoice.

<u>Performance Measures</u>		<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>					
Administrative and support staff		30	30	33	34
<u>Workload/Output</u>					
Support and direction to Departmental employees		979	1,007	1,008	1,012
<u>Efficiency</u>					
Administrative staff per number of staff		1:32	1:34	1:30	1:30
<u>Quality</u>					
Vendors paid within 30 calendar days		92%	92%	95%	95%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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Total Programs

\$128,642,000 \$ 251,000 \$ 3,587,000 \$ 124,804,000 \$ 1,444,000 \$ 123,360,000 1,012.0

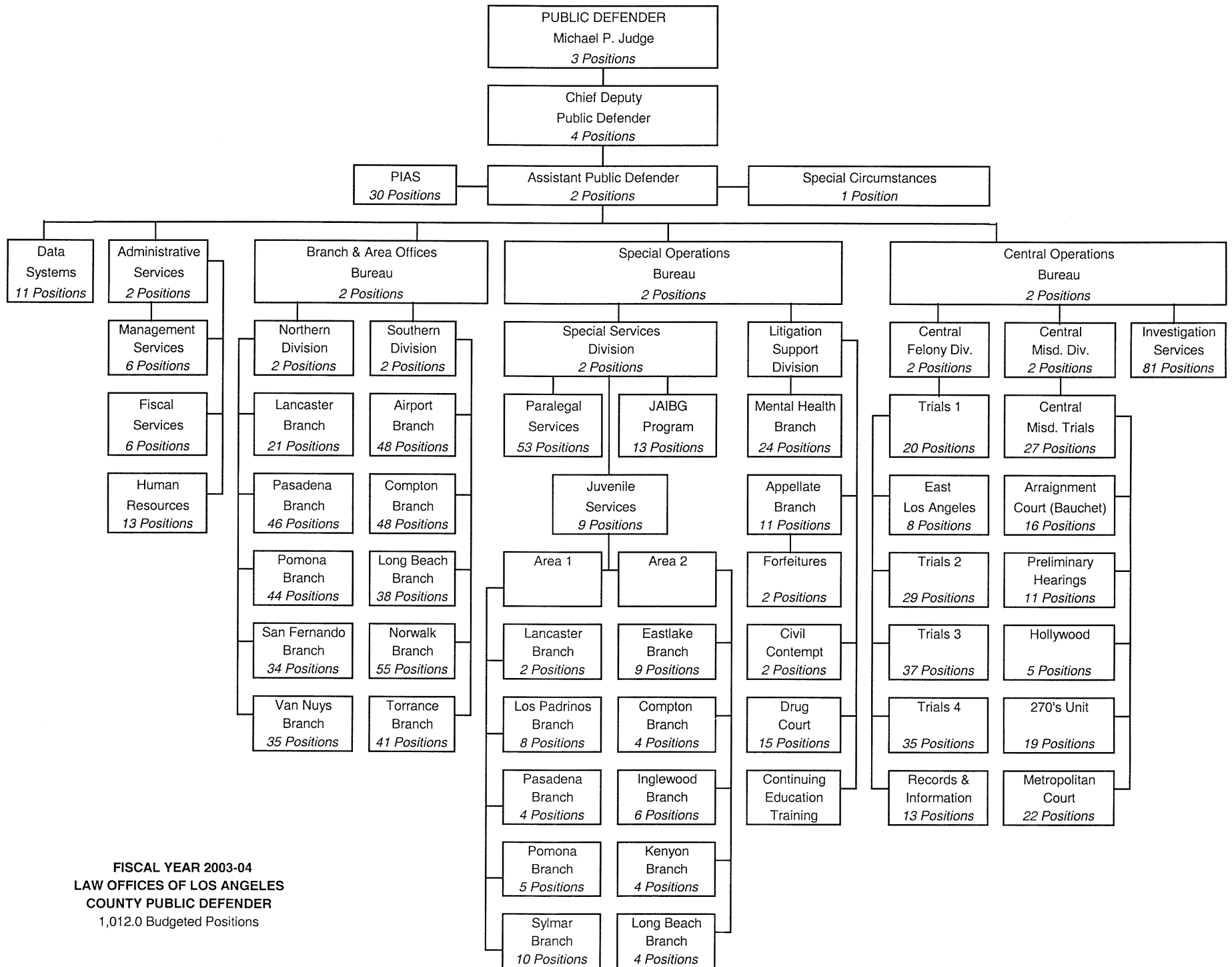
PUBLIC DEFENDER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	82,679,000	81,536,000	83,207,000	1,671,000
Employee Benefits	31,016,000	31,648,000	32,779,000	1,131,000
Total Salaries and Employee Benefits	113,695,000	113,184,000	115,986,000	2,802,000
<u>Services and Supplies</u>				
Communications	1,812,000	2,055,000	1,896,000	-159,000
Computer Equipment-noncapital	9,000	0	62,000	62,000
Information Technology Services	975,000	1,147,000	1,359,000	212,000
Insurance	268,000	234,000	244,000	10,000
Maintenance-Buildings and Improvements	1,500,000	1,603,000	1,556,000	-47,000
Maintenance-Equipment	16,000	4,000	19,000	15,000
Memberships	264,000	226,000	269,000	43,000
Office Expense-Other	897,000	815,000	760,000	-55,000
Office Expense-Postage	51,000	47,000	50,000	3,000
Office Expense-Stat and Forms	8,000	10,000	10,000	0
Professional and Specialized Services	2,765,000	2,765,000	2,372,000	-393,000
Rents and Leases-Bldg and Improvemts	568,000	580,000	613,000	33,000
Rents and Leases-Equipment	132,000	127,000	383,000	256,000
Special Departmental Expense	31,000	26,000	26,000	0
Telecommunications	241,000	183,000	255,000	72,000
Training	22,000	23,000	52,000	29,000
Transportation and Travel-Auto Mileage	160,000	136,000	160,000	24,000
Transportation and Travel-Auto Service	12,000	15,000	15,000	0
Transportation and Travel-Traveling	75,000	38,000	75,000	37,000
Utilities	1,337,000	1,338,000	1,338,000	0
Total Services and Supplies	11,143,000	11,372,000	11,514,000	142,000
<u>Other Charges</u>				
Other Charges	95,000	0	16,000	16,000
Judgments and Damages	50,000	289,000	293,000	4,000
Retirement of Other Long-Term Debt	810,000	853,000	831,000	-22,000
Taxes and Assessments	2,000	0	2,000	2,000
Total Other Charges	957,000	1,142,000	1,142,000	0
<u>Fixed Assets</u>				
Equipment:				
Major Office Equipment	0	22,000	0	-22,000
Total Equipment	0	22,000	0	-22,000
Total Fixed Assets	0	22,000	0	-22,000

Public Defender (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	125,795,000	125,720,000	128,642,000	2,922,000
Less: Intrafund Transfers	579,000	603,000	251,000	-352,000
TOTAL NET REQUIREMENTS	125,216,000	125,117,000	128,391,000	3,274,000
REVENUES:				
Intergovernmental Revenues-Federal	487,000	487,000	487,000	0
Intergovernmental Revenues-State Other	1,178,000	1,193,000	994,000	-199,000
Intergovernmental Revenues-Realignment	14,000	14,000	14,000	0
Intergovernmental Revenues-SB 90	1,184,000	1,184,000	1,184,000	0
Charges for Services	351,000	600,000	600,000	0
Miscellaneous Revenues	475,000	483,000	308,000	-175,000
TOTAL REVENUES	3,689,000	3,961,000	3,587,000	-374,000
NET COUNTY COST	121,527,000	121,156,000	124,804,000	3,648,000



FISCAL YEAR 2003-04
LAW OFFICES OF LOS ANGELES
COUNTY PUBLIC DEFENDER
 1,012.0 Budgeted Positions

PUBLIC LIBRARY
MARGARET DONNELLAN TODD, COUNTY LIBRARIAN

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SALARIES & EMP BEN	\$ 47,150,019	\$ 50,745,000	\$ 52,241,000	\$ 64,257,000	\$ 53,912,000	\$ 1,671,000
SERVICES & SUPPLIES	26,920,441	26,643,000	26,643,000	41,036,000	21,453,000	-5,190,000
OTHER CHARGES	793,875	843,000	843,000	843,000	843,000	
FIXED ASSETS-B & I		750,000	850,000	800,000	800,000	-50,000
FIXED ASSETS-EQUIP	742,709	424,000	486,000	11,268,000	868,000	382,000
TOT FIX ASSET	742,709	1,174,000	1,336,000	12,068,000	1,668,000	332,000
OTHER FINANCING USES				285,000	1,789,000	1,789,000
APPR FOR CONTINGENCY			2,293,000		2,293,000	
GROSS TOTAL	\$ 75,607,044	\$ 79,405,000	\$ 83,356,000	\$ 118,489,000	\$ 81,958,000	\$ -1,398,000
DESIGNATIONS	879,000	1,039,000	1,039,000	1,022,000	1,022,000	-17,000
TOT FIN REQMTS	\$ 76,486,044	\$ 80,444,000	\$ 84,395,000	\$ 119,511,000	\$ 82,980,000	\$ -1,415,000
AVAIL FINANCE						
FUND BALANCE	\$ 5,694,000	\$ 4,606,000	\$ 4,606,000	\$ 2,114,000	\$ 4,764,000	\$ 158,000
CANCEL RES/DES	1,674,859	1,190,000	879,000	1,039,000	1,039,000	160,000
PROPERTY TAXES	35,674,268	38,419,000	37,983,000	40,816,000	40,729,000	2,746,000
VOTER APPRVD SPCL TAX	10,377,732	10,681,000	10,672,000	10,895,000	11,103,000	431,000
SPECIAL ASSESSMENT	44,051	37,000	60,000	30,000	30,000	-30,000
REVENUE	27,628,391	30,275,000	30,195,000	64,617,000	25,315,000	-4,880,000
TOT AVAIL FIN	\$ 81,093,301	\$ 85,208,000	\$ 84,395,000	\$ 119,511,000	\$ 82,980,000	\$ -1,415,000
BUDGETED POSITIONS	871.1	871.1	871.1	880.1	872.1	1.0
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 32,248,182	\$ 38,419,000	\$ 37,983,000	\$ 40,816,000	\$ 40,729,000	\$ 2,746,000
PROP TAXES-CURR-UNSEC	1,939,550					
PROP TAXES-PRIOR-SEC	245,096					
PROP TAXES-PRIOR-UNS	174,067					
SUPP PROP TAXES-CURR	675,846					
SUPP PROP TAXES-PRIOR	391,527					
VOTER APPR SPEC TAXES	10,377,732	10,681,000	10,672,000	10,895,000	11,103,000	431,000
PEN/INT/COSTS-DEL TAX	389,922					
INTEREST	206,663	3,000	6,000	38,000	38,000	32,000
RENTS AND CONCESSIONS	46,218	60,000	60,000	38,000	38,000	-22,000
OTHER STATE IN-LIEU	990					
HOMEOWNER PRO TAX REL	495,163	528,000	528,000	528,000	500,000	-28,000
STATE-OTHER	5,838,928	3,509,000	3,509,000	3,562,000	3,590,000	81,000
FEDERAL-OTHER	45,247	31,000		48,000	48,000	48,000
OTHER GOVT AGENCIES	1,078,807	1,045,000	997,000	1,025,000	1,025,000	28,000
ELECTION SERVICES	314					
RECORDING FEES	15					
CALIF CHILDREN'S SVCS	2,319					
LIBRARY SERVICES	2,147,935	2,200,000	2,200,000	2,200,000	2,100,000	-100,000
CHRGs FOR SVCS-OTHER	592,417	241,000	241,000	322,000	422,000	181,000
SPECIAL ASSESSMENTS	44,051	37,000	60,000	30,000	30,000	-30,000
OTHER SALES	357					
MISCELLANEOUS	991,099	513,000	591,000	1,116,000	1,116,000	525,000
SALE OF FIXED ASSETS	3,045					
OPERATING TRANSFER IN	15,788,952	22,145,000	22,063,000	55,740,000	16,438,000	-5,625,000
TOTAL	\$ 73,724,442	\$ 79,412,000	\$ 78,910,000	\$ 116,358,000	\$ 77,177,000	\$ -1,733,000

Mission Statement

The County of Los Angeles Public Library is a network of community-focused libraries that meets the informational, educational, and recreational needs of a highly diverse public. The Department is committed to supporting lifelong learning and knowledge through self-education and an expert staff that provides information, quality services, and programs in a welcoming environment. Through the use of technology, the Department offers a broad range of learning and information resources.

2003-04 Budget Message

The 2003-04 Proposed Budget requires a dramatic reduction in the Public Library's programs to offset the deletion of a one-time General Fund contribution of \$7,264,000. The proposed spending reductions will reduce the quality and quantity of services that the Library can provide. The Department will provide its recommendation to balance the budget which may include service hour reductions, library consolidations, or closures for presentation to the Board of Supervisors (Board) in Final Changes. The Proposed Budget assumes a beginning fund balance of \$4,764,000, of which \$2,293,000 is the current year Appropriation for Contingency which has yet to be allocated for expenditure. The Appropriation for Contingency is carried forward to 2003-04 to allow the Department to provide an expenditure plan. In addition, the budget recommendations do not incorporate potential further reductions in State revenues of \$1.9 million.

Strategic Planning

The Library is updating its Strategic Plan consistent with the revised Countywide Strategic Plan. This updated Strategic Plan will consider how to develop financing sources, and revise the service delivery model to ensure the best possible services to children, adults, and communities. The Strategic Plan will also consider the needs of changing demographics in our service population, and other Departmental priorities including technology, collections, facilities, and organizational development.

Critical Needs

Services and Supplies: The Department needs \$7.3 million to restore current services and supplies curtailments taken to offset the deletion of a one-time General Fund contribution.

East Los Angeles Library Replacement: The Department needs \$848,000 in additional funding for 6.0 budgeted positions and other operating costs at the larger East Los Angeles replacement library that is scheduled to open in the latter part of fiscal year (FY) 2003-04. Beginning in FY 2004-05 the Department will require \$1,107,000 for annual operating costs.

Integrated Library System (ILS) Replacement: The Department's Legacy Integrated Library System (ILS) is obsolete, provides only limited ability to meet present needs, and cannot meet future program requirements. The ILS is the Department's core library business system, and supports several mission critical functions including the circulation and acquisition of library materials, cataloging of library materials, and access to online reference databases. The Department requires \$6.1 million to replace the system which includes funding for the replacement of central site servers, 1,100 terminals/workstations, application software, updated reference databases, and professional services for system migration.

Books and Library Materials: The Base Budget Request provides only 40.0 percent of the funding needed to meet the national expenditure per capita for books and other library materials. The Department needs an \$8.1 million augmentation to purchase books and materials to meet the educational and informational needs of 3.6 million residents in the service area.

Technology Upgrades: The Department requires \$3.6 million to replace outdated public access and staff computers, obsolete book detection security systems, and to replace circulation and reference desks designed to accommodate new technology.

Critical Needs (cont'd)

Public Access Internet Program: The Public Access Internet program provides convenient locations for the public to obtain web-based information on County services and meet their needs for access to online information. The demand for public access internet computers has surpassed the Department's ability to support this vital program. Since FY 1998-99, there has been a 354 percent increase in internet usage by library customers, and a 118 percent increase in usage is projected for FY 2002-03. The Department requires \$0.7 million to provide an additional 252 public access computers to meet the increased demand by the public for internet access.

Funding for Vacant Positions: The Department requires \$5.4 million to fill 106.0 vacant positions to address service gaps throughout the Department.

Expanded Library Service Hours: The Department requires \$4.8 million and 96.0 positions to provide adequate service hours and levels at existing facilities based on current usage patterns.

Facility Improvements: The Department needs \$3.8 million for deferred maintenance and refurbishment projects relating to roofing, air conditioning systems, painting, carpeting, resurfacing parking lots, and compliance with the Americans with Disabilities Act (ADA) at various library facilities.

Changes From 2002-03 Budget

	Financing Uses	Financing Available	Budgeted Positions
<u>Program Changes</u>			
1.	\$ -7,264,000	\$ -7,264,000	--
	<u>Services and Supplies:</u> Reflects the reduction of services and supplies to offset the deletion of a one-time General Fund contribution. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>		
2.	\$ --	\$ 431,000	--
	<u>Special Taxes:</u> Reflects anticipated Board approval of the two percent cost-of-living increases in the voter-approved Special Tax permitted for 2002-03 and 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>		
3.	\$ --	\$ --	--
	<u>Chief Deputy:</u> Reflects funding for 1.0 Chief Deputy position (\$154,000) and 1.0 Secretary position (\$65,000), offset by the deletion of 2.0 vacant positions (-\$103,000) and reductions in services and supplies (-\$116,000). <i>Supports Countywide Strategic Plan Goal 3.</i>		
4.	\$ --	\$ --	--
	<u>Staffing Adjustment:</u> Reflects the addition of 6.0 positions (\$422,000) in critical workload areas offset by the elimination of 6.0 vacant obsolete positions (-\$378,000), and a reduction in services and supplies (-\$44,000) to reallocate staffing resources to address changing workload requirements and to meet strategic planning goals. <i>Supports Countywide Strategic Plan Goal 3.</i>		
5.	\$ -802,000	\$ --	--
	<u>Computer Purchases:</u> Reflects the deletion of one-time appropriation for personal computer and terminal replacements. <i>Supports Countywide Strategic Plan Goal 4.</i>		
6.	\$ 497,000	\$ 497,000	--
	<u>Donation Trust Funds:</u> Reflects an increase in the expenditure of donation trust funds for books and other various items requested by donors. <i>Supports Countywide Strategic Plan Goal 3.</i>		

Changes From 2002-03 Budget

	<u>Financing Uses</u>		<u>Financing Available</u>	<u>Budgeted Positions</u>
<u>Program Changes</u> (cont'd)				
7.	\$ 48,000		\$ 48,000	--
	<u>Library Services Technology Act (LSTA) Grant:</u> Reflects funding for temporary positions (\$43,000) and other operating expenses (\$5,000) associated with the Working with Kids At Your Library Internship program. <i>Supports Countywide Strategic Plan Goal 1.</i>			
8.	\$ 48,000		\$ 48,000	1.0
	<u>Chet Holifield Library:</u> Reflects the addition of 1.0 Library Assistant I position at the Chet Holifield Library funded by the City of Montebello. <i>Supports Countywide Strategic Plan Goal 1.</i>			
9.	\$ 10,000		\$ 10,000	--
	<u>Rivera Library:</u> Reflects the utilization of additional parking lot revenue from the Rivera Library to fund books and materials purchases in that library. <i>Supports Countywide Strategic Plan Goal 1.</i>			
10.	\$ 285,000		\$ 285,000	--
	<u>Integrated Library System Replacement:</u> Reflects an operating transfer from the Library's general fund to the Accumulated Capital Outlay (ACO) fund to begin replacement of the Integrated Library System. <i>Supports Countywide Strategic Plan Goal 1.</i>			
11.	\$ 1,504,000		\$ 1,504,000	--
	<u>General County Overhead:</u> Reflects an increase in overall operating costs resulting from the County's decision to bill the Library for general county overhead. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 735,000		--	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 130,000		--	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt service, costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
3.	\$ --		\$ 2,746,000	--
	<u>Revenue Adjustments:</u> Reflects an increase in property tax revenue.			
4.	\$ 285,000		\$ 285,000	--
	<u>Transfer of Fund Balance:</u> Reflects the appropriation of \$285,000 of anticipated fund balance for transfer to the ACO fund.			

Changes From 2002-03 Budget

	Financing Uses		Financing Available		Budgeted Positions
<u>Other Changes (cont'd)</u>					
5.	\$	555,000	\$	--	--
<u>Other Salaries and Employee Benefits:</u> Reflects increases primarily in retiree health insurance, workers' compensation, and various employee benefits based on current trends.					
6.	\$	975,000	\$	--	--
<u>Books and Materials:</u> Reflects an increase in the books and materials budget.					
7.	\$	80,000	\$	80,000	--
<u>Designation for West Hollywood:</u> Reflects an adjustment to the unspent voter-approved special tax funds reserved for a replacement library facility.					
8.	\$	-50,000	\$	-50,000	--
<u>Equipment:</u> Reflects a reduction in the ACO fund appropriation for one-time refurbishments.					
9.	\$	1,549,000	\$	-35,000	--
<u>Services and Supplies:</u> Reflects unavoidable cost increases for insurance, facility leases, maintenance, information technology, other services and supplies, and various revenue adjustments.					
Total \$		-1,415,000	0	\$ -1,415,000	1.0

PUBLIC LIBRARY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
1. Public Services		
<u>Total</u> \$39,938,000	\$39,938,000	628.4
<u>Incorporated Areas</u> \$28,355,000	\$28,355,000	446.2
<u>Unincorporated Areas</u> \$11,583,000	\$11,583,000	182.2

Authority: Non-mandated, discretionary program.

Provides direct public service to meet the informational, educational, cultural, and recreational needs of a highly diverse public. The Public Services program serves customers' needs through the circulation of books and materials and the provision of a variety of services and specialized programs.

Program Outcome: Provide public access to quality information and library services.

Service Delivery Standard: Contact every public school in each jurisdiction at least twice per year to increase awareness of the availability of quality information and services for children.

<u>Performance Measures</u>	<u>Actual⁽¹⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of Public Library services full-time equivalent (FTE) positions ⁽²⁾	--	1,039.3	1,038.5	1,033.9
<u>Workload/Output</u>				
Information units:				
Circulation	14,699,904	15,800,870	16,030,381	16,263,226
Reference questions	3,233,177	3,313,215	3,553,628	3,811,485
Internet customer usage	474,244	670,671	791,171	933,322
Total	18,407,325	19,784,756	20,375,180	21,008,033
Population served	3,484,800	3,491,500	3,532,462	3,573,905
<u>Efficiency</u>				
Information units per FTE	--	19,037	19,620	20,320
<u>Quality</u>				
Circulation per capita	4.22	4.53	4.54	4.55
Internet usage per capita	0.14	0.19	0.22	0.26
Number of times each school is contacted per year	--	2	2	2

Explanatory Note(s):

(1) Complete data was not available until 2001-02.

(2) Includes those positions that are not counted in the Department's total budgeted positions.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
2. Library Materials		
<u>Total</u> \$ 5,419,000	\$ 5,419,000	--

Public Library (cont'd)

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
----------------------------	--	-------------------------------

2. **Library Materials** (cont'd)

<u>Incorporated Areas</u> \$ 3,848,000	\$ 3,848,000	--
<u>Unincorporated Areas</u> \$ 1,571,000	\$ 1,571,000	--

Authority: Non-mandated, discretionary program.

Provides for the purchase and processing of books, periodicals, videotapes, and other items for circulation to the public and for answering reference questions from customers.

Program Outcome: Ensure library books and materials are evaluated and selected for purchase to serve the public at the 84 libraries and 4 bookmobiles.

Service Delivery Standard: Maintain a minimum library budget of \$3.81 per capita to ensure an adequate collection of current materials to meet community needs.

<u>Performance Measures</u>	<u>Actual⁽¹⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> Library materials budget	\$6,176,000	\$6,620,000	\$4,448,000	\$5,419,000
<u>Workload/Output</u> Population served	3,484,800	3,491,500	3,532,462	3,573,905
<u>Efficiency</u> Library material budget per capita	\$1.77	\$1.90	\$1.26	\$1.52
<u>Quality</u> Number of items purchased	--	401,192	321,000	321,000

Explanatory Note(s):

(1) Complete data was not available until 2001-02.

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
----------------------------	--	-------------------------------

3. **Facilities Support Services**

<u>Total</u> \$18,700,000	\$18,700,000	56.0
<u>Incorporated Areas</u> \$13,436,000	\$13,436,000	39.8
<u>Unincorporated Areas</u> \$ 5,264,000	\$ 5,264,000	16.2

Authority: Non-mandated, discretionary program.

Provides for the general maintenance and operation of the Department's 87 facilities including building maintenance and repair, grounds maintenance, custodial services, trash disposal, utilities, lease payments, procurement and warehousing of supplies, and delivery of books and supplies to libraries.

Program Outcome: Maintain clean and safe facilities at the level allowed by available funding.

Service Delivery Standard: Provide at least 0.5 square foot per capita of space that is clean, safe, and well maintained.

Public Library (cont'd)

<u>Performance Measures</u>	<u>Actual⁽¹⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Facility operations budget	--	\$17,233,000	\$18,284,000	\$18,700,000
<u>Workload/Output</u>				
Total square feet of facility space	1,045,892	1,069,189	1,068,360	1,079,869
Population served	3,484,800	3,491,500	3,532,462	3,573,905
<u>Efficiency</u>				
Facility operations budget per square foot of facility space	--	\$16.12	\$17.11	\$17.32
<u>Quality</u>				
Square foot per capita of space kept clean and safe	--	0.31	0.30	0.30

Explanatory Notes:

(1) Complete data was not available until 2001-02.

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
4. <u>Support Services - Information Systems</u>		
<u>Total</u>		
\$11,028,000	\$11,028,000	103.7
<u>Incorporated Areas</u>		
\$ 7,830,000	\$ 7,830,000	73.6
<u>Unincorporated Areas</u>		
\$ 3,198,000	\$ 3,198,000	30.1

Authority: Non-mandated, discretionary program.

Provides strategic planning, management, operation, and support of computer, data network, telecommunications, office automation and wireless systems including public access to library materials through the automated circulation and online public access catalog systems and public access computers. This program also acquires, catalogues, and processes library materials through integrated library system software; distributes these materials for customer use at community libraries; and secures materials not available at the Public Library through interlibrary loans from other systems.

Program Outcome: Expedite the availability of new library materials to customers.

Service Delivery Standard: Receive, process, and ship new items to libraries within 30 business days 75 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of FTE positions budgeted for Acquisitions and Bibliographic Access sections	n/a	68.7	68.7	68.7
<u>Workload/Output</u>				
Library material items handled ⁽¹⁾	n/a	428,631	348,400	348,400
<u>Efficiency</u>				
Library material items handled per FTE	n/a	6,239	5,071	5,071

Public Library (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u>				
Average number of days to receive and process new items	n/a	35	30	25

Explanatory Notes:

(1) Includes items ordered, received, catalogues, processed, maintained, and made accessible to the public.
n/a = not available

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
5. Administration		
<u>Total</u>		
\$ 7,895,000	\$ 7,895,000	84.0
<u>Incorporated Areas</u>		
\$ 5,606,000	\$ 5,606,000	59.6
<u>Unincorporated Areas</u>		
\$ 2,289,000	\$ 2,289,000	24.4

Authority: Non-mandated, discretionary program.

Provides management direction through finance, budget, human resources, office automation, cost accounting, city relations, legislative monitoring, capital planning, and other support services.

Program Outcome: Ensure the ability of Departmental personnel to provide quality library services to the public within existing resources.

Service Delivery Standard: Perform an annual employee satisfaction survey to identify potential initiatives that will improve library services.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Total number of administrative employees ⁽¹⁾	n/a	82.6	82.6	86.6
<u>Workload/Output</u>				
Total number of Departmental employees ⁽²⁾	n/a	1,284.6	1,284.6	1,295.5
<u>Efficiency</u>				
Ratio of Departmental employees to administrative employees	n/a	15.55	15.55	14.96
<u>Quality</u>				
Number of new initiatives identified from the annual employee satisfaction survey	n/a	3	3	3

Explanatory Notes:

(1) Represents total number of budgeted positions, excluding no-counts.

(2) Represents total number of budgeted positions and includes those positions that are not counted in the total budgeted position amount.

n/a = not available

Public Library (cont'd)

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
Total Programs		
\$82,980,000	\$82,980,000	872.1

PUBLIC LIBRARY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	39,091,000	40,385,000	40,973,000	588,000
Employee Benefits	11,654,000	11,856,000	12,939,000	1,083,000
Total Salaries and Employee Benefits	50,745,000	52,241,000	53,912,000	1,671,000
<u>Services and Supplies</u>				
Administrative and General	88,000	88,000	91,000	3,000
Communications	1,155,000	1,474,000	1,330,000	-144,000
Computer Equipment-noncapital	1,491,000	1,505,000	750,000	-755,000
Computer Software	180,000	181,000	171,000	-10,000
Household Expenses	560,000	346,000	349,000	3,000
Information Technology Services	1,835,000	1,937,000	1,972,000	35,000
Insurance	619,000	619,000	897,000	278,000
Maintenance-Buildings and Improvements	4,881,000	4,816,000	4,901,000	85,000
Maintenance-Equipment	65,000	81,000	75,000	-6,000
Memberships	29,000	27,000	34,000	7,000
Office Expense-Other	390,000	258,000	440,000	182,000
Office Expense-Postage	378,000	278,000	413,000	135,000
Professional and Specialized Services	1,665,000	1,532,000	1,557,000	25,000
Rents and Leases-Bldg and Improvements	875,000	809,000	896,000	87,000
Rents and Leases-Equipment	194,000	197,000	189,000	-8,000
Special Departmental Expense	7,080,000	7,293,000	2,240,000	-5,053,000
Telecommunications	233,000	230,000	211,000	-19,000
Training	194,000	194,000	184,000	-10,000
Transportation and Travel-Auto Mileage	93,000	89,000	98,000	9,000
Transportation and Travel-Auto Service	184,000	217,000	192,000	-25,000
Transportation and Travel-Other	449,000	465,000	454,000	-11,000
Transportation and Travel-Traveling	78,000	80,000	80,000	0
Utilities	3,927,000	3,927,000	3,929,000	2,000
Total Services and Supplies	26,643,000	26,643,000	21,453,000	-5,190,000
<u>Other Charges</u>				
Capital Lease Payment	33,000	33,000	41,000	8,000
Capital Lease Payment-Rent	621,000	621,000	621,000	0
Claims Settlement	11,000	11,000	10,000	-1,000
LAC-CAL Lease Payment	133,000	133,000	133,000	0
Other Charges	28,000	28,000	21,000	-7,000
Judgments and Damages	15,000	15,000	15,000	0
Taxes and Assessments	2,000	2,000	2,000	0
Total Other Charges	843,000	843,000	843,000	0

Public Library (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Buildings and Improvements	750,000	850,000	800,000	-50,000
Equipment:				
Computer Info and Data Processing Sys	281,000	274,000	559,000	285,000
Vehicle-Automobile	143,000	150,000	150,000	0
Other Undefined Assets	0	62,000	159,000	97,000
Total Equipment	424,000	486,000	868,000	382,000
Total Fixed Assets	1,174,000	1,336,000	1,668,000	332,000
<u>Other Financing Uses</u>				
Operating Transfers Out	0	0	1,789,000	1,789,000
Total Other Financing Uses	0	0	1,789,000	1,789,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Appropriation for Contingencies	0	2,293,000	2,293,000	0
<u>Reserves</u>				
Designations	1,039,000	1,039,000	1,022,000	-17,000
Total Reserves	1,039,000	1,039,000	1,022,000	-17,000
TOTAL FINANCING REQUIREMENTS	80,444,000	84,395,000	82,980,000	-1,415,000
AVAILABLE FINANCING:				
Fund Balance	4,606,000	4,606,000	4,764,000	158,000
Cancellation of Reserves/Designations	1,190,000	879,000	1,039,000	160,000
REVENUES:				
Property Taxes	38,419,000	37,983,000	40,729,000	2,746,000
Voter-Approved Special Taxes	10,681,000	10,672,000	11,103,000	431,000
Revenue from Use of Money and Property	63,000	66,000	76,000	10,000
Intergovernmental Revenues-Federal	31,000	0	48,000	48,000
Intergovernmental Revenues-State	4,037,000	4,037,000	4,090,000	53,000
Intergovernmental Revenues-Other	1,045,000	997,000	1,025,000	28,000
Charges for Services	2,478,000	2,501,000	2,552,000	51,000
Miscellaneous Revenues	513,000	591,000	1,116,000	525,000
Other Financing Sources	22,145,000	22,063,000	16,438,000	-5,625,000
Total Revenue	79,412,000	78,910,000	77,177,000	-1,733,000
TOTAL AVAILABLE FINANCING	85,208,000	84,395,000	82,980,000	-1,415,000

COUNTY LIBRARIAN
2.0 Pos.

PUBLIC LIBRARY
Margaret Donnellan Todd, County Librarian
Total 2003-04 Proposed Budgeted Positions = 872.1

CHIEF DEPUTY COUNTY LIBRARIAN
2.0 Pos.

MARKETING
7.0 Pos.

ADMINISTRATIVE SERVICES
9.0 Pos.

PUBLIC SERVICES
6.0 Pos.

INFORMATION SYSTEMS
3.0 Pos.

FACILITIES SERVICES
66.0 Pos.

NORTH REGION
115.4 Pos.

ADULT SERVICES
3.1 Pos.

ACQUISITIONS
20.0 Pos.

FISCAL SERVICES
23.0 Pos.

WEST REGION
113.0 Pos.

COLLECTION SERVICES
8.2 Pos.

AUTOMATED CIRC. SYS.
12.0 Pos.

HUMAN RESOURCES
22.0 Pos.

SOUTH REGION
122.5 Pos.

YOUTH SERVICES
7.1 Pos.

BIBLIOGRAPHIC ACCESS
48.7 Pos.

STAFF SERVICES
9.0 Pos.

CENTRAL REGION
97.6 Pos.

CENTRAL PROGRAMS
26.4 Pos.

INFORMATION TECHNOLOGY SERVICE
16.0 Pos.

EAST REGION
133.1 Pos.

49.12

PUBLIC SOCIAL SERVICES
BRYCE YOKOMIZO, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 631,763,377	\$ 654,952,000	\$ 696,046,000	\$ 880,476,000	\$ 716,555,000	\$ 20,509,000
SERVICES & SUPPLIES	442,964,391	525,702,000	528,070,000	482,393,000	432,675,000	-95,395,000
OTHER CHARGES	1,800,158,075	1,805,303,000	1,873,949,000	1,949,165,000	1,833,966,000	-39,983,000
FIXED ASSETS-EQUIP	404,833	204,000	204,000	2,760,000	2,760,000	2,556,000
GROSS TOTAL	\$ 2,875,290,676	\$ 2,986,161,000	\$ 3,098,269,000	\$ 3,314,794,000	\$ 2,985,956,000	\$ -112,313,000
LESS INTRAFD TRANSFER	1,380,568	1,213,000	1,213,000	1,213,000	1,213,000	
NET TOTAL	\$ 2,873,910,108	\$ 2,984,948,000	\$ 3,097,056,000	\$ 3,313,581,000	\$ 2,984,743,000	\$ -112,313,000
REVENUE	2,543,018,775	2,615,724,000	2,742,859,000	2,759,663,000	2,599,134,000	-143,725,000
NET COUNTY COST	\$ 330,891,333	\$ 369,224,000	\$ 354,197,000	\$ 553,918,000	\$ 385,609,000	\$ 31,412,000
BUDGETED POSITIONS	14,678.0	12,938.0	12,938.0	16,782.0	12,706.0	-232.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 800		\$	\$	\$	\$
RENTS AND CONCESSIONS	-18,750					
ST-PUB ASSIST-ADMIN	556,143,671	536,058,000	762,188,000	626,354,000	412,651,000	-349,537,000
ST AID-PUB ASST PROG	131,240,749	123,221,000	128,457,000	176,270,000	165,768,000	37,311,000
STATE-OTHER	-358,640					
STATE-REALIGNMENT REV	105,666,558	105,261,000	128,783,000	128,783,000	122,173,000	-6,610,000
FEDERAL-PUB ASST-ADM	625,014,222	735,345,000	549,955,000	625,288,000	796,204,000	246,249,000
FED AID-PUB ASST PROG	1,089,695,418	1,092,233,000	1,147,546,000	1,179,711,000	1,078,596,000	-68,950,000
FEDERAL-OTHER	23,568,213	12,847,000	13,431,000	12,847,000	13,332,000	-99,000
OTHER GOVT AGENCIES	1,950,773	2,000,000	2,000,000	2,000,000	2,000,000	
CHRGs FOR SVCS-OTHER	254,208					
WELFARE REPAYMENTS	7,976,442	5,523,000	5,584,000	5,510,000	5,510,000	-74,000
MISCELLANEOUS	1,885,111	3,236,000	4,915,000	2,900,000	2,900,000	-2,015,000
TOTAL	\$ 2,543,018,775	\$ 2,615,724,000	\$ 2,742,859,000	\$ 2,759,663,000	\$ 2,599,134,000	\$ -143,725,000

PUBLIC SOCIAL SERVICES - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 631,763,377	\$ 654,952,000	\$ 696,046,000	\$ 880,476,000	\$ 716,555,000	\$ 20,509,000
SERVICES & SUPPLIES	439,693,104	506,163,000	510,388,000	460,365,000	410,856,000	-99,532,000
OTHER CHARGES	224,470,833	212,265,000	212,564,000	185,093,000	185,093,000	-27,471,000
FIXED ASSETS-EQUIP	404,833	204,000	204,000	2,760,000	2,760,000	2,556,000
GROSS TOTAL	\$ 1,296,332,147	\$ 1,373,584,000	\$ 1,419,202,000	\$ 1,528,694,000	\$ 1,315,264,000	\$ -103,938,000
LESS INTRAFD TRANSFER	1,380,568	1,213,000	1,213,000	1,213,000	1,213,000	
NET TOTAL	\$ 1,294,951,579	\$ 1,372,371,000	\$ 1,417,989,000	\$ 1,527,481,000	\$ 1,314,051,000	\$ -103,938,000
REVENUE	1,190,536,951	1,271,948,000	1,314,369,000	1,251,836,000	1,209,049,000	-105,320,000
NET COUNTY COST	\$ 104,414,628	\$ 100,423,000	\$ 103,620,000	\$ 275,645,000	\$ 105,002,000	\$ 1,382,000
BUDGETED POSITIONS	14,678.0	12,938.0	12,938.0	16,782.0	12,706.0	-232.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 800	\$	\$	\$	\$	\$
RENTS AND CONCESSIONS	-18,750					
ST-PUB ASSIST-ADMIN	553,952,765	536,058,000	762,188,000	626,354,000	412,651,000	-349,537,000
ST AID-PUB ASST PROG	2,290					
FEDERAL-PUB ASST-ADM	625,013,636	735,345,000	549,955,000	625,288,000	796,204,000	246,249,000
FED AID-PUB ASST PROG	3,476					
FEDERAL-OTHER	10,479,442					
CHRGs FOR SVCS-OTHER	254,208					
WELFARE REPAYMENTS	27,366					
MISCELLANEOUS	821,718	545,000	2,226,000	194,000	194,000	-2,032,000
TOTAL	\$ 1,190,536,951	\$ 1,271,948,000	\$ 1,314,369,000	\$ 1,251,836,000	\$ 1,209,049,000	\$ -105,320,000
FUND	GENERAL FUND		FUNCTION	PUBLIC ASSISTANCE	ACTIVITY	ADMINISTRATION

Mission Statement

To provide accurate and timely benefits, and effective services to individuals and families in need, which both alleviate hardship and promote personal responsibility and economic independence; to focus on positive outcomes, quality, innovation and leadership; and to maintain a high standard of excellence departmentwide.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a decrease of \$103.9 million in gross appropriation and the elimination of 232.0 positions consistent with funding levels in the Governor's Proposed State Budget. This includes reductions of:

- \$29.1 million and 695.0 positions in the California Work Opportunities and Responsibility to Kids (CalWORKs) program for eligibility activities;
- \$138.5 million in Performance Incentives funding and corresponding services to CalWORKs participants;
- \$5.6 million and 121.0 positions in the General Relief and Food Stamp Employment and Training programs;
- \$50.3 million in the Cash Assistance Program for Immigrants due to the transfer of assistance payments to the Assistance Budget; and
- \$2.0 million in appropriation and revenue to align the budget with available State Electronic Benefit Transfer funding.

2003-04 Budget Message (cont'd)

The reductions are partially offset by increased funding as follows:

- \$14.1 million for welfare-to-work services previously funded by Performance Incentives, partially offset by a decrease of 300.0 positions;
- \$6.1 million for projected increases in child care provider payments;
- \$26.1 million and 629.0 positions due to a projected 30.4 percent increase in the Medi-Cal caseload;
- \$12.3 million for mental health and substance abuse services;
- \$3.8 million and 75.0 positions due to a projected 5.9 percent increase in the In-Home Supportive Services caseload;
- \$15.0 million and 34.0 positions for the Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) system due to an increase in the base funding included in the Governor's Proposed State Budget, as well as additional monies to implement projects proposed for fiscal year 2003-04;
- \$7.2 million and 141.0 positions due to a projected 77.5 percent increase in the Non-Assistance Food Stamps caseload;
- \$2.8 million and 55.0 positions for increased quality control, corrective action plan development, federally mandated food stamp quality control reviews and other program and support activities; and
- \$3.9 million for the increased rent, security, equipment and other operating costs, partially offset by a reduction of 50.0 management and administrative support positions.

The Proposed Budget also includes \$21.3 million for previously negotiated increases in salaries and employee benefits and \$9.0 million in unavoidable cost increases primarily due to increased costs for retiree health insurance, workers' compensation and long-term disability.

Layoffs are not anticipated as the Department's current employee population is below the proposed level. However, some demotions may be unavoidable. Every effort will be made to transfer surplus staff to budgeted positions for which they qualify.

The Department is evaluating the most cost-effective way of administering child care payments currently under contract with the Resource and Referral Agencies - Alternative Payment Providers (APPs). The Department's preliminary estimates indicate that significant savings could be achieved by bringing this function in-house. Pending the outcome of negotiations with the APPs, this Proposed Budget assumes \$5.7 million in partial year savings associated with bringing the child care payment function in-house or negotiating a lower contract cost with the APPs.

Strategic Planning

The Department completed development of its five year Strategic Plan in 2002. Some of the objectives for next fiscal year include:

Service Excellence: Ensure that Food Stamp benefits are issued timely and accurately and that the Food Stamp error rate is reduced to a level that meets federal and State tolerance levels.

Workforce Excellence: Continue to raise employee awareness about internal and external fraud, and use technology to more quickly and efficiently provide employees with policies, procedures and changes.

Organizational Effectiveness: Continue improvements to worker responsiveness, staff training, management accountability, and technology to reduce the Food Stamp error rate. Update technology to assist and enhance employee performance and ensure the delivery of accurate and timely benefits to participants.

Fiscal Responsibility: Maintain strong controls on spending and strategically prioritize needs. Intensify efforts to identify and secure additional funding, and maximize revenue through collaborative efforts.

Children and Families' Well-Being: Continue to improve the nutritional care of children and families through the Food Stamp Program outreach. Maintain health care services by complying with the 1115 Waiver Medicaid Demonstration Project targeted enrollment goals.

Critical Needs

Available State and federal funding continues to diminish due to State and national economic conditions. As a result, legislative and advocacy efforts at the State and federal levels continue to be critical to restore or maintain funding for programs that provide the public with services that lead to personal responsibility and economic self-sufficiency.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -26,080,000	\$ -26,080,000	\$ --	-623.0
	<u>CalWORKs Eligibility</u> : Reflects a decrease in staffing to remain within available State and federal funding. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -2,998,000	\$ -2,998,000	\$ --	-72.0
	<u>CalWORKs Eligibility Reduction</u> : Reflects a reduction of 72.0 positions needed to absorb unavoidable cost increases in workers' compensation, retiree health insurance and long-term disability. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
3.	\$ 14,125,000	\$ 14,125,000	\$ --	-300.0
	<u>Welfare-to-Work</u> : Reflects an increase in services to CalWORKs participants previously funded by Performance Incentives, partially offset by a decrease in staffing to remain within available State and federal funding. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
4.	\$ 6,118,000	\$ 6,118,000	\$ --	--
	<u>Child Care</u> : Reflects an increase in child care payments based on current trends, partially offset by reductions in administrative costs. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
5.	\$ 12,315,000	\$ 12,315,000	\$ --	--
	<u>Supportive Services</u> : Reflects an increase in State funding for mental health and substance abuse services. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
6.	\$ -138,500,000	\$ -138,500,000	\$ --	--
	<u>Performance Incentives</u> : Reflects a decrease in services to CalWORKs participants due to the assumption that Performance Incentives funds will not be available. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
7.	\$ 3,809,000	\$ 3,238,000	\$ 571,000	75.0
	<u>In-Home Supportive Services</u> : Reflects an increase in staffing to partially support a projected 5.9 percent caseload increase. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			
8.	\$ 26,148,000	\$ 26,148,000	\$ --	629.0
	<u>Medi-Cal</u> : Reflects an increase in staffing to partially support a projected 30.4 percent caseload increase and based on projected available revenue. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>			

Changes From 2002-03 Budget

	<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.	\$ 7,157,000	\$ 7,157,000	\$ --	141.0
<u>Non-Assistance Food Stamps:</u> Reflects an increase in staffing to support a projected 77.5 percent caseload increase. <i>Supports Countywide Strategic Plan Goal 5, Strategy 1.</i>				
10.	\$ -1,364,000	\$ --	\$ -1,364,000	-31.0
<u>General Relief:</u> Reflects a decrease in staffing and operating costs to mitigate net County cost increases in other programs. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
11.	\$ -854,000	\$ --	\$ -854,000	-18.0
<u>General Relief Reduction:</u> Reflects a reduction of 18.0 positions needed to absorb unavoidable cost increases in workers' compensation, retiree health insurance and long-term disability. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
12.	\$ -3,392,000	\$ -1,696,000	\$ -1,696,000	-72.0
<u>Food Stamp Employment and Training:</u> Reflects a decrease in staffing and operating costs to remain within available federal funding. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
13.	\$ -50,314,000	\$ -50,314,000	\$ --	--
<u>Cash Assistance Program for Immigrants:</u> Reflects an adjustment due to the transfer of assistance payments to the Assistance Budget. <i>Supports Countywide Strategic Plan Goal 3.</i>				
14.	\$ 15,025,000	\$ 13,590,000	\$ 1,435,000	34.0
<u>LEADER:</u> Reflects increases in staffing and funding in the Governor's Proposed State Budget, as well as additional funding for proposed fiscal year 2003-04 projects. <i>Supports Countywide Strategic Plan Goal 3, Strategy 2.</i>				
15.	\$ -2,045,000	\$ -2,045,000	\$ --	--
<u>Electronic Benefit Transfer:</u> Reflects a decrease in appropriation and revenue to align the budget with available State funding. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>				
<u>Other Changes</u>				
1.	\$ 19,700,000	\$ 17,840,000	\$ 1,860,000	--
<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits. <i>Supports Countywide Strategic Plan Goal 2.</i>				
2.	\$ 1,579,000	\$ 1,430,000	\$ 149,000	--
<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system. <i>Supports Countywide Strategic Plan Goal 2.</i>				

Public Social Services (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
3.	\$ 9,047,000	\$ 8,193,000	\$ 854,000	--
	<u>Unavoidable Cost Increases:</u> Reflects increased funding primarily due to increases in workers' compensation, retiree health insurance and long-term disability costs. <i>Supports Countywide Strategic Plan Goal 2.</i>			
4.	\$ -17,000	\$ --	\$ -17,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
5.	\$ -40,000	\$ -20,000	\$ -20,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
6.	\$ --	\$ 1,445,000	\$ -1,445,000	--
	<u>Countywide Cost Allocation Plan:</u> Reflects an increase in State and federal funding due to prior year adjustments to the Countywide Cost Allocation Plan. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
7.	\$ 3,851,000	\$ 3,487,000	\$ 364,000	-50.0
	<u>Administration and Support:</u> Reflects increases in rent, security, equipment and other operating costs, partially offset by a reduction of management and administrative support staff. <i>Supports Countywide Strategic Plan Goal 3.</i>			
8.	\$ 2,792,000	\$ 2,528,000	\$ 264,000	55.0
	<u>Quality Control:</u> Reflects funding for additional staff dedicated to quality control, corrective action plan development, federally mandated food stamp quality control reviews and other program and support activities. <i>Supports Countywide Strategic Plan Goal 3, Strategy 4.</i>			
9.	\$ --	\$ -1,281,000	\$ 1,281,000	--
	<u>Appropriation/Revenue Adjustment:</u> Reflects a realignment of appropriation and revenue based on the expenditure and revenue pattern of the Department. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
Total \$	-103,938,000	\$ -105,320,000	\$ 1,382,000	-232.0

PUBLIC SOCIAL SERVICES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$119,436,000	\$ --	\$ 101,330,000	\$ 18,106,000	\$ 294,000	\$ 17,812,000	1,407.0

1. Social Services

Authority: Mandated programs - California Welfare & Institutions (W&I) Code Division 9.

Programs included are In-Home Supportive Services (IHSS), Out-of-Home Care for adult Supplemental Security Income (SSI) recipients and Adult Protective Services. Programs provide supportive services to aged, blind or disabled persons who are unable to perform the services themselves and who cannot safely remain in their homes without support services.

Program Outcome: Support and safety of elderly and disabled persons.

Service Delivery Standard: Process all applications within 30 days.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> ⁽¹⁾				
Total number of IHSS workers	582	582	627	709
<u>Workload/Output</u>				
IHSS cases approved (monthly average)	105,232	115,336	125,474	135,623
<u>Efficiency</u>				
IHSS cases per worker	181	198	200	191
<u>Quality</u>				
IHSS cases processed in 30 days	98.4%	99.7%	96.0%	96.8%

Explanatory Note(s):

(1) Reflects average full-time equivalents.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. California Work Opportunities and Responsibility to Kids (CalWORKs)

\$520,949,000	\$ --	\$ 515,579,000	\$ 5,370,000	\$ 933,000	\$ 4,437,000	3,855.0
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Authority: Mandated programs - California W&I Code Division 9.

Programs included are CalWORKs Eligibility, Welfare-to-Work, Cal-Learn, and Child Care. Programs provide temporary assistance to children and families for basic needs and child care services, and help participants with a full range of training, educational, employment, post-employment, and supportive services.

Program Outcome: While providing assistance, establish work requirements and provide a broad spectrum of welfare-to-work services to help remove barriers to employment and assist families to become economically self-sufficient.

Service Delivery Standard: Process all CalWORKs eligibility applications within 45 days and provide efficient welfare-to-work services.

Public Social Services (cont'd)

<u>Performance Measures</u>	<u>Actual⁽²⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input⁽¹⁾</u>				
Total number of CalWORKs intake Eligibility Workers (EWs)	255	255	243	139
Total number of CalWORKs approved EWs	1,506	1,506	1,434	818
<u>Workload/Output</u>				
CalWORKs applications (monthly average)	10,190	10,670	10,467	10,676
CalWORKs cases approved (monthly average)	209,869	195,887	192,169	196,020
<u>Efficiency</u>				
CalWORKs applications per EW	40	42	43	77
CalWORKs cases approved per EW	139	130	134	240
<u>Quality</u>				
CalWORKs applications processed in 45 days	93.3%	88.5%	79.2%	78.8%

Explanatory Note(s):

(1) Reflects average full-time equivalents.

(2) Actuals for fiscal year (FY) 2000-01 have been revised based on updated data and to reflect program configurations.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
3. <u>Other Public Welfare (OPW)</u>						
\$631,196,000	\$ 1,213,000	\$ 552,473,000	\$ 77,510,000	\$ 1,532,000	\$ 75,978,000	6,816.0

Authority: Mandated programs - California W&I Code Division 9 and Food Stamp Act 1985.

Programs included are Non-Assistance Food Stamps, Medi-Cal, General Relief (GR), Refugee Cash Assistance, Food Stamps Employment and Training, and Cash Assistance Program for Immigrants. Programs provide benefits for low-income households to obtain food and health care services, as well as financial assistance to indigent adults, refugees, and legal immigrants.

Program Outcome: Achieve a more nutritious diet and health care for low-income families. Provide shelter, food, and clothing to refugees and legal immigrants.

Service Delivery Standard: Process all Medi-Cal applications within 45 days. Process all GR applications within 30 days.

<u>Performance Measures</u>	<u>Actual⁽²⁾ 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input⁽¹⁾</u>				
Total number of OPW intake EWs	989	989	741	1,136
Total number of OPW approved EWs	2,393	2,393	2,504	2,751
<u>Workload/Output</u>				
Medi-Cal applications (monthly average)	29,117	31,092	30,909	31,573
GR applications (monthly average)	12,695	14,777	15,683	15,946
Food Stamps applications (monthly average)	<u>5,840</u>	<u>6,741</u>	<u>8,512</u>	<u>9,646</u>
Total OPW applications (monthly average)	47,652	52,610	55,104	57,165
Medi-Cal cases approved (monthly average)	433,560	502,157	574,585	639,684
GR cases approved (monthly average)	59,638	60,742	60,322	61,332
Food Stamps approved (monthly average)	<u>37,542</u>	<u>45,317</u>	<u>57,392</u>	<u>69,506</u>
Total OPW cases approved (monthly average)	530,740	608,216	692,299	770,522

Public Social Services (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> ⁽²⁾ <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u>				
Combined OPW applications per EW	48	53	74	50
Combined cases approved per EW	222	254	276	280
<u>Quality</u>				
Medi-Cal applications processed in 45 days	84.1%	65.1%	98.6%	99.0%
GR applications processed in 30 days	93.4%	81.0%	78.9%	78.5%

Explanatory Note(s):

(1) Reflects average full-time equivalents.

(2) Actuals for FY 2000-01 have been revised based on updated data and to reflect program configurations.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
4. Administration						
\$43,683,000	\$ --	\$ 39,667,000	\$ 4,016,000	\$ --	\$ 4,016,000	628.0

Authority: Non-mandated, discretionary program.

Provides executive management and administrative support to the Department, which includes the executive office, budget planning and control, accounting, contracting, property management, benefit issuance, procurement, personnel, and payroll services.

Program Outcome: General administration of, and support to, the Department.

Service Delivery Standard: Improved services to the public through effective annual customer service related training to all staff.

<u>Performance Measures</u>	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u> ⁽¹⁾				
Number of staff with public contact	n/a	12,083	11,125	10,849
<u>Workload/Output</u>				
Number of staff scheduled for training	n/a	12,083	11,125	10,849
<u>Efficiency</u>				
Number of staff trained	n/a	12,083	11,125	10,849
<u>Quality</u>				
Percent of staff trained	n/a	100%	100%	100%

Explanatory Note(s):

(1) Reflects average full-time equivalents.

n/a=not available

Public Social Services (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. **Public Assistance**

\$1,670,692,000	\$ --	\$1,390,085,000	\$ 280,607,000	\$280,607,000	\$ --	--
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Authority: Mandated programs – California W&I Code Division 9.

Aid programs for children, families, and individuals designed to provide temporary assistance to meet basic needs and supportive services to aged, blind, or disabled persons. Specific activities and performance measures are captured under other program areas.

Program Outcome: Provide shelter, food, and clothing to children and families in time of crisis and safety of aged, blind or disabled persons.

Service Delivery Standard: While providing assistance, help to remove barriers to employment and help families and individuals to become economically self-sufficient and help aged, blind or disabled persons to safely remain in their own homes.

Total Programs

\$2,985,956,000	\$ 1,213,000	\$2,599,134,000	\$385,609,000	\$283,366,000	\$102,243,000	12,706.0
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PUBLIC SOCIAL SERVICES - ASSISTANCE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,271,287	\$ 19,539,000	\$ 17,682,000	\$ 22,028,000	\$ 21,819,000	\$ 4,137,000
OTHER CHARGES	1,575,687,242	1,593,038,000	1,661,385,000	1,764,072,000	1,648,873,000	-12,512,000
GROSS TOTAL	\$ 1,578,958,529	\$ 1,612,577,000	\$ 1,679,067,000	\$ 1,786,100,000	\$ 1,670,692,000	\$ -8,375,000
REVENUE	1,352,481,824	1,343,776,000	1,428,490,000	1,507,827,000	1,390,085,000	-38,405,000
NET COUNTY COST	\$ 226,476,705	\$ 268,801,000	\$ 250,577,000	\$ 278,273,000	\$ 280,607,000	\$ 30,030,000
REVENUE DETAIL						
ST-PUB ASSIST-ADMIN	\$ 2,190,906	\$	\$	\$	\$	\$
ST AID-PUB ASST PROG	131,238,459	123,221,000	128,457,000	176,270,000	165,768,000	37,311,000
STATE-OTHER	-358,640					
STATE-REALIGNMENT REV	105,666,558	105,261,000	128,783,000	128,783,000	122,173,000	-6,610,000
FEDERAL-PUB ASST-ADM	586					
FED AID-PUB ASST PROG	1,089,691,942	1,092,233,000	1,147,546,000	1,179,711,000	1,078,596,000	-68,950,000
FEDERAL-OTHER	13,088,771	12,847,000	13,431,000	12,847,000	13,332,000	-99,000
OTHER GOVT AGENCIES	1,950,773	2,000,000	2,000,000	2,000,000	2,000,000	
WELFARE REPAYMENTS	7,949,076	5,523,000	5,584,000	5,510,000	5,510,000	-74,000
MISCELLANEOUS	1,063,393	2,691,000	2,689,000	2,706,000	2,706,000	17,000
TOTAL	\$ 1,352,481,824	\$ 1,343,776,000	\$ 1,428,490,000	\$ 1,507,827,000	\$ 1,390,085,000	\$ -38,405,000

2003-04 Budget Message

The Public Social Services-Assistance Budget funds public assistance and social services programs mandated by the federal, State and County governments. These programs include: California Work Opportunities and Responsibility to Kids (CalWORKs); Indigent Aid (General Relief - GR); In-Home Supportive Services (IHSS); Refugee Resettlement Program/Refugee Cash Assistance (RRP/RCA); and the Cash Assistance Program for Immigrants (CAPI).

The Governor's Proposed State Budget for 2003-04 includes a proposal to realign certain programs, including IHSS and CAPI, to transfer program responsibilities to the counties, offset by a dedicated revenue stream to support the increased county costs. Due to uncertainty regarding eventual enactment of the Governor's proposal, the 2003-04 Proposed Budget does not reflect the net County cost impact of the realignment proposal.

The 2003-04 Proposed Budget for Assistance costs reflects an \$8.4 million decrease in gross appropriation and a net County cost (NCC) increase of \$30.0 million primarily due to projected increases in IHSS caseload, IHSS hours per paid case, and other factors, as well as reduced Realignment Sales Tax revenue. Key components of the NCC increase include:

- IHSS: An additional funding need of \$26.6 million is projected due to caseload growth combined with increases in the paid-to-approved ratio, hours per paid case, the November 2002 wage increase, workers' compensation costs, and the IHSS provider health care plan costs. Costs also increased due to decreased Personal Care Services Program (PCSP) eligibility, and the full year decrease in the federal sharing ratio.
- GR: Reflects a \$0.2 million NCC decrease due to projected caseload declines, partially offset by an increase in the vendor hotel rate for homeless GR applicants, and a decline in Interim Assistance Program revenue.
- CalWORKs: Reflects a \$3.6 million NCC increase due to the implementation of quarterly reporting, a higher average cost per case, and reduced Realignment Sales Tax revenue, partially offset by projected caseload declines.
- CAPI: Reflects the transfer of CAPI from the Administration Budget to the Assistance Budget, resulting in additional appropriation of \$43.0 million with no net County cost.

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>				
1.	\$ -171,060,000	\$ -166,783,000	\$ -4,277,000	--
	<u>CalWORKs</u> : Reflects a projected 13.2 percent caseload decline from the current budgeted level.			
2.	\$ 33,110,000	\$ 32,282,000	\$ 828,000	--
	<u>CalWORKs</u> : Reflects a 2.9 percent increase in the average cost per case as compared to the current budgeted level.			
3.	\$ 58,792,000	\$ 57,322,000	\$ 1,470,000	--
	<u>CalWORKs</u> : Reflects a 5.2 percent increase in the average cost per case resulting from implementation of quarterly reporting.			
4.	\$ --	\$ -5,674,000	\$ 5,674,000	--
	<u>CalWORKs</u> : Reflects reduced Realignment Sales Tax revenue.			
5.	\$ -1,736,000	\$ -156,000	\$ -1,580,000	--
	<u>General Relief</u> : Reflects a projected 0.8 percent caseload decline from the current budgeted level.			
6.	\$ 1,354,000	\$ --	\$ 1,354,000	--
	<u>General Relief</u> : Reflects a 50 percent increase in the hotel vendor rate, which has not been increased since 1984.			
7.	\$ 11,101,000	\$ --	\$ 11,101,000	--
	<u>In-Home Supportive Services</u> : Reflects a projected 5.9 percent increase in the approved caseload, based on current trends.			
8.	\$ 6,576,000	\$ --	\$ 6,576,000	--
	<u>In-Home Supportive Services</u> : Reflects an increase in the hours per paid case from 76.5 to 79.0 hours, based on current trends.			
9.	\$ 1,013,000	\$ --	\$ 1,013,000	--
	<u>In-Home Supportive Services</u> : Reflects an increase above the \$18.0 million included in the current budget to fund the annual cost of the wage increase to \$7.50 per hour.			
10.	\$ 324,000	\$ --	\$ 324,000	--
	<u>In-Home Supportive Services</u> : Reflects an increase in workers' compensation costs and Case Management Information and Payroll System (CMIPS) charges based on State estimates and projected caseload growth.			
11.	\$ 3,735,000	\$ --	\$ 3,735,000	--
	<u>In-Home Supportive Services</u> : Reflects a 2.0 percent decrease in the Personal Care Services Program ratio from 85.0 percent to 83.0 percent, based on current trends.			

Public Social Services (cont'd)

Changes From 2002-03 Budget

	<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>				
12.	\$ 1,077,000	\$ --	\$ 1,077,000	--
	<u>In-Home Supportive Services</u> : Reflects full year costs due to the loss of federal revenue from the decrease in the Federal Medical Assistance Percentage (FMAP) funding ratio from 51.4 percent to 50.0 percent, effective October 1, 2002.			
13.	\$ 1,622,000	\$ --	\$ 1,622,000	--
	<u>In-Home Supportive Services</u> : Reflects an increase in the paid to approved ratio from 98.5 percent to 99.3 percent based on current trends.			
14.	\$ 4,137,000	\$ 3,552,000	\$ 585,000	--
	<u>In-Home Supportive Services</u> : Reflects increased costs for the provider health care plan due to increasing enrollments.			
15.	\$ -408,000	\$ --	\$ -408,000	--
	<u>In-Home Supportive Services</u> : Reflects deletion of appropriation for the Miller versus Woods lawsuit settlement in fiscal year 2002-03.			
16.	\$ --	\$ -936,000	\$ 936,000	--
	<u>In-Home Supportive Services</u> : Reflects reduced Realignment Sales Tax revenue.			
17.	\$ -1,041,000	\$ -1,041,000	\$ --	--
	<u>Refugee Cash Assistance</u> : Reflects a projected 12.7 percent caseload decline from the current budgeted level.			
18.	\$ 50,314,000	\$ 50,314,000	\$ --	--
	<u>Cash Assistance Program for Immigrants (CAPI)</u> : Reflects the impact from moving CAPI from the Administration Budget to the Assistance Budget. A corresponding decrease is reflected in the Department's Administration Budget Request.			
19.	\$ -7,285,000	\$ -7,285,000	\$ --	--
	<u>Cash Assistance Program for Immigrants</u> : Reflects a projected caseload reduction of 15.6 percent, partially offset by case cost increases due to cost-of-living adjustments.			
Total \$	-8,375,000	\$ -38,405,000	\$ 30,030,000	0.0

PSS - CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 1,252,504,886	\$ 1,233,924,000	\$ 1,296,637,000	\$ 1,331,788,000	\$ 1,217,479,000	\$ -79,158,000
REVENUE	1,223,479,339	1,205,101,000	1,271,921,000	1,306,193,000	1,189,068,000	-82,853,000
NET COUNTY COST	\$ 29,025,547	\$ 28,823,000	\$ 24,716,000	\$ 25,595,000	\$ 28,411,000	\$ 3,695,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 130,056,734	\$ 115,867,000	\$ 121,756,000	\$ 125,055,000	\$ 114,632,000	\$ -7,124,000
STATE-REALIGNMENT REV			5,674,000	5,674,000		-5,674,000
FEDERAL-PUB ASST-ADM	586					
FED AID-PUB ASST PROG	1,084,437,277	1,081,323,000	1,136,580,000	1,167,553,000	1,066,525,000	-70,055,000
WELFARE REPAYMENTS	7,773,022	5,367,000	5,367,000	5,367,000	5,367,000	
MISCELLANEOUS	1,211,720	2,544,000	2,544,000	2,544,000	2,544,000	
TOTAL	\$ 1,223,479,339	\$ 1,205,101,000	\$ 1,271,921,000	\$ 1,306,193,000	\$ 1,189,068,000	\$ -82,853,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY AID PROGRAMS	

PSS - CASH ASSISTANCE PROGRAM FOR IMMIGRANTS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$	\$	\$	\$ 43,029,000	\$ 43,029,000	\$ 43,029,000
REVENUE				43,029,000	43,029,000	43,029,000
NET COUNTY COST	\$	\$	\$	\$	\$	\$
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$	\$	\$	\$ 43,029,000	\$ 43,029,000	\$ 43,029,000
TOTAL	\$	\$	\$	\$ 43,029,000	\$ 43,029,000	\$ 43,029,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY AID PROGRAMS	

PSS - INDIGENT AID

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 160,280,862	\$ 166,363,000	\$ 168,575,000	\$ 169,083,000	\$ 168,193,000	\$ -382,000
REVENUE	15,309,289	15,150,000	15,793,000	15,152,000	15,637,000	-156,000
NET COUNTY COST	\$ 144,971,573	\$ 151,213,000	\$ 152,782,000	\$ 153,931,000	\$ 152,556,000	\$ -226,000
REVENUE DETAIL						
FEDERAL-OTHER	\$ 13,345,796	\$ 12,847,000	\$ 13,431,000	\$ 12,847,000	\$ 13,332,000	\$ -99,000
OTHER GOVT AGENCIES	1,950,773	2,000,000	2,000,000	2,000,000	2,000,000	
WELFARE REPAYMENTS	162,322	156,000	217,000	143,000	143,000	-74,000
MISCELLANEOUS	-149,602	147,000	145,000	162,000	162,000	17,000
TOTAL	\$ 15,309,289	\$ 15,150,000	\$ 15,793,000	\$ 15,152,000	\$ 15,637,000	\$ -156,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC ASSISTANCE		GENERAL RELIEF			

PSS - IN-HOME SUPPORTIVE SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,271,287	\$ 19,539,000	\$ 17,682,000	\$ 22,028,000	\$ 21,819,000	\$ 4,137,000
OTHER CHARGES	156,930,255	190,065,000	191,908,000	216,948,000	216,948,000	25,040,000
GROSS TOTAL	\$ 160,201,542	\$ 209,604,000	\$ 209,590,000	\$ 238,976,000	\$ 238,767,000	\$ 29,177,000
REVENUE	107,879,633	120,839,000	136,511,000	140,229,000	139,127,000	2,616,000
NET COUNTY COST	\$ 52,321,909	\$ 88,765,000	\$ 73,079,000	\$ 98,747,000	\$ 99,640,000	\$ 26,561,000
REVENUE DETAIL						
ST AID-PUB ASST PROG	\$ 1,181,725	\$ 7,354,000	\$ 6,701,000	\$ 8,186,000	\$ 8,107,000	\$ 1,406,000
STATE-OTHER	-358,640					
STATE-REALIGNMENT REV	105,666,558	105,261,000	123,109,000	123,109,000	122,173,000	-936,000
FED AID-PUB ASST PROG	1,376,258	8,224,000	6,701,000	8,934,000	8,847,000	2,146,000
WELFARE REPAYMENTS	13,732					
TOTAL	\$ 107,879,633	\$ 120,839,000	\$ 136,511,000	\$ 140,229,000	\$ 139,127,000	\$ 2,616,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC ASSISTANCE		AID PROGRAMS			

PSS – REFUGEE RESETTLEMENT PROGRAM

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
OTHER CHARGES	\$ 3,780,333	\$ 2,686,000	\$ 4,265,000	\$ 3,224,000	\$ 3,224,000	\$ -1,041,000
REVENUE	3,621,051	2,686,000	4,265,000	3,224,000	3,224,000	-1,041,000
NET COUNTY COST	\$ 159,282	\$	\$	\$	\$	\$
REVENUE DETAIL						
FED AID-PUB ASST PROG	\$ 3,878,407	\$ 2,686,000	\$ 4,265,000	\$ 3,224,000	\$ 3,224,000	\$ -1,041,000
FEDERAL-OTHER	-257,025					
MISCELLANEOUS	-331					
TOTAL	\$ 3,621,051	\$ 2,686,000	\$ 4,265,000	\$ 3,224,000	\$ 3,224,000	\$ -1,041,000
FUND GENERAL FUND			FUNCTION PUBLIC ASSISTANCE		ACTIVITY AID PROGRAMS	

PUBLIC SOCIAL SERVICES - ADMINISTRATION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	448,263,000	493,001,000	489,774,000	-3,227,000
Employee Benefits	206,689,000	203,045,000	226,781,000	23,736,000
Total Salaries and Employee Benefits	654,952,000	696,046,000	716,555,000	20,509,000
<u>Services and Supplies</u>				
Administrative and General	219,000	397,000	227,000	-170,000
Communications	13,571,000	12,574,000	14,535,000	1,961,000
Computer Equipment-noncapital	3,303,000	3,653,000	3,201,000	-452,000
Computer Software	886,000	536,000	551,000	15,000
Information Technology Services	5,344,000	5,254,000	5,339,000	85,000
Insurance	835,000	735,000	735,000	0
Maintenance-Buildings and Improvements	9,314,000	8,841,000	8,671,000	-170,000
Maintenance-Equipment	10,000	10,000	10,000	0
Memberships	55,000	55,000	55,000	0
Office Expense-Other	2,065,000	1,953,000	1,468,000	-485,000
Office Expense-Postage	11,170,000	10,100,000	11,400,000	1,300,000
Office Expense-Stat and Forms	9,208,000	9,321,000	10,621,000	1,300,000
Professional and Specialized Services	297,004,000	312,584,000	270,170,000	-42,414,000
Rents and Leases-Bldg and Improvemt	50,391,000	50,025,000	53,484,000	3,459,000
Rents and Leases-Equipment	4,083,000	3,157,000	5,135,000	1,978,000
Special Departmental Expense	89,055,000	81,321,000	10,459,000	-70,862,000
Telecommunications	447,000	488,000	3,035,000	2,547,000
Training	250,000	410,000	3,250,000	2,840,000
Transportation and Travel-Auto Mileage	1,600,000	1,600,000	1,600,000	0
Transportation and Travel-Auto Service	127,000	148,000	148,000	0
Transportation and Travel-Other	24,000	24,000	14,000	-10,000
Transportation and Travel-Traveling	568,000	568,000	581,000	13,000
Utilities	6,634,000	6,634,000	6,167,000	-467,000
Total Services and Supplies	506,163,000	510,388,000	410,856,000	-99,532,000
<u>Other Charges</u>				
Judgments and Damages	250,000	250,000	250,000	0
Other Charges	141,016,000	135,150,000	154,562,000	19,412,000
Retirement of Long-Term Debt	2,155,000	2,155,000	1,976,000	-179,000
Support and Care of Persons	68,839,000	75,004,000	28,300,000	-46,704,000
Taxes and Assessments	5,000	5,000	5,000	0
Total Other Charges	212,265,000	212,564,000	185,093,000	-27,471,000
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	204,000	204,000	2,760,000	2,556,000
Total Equipment	204,000	204,000	2,760,000	2,556,000
Total Fixed Assets	204,000	204,000	2,760,000	2,556,000

Public Social Services - Administration (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,373,584,000	1,419,202,000	1,315,264,000	-103,938,000
Less: Intrafund Transfers	1,213,000	1,213,000	1,213,000	0
TOTAL NET REQUIREMENTS	1,372,371,000	1,417,989,000	1,314,051,000	-103,938,000
REVENUES:				
Intergovernmental Revenues-Federal	735,345,000	549,955,000	796,204,000	246,249,000
Intergovernmental Revenues-State	536,058,000	762,188,000	412,651,000	-349,537,000
Miscellaneous Revenues	545,000	2,226,000	194,000	-2,032,000
TOTAL REVENUES	1,271,948,000	1,314,369,000	1,209,049,000	-105,320,000
NET COUNTY COST	100,423,000	103,620,000	105,002,000	1,382,000

PUBLIC SOCIAL SERVICES - ASSISTANCE

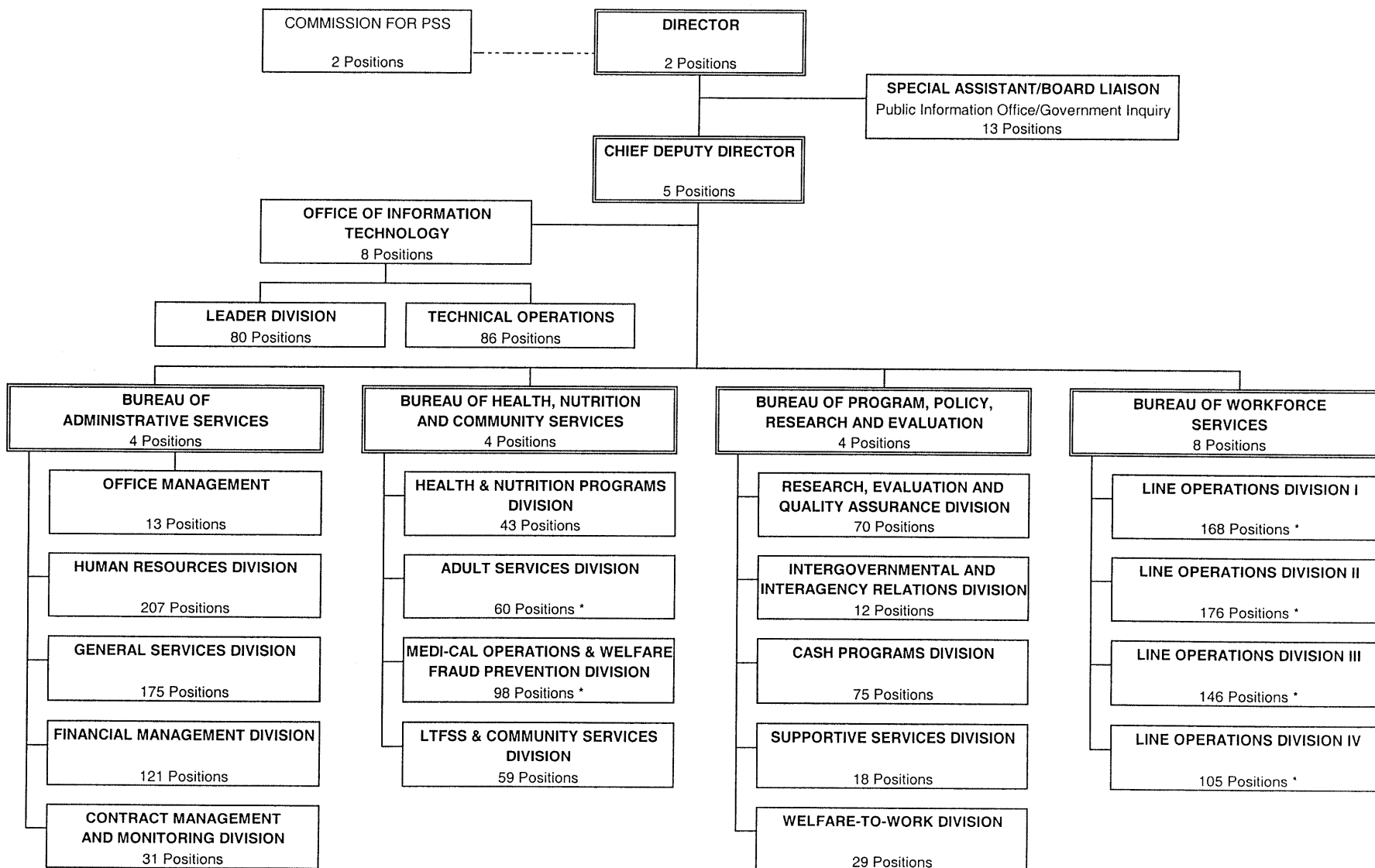
DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	19,539,000	17,682,000	21,819,000	4,137,000
Total Services and Supplies	19,539,000	17,682,000	21,819,000	4,137,000
<u>Other Charges</u>				
Other Charges	1,593,038,000	1,661,385,000	1,648,873,000	-12,512,000
Total Other Charges	1,593,038,000	1,661,385,000	1,648,873,000	-12,512,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,612,577,000	1,679,067,000	1,670,692,000	-8,375,000
TOTAL NET REQUIREMENTS	1,612,577,000	1,679,067,000	1,670,692,000	-8,375,000
REVENUES:				
Intergovernmental Revenues-Federal	1,105,080,000	1,160,977,000	1,091,928,000	-69,049,000
Intergovernmental Revenues-State	228,482,000	257,240,000	287,941,000	30,701,000
Intergovernmental Revenues-Other	2,000,000	2,000,000	2,000,000	0
Miscellaneous Revenues	8,214,000	8,273,000	8,216,000	-57,000
TOTAL REVENUES	1,343,776,000	1,428,490,000	1,390,085,000	-38,405,000
NET COUNTY COST	268,801,000	250,577,000	280,607,000	30,030,000

DEPARTMENT OF PUBLIC SOCIAL SERVICES

BRYCE YOKOMIZO, DIRECTOR

FY 2003-04 Proposed Budget Total Positions = 12,706



50.19

* Line Operations staffing is budgeted as a whole. All districts / regions are budgeted one district / region manager position. District / regional office caseloads determine the number of other line positions allocated to each location including the first line supervisors and their managers. Caseload driven positions total 10,884.

PUBLIC WORKS
JAMES A. NOYES, DIRECTOR

Mission Statement

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

COUNTY ENGINEER

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 36,635,705	\$ 41,353,000	\$ 41,555,000	\$ 44,733,000	\$ 44,733,000	\$ 3,178,000
OTHER CHARGES	170,045	435,000	435,000	435,000	435,000	
FIXED ASSETS-EQUIP		487,000	487,000	154,000	154,000	-333,000
RESIDUAL EQUITY TRANS	166,458	274,000	274,000	370,000	370,000	96,000
GROSS TOTAL	\$ 36,972,208	\$ 42,549,000	\$ 42,751,000	\$ 45,692,000	\$ 45,692,000	\$ 2,941,000
LESS INTRAFD TRANSFER	16,529					
NET TOTAL	\$ 36,955,679	\$ 42,549,000	\$ 42,751,000	\$ 45,692,000	\$ 45,692,000	\$ 2,941,000
REVENUE	32,677,358	40,259,000	40,461,000	44,870,000	44,870,000	4,409,000
NET COUNTY COST	\$ 4,278,321	\$ 2,290,000	\$ 2,290,000	\$ 822,000	\$ 822,000	\$ -1,468,000
REVENUE DETAIL						
CONSTRUCTION PERMITS	\$ 10,558,957	\$ 13,839,000	\$ 15,352,000	\$ 16,085,000	\$ 16,085,000	\$ 733,000
PEN/INT/COSTS-DEL TAX	43,555					
INTEREST	573,061	544,000	800,000	544,000	544,000	-256,000
STATE AID-DISASTER	-28,487					
STATE-OTHER	106,911	274,000	194,000	185,000	185,000	-9,000
FED AID-CONSTRUCT/CP	-880					
FEDERAL-OTHER	823,111	1,003,000	875,000	1,003,000	1,003,000	128,000
OTHER GOVT AGENCIES	16,461					
PLANNING & ENG SVCS	15,352,641	19,393,000	17,373,000	21,445,000	21,445,000	4,072,000
AGRICULTURAL SERVICES	15,044					
SANITATION SERVICES	3,158,759	2,953,000	2,794,000	2,979,000	2,979,000	185,000
CHRGs FOR SVCS-OTHER	1,806,040	1,956,000	2,800,000	2,315,000	2,315,000	-485,000
OTHER SALES	54,819					
MISCELLANEOUS	197,361	297,000	273,000	314,000	314,000	41,000
SALE OF FIXED ASSETS	5					
TOTAL	\$ 32,677,358	\$ 40,259,000	\$ 40,461,000	\$ 44,870,000	\$ 44,870,000	\$ 4,409,000

FUND
GENERAL FUND

FUNCTION
GENERAL

ACTIVITY
OTHER GENERAL

2003-04 Budget Message

The Department of Public Works includes five General Fund budgets: County Engineer, Facility Project Management, Pre-County Improvement District Studies (Pre-CI), Public Ways/Public Facilities (PW/PF), and Reimbursement for Sewer Construction. In total, the 2003-04 Proposed Budget reflects a \$1,468,000 net County cost (NCC) decrease, which will require the Department to impose fees to fund services.

Strategic Planning

The County Engineer Budget is primarily based upon fees for services. Review is done annually of all fee schedules, with fee increases submitted to the Board of Supervisors where needed. A strategic plan is prepared detailing anticipated financing sources and uses. The strategic plan also projects the appropriate staffing level. Additionally, each year the activity in the County Engineer Budget is reviewed to determine whether economic or legislative influences will affect the level of activity that is being projected.

Critical Needs

National Pollution Discharge Elimination System (NPDES) Countywide Permit Fees - \$20,000: Under the requirements of the NPDES, the County of Los Angeles was identified as a permittee separate from the Flood Control District. In fiscal year 2003-04, for the first time, the County of Los Angeles will be required to pay the permit fee of \$20,000 to the Regional Water Quality Board as required by the Federal Clean Water Act. As the NPDES coordinator, Public Works will require the additional \$20,000 NCC in order to pay the permit fee on behalf of the County.

County's Poll Worker Program - \$120,000: Reflects funding needed for our anticipated cost of supporting the County's Poll Worker Program. This activity is not eligible (as prescribed by the Federal Office of Management and Budget Circular A-87) to be allocated as an overhead cost to our other programs.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 2,519,000	\$ 2,519,000	\$ --	--
	<u>Building and Safety</u> : Reflects an anticipated increase in services associated with building permits and plan check activities, and geotechnical/report review, partially offset by decreased services in property rehabilitation and nuisance abatement activities. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
2.	\$ 2,000	\$ 2,000	\$ --	--
	<u>Information Services</u> : Reflects a minor increase in public information services for development regulation on anticipated building construction. <i>Supports Countywide Strategic Plan Goal 1.</i>			
3.	\$ 161,000	\$ 161,000	\$ --	--
	<u>Industrial Waste</u> : Reflects an increase in industrial waste enforcement activities in the County unincorporated areas and contract cities. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
4.	\$ -28,000	\$ -28,000	\$ --	--
	<u>Land Development</u> : Reflects a minor decrease in land development activities. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
5.	\$ 86,000	\$ 86,000	\$ --	--
	<u>Land Development Management Agency (LDMA)</u> : Reflects an anticipated increase in LDMA activities. LDMA provides aid to developers and subdividers in processing their projects through this Department and provides guidance on completing those projects expeditiously. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			

Changes From 2002-03 Budget

	<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>				
6.	\$ -185,000	\$ -185,000	\$ --	--
	<u>Mapping</u> : Reflects a decrease in support services for the County Infrastructure Mapping program in favor of higher priorities. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
7.	\$ 854,000	\$ 854,000	\$ --	--
	<u>Reimbursable Services</u> : Reflects an increase in services provided to cities that are offset by fees. <i>Supports Countywide Strategic Plan Goal 3.</i>			
8.	\$ -30,000	\$ -30,000	\$ --	--
	<u>Underground Tanks</u> : Reflects a minor decrease for underground tank permit monitoring activities for compliance with the requirements of Senate Bill 989. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
9.	\$ --	\$ 1,468,000	\$ -1,468,000	--
	<u>Reduced Reliance on Net County Cost</u> : Reflects the reduction for the following expenditures: judgments and damages, Alhambra headquarters rent, building and safety field offices rent, building and safety field offices utilities, Risk and Insurance Management Agency, Countywide Costs/general County overhead and property rehabilitation. The department will impose fees to recover service costs. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ -201,000	\$ -201,000	\$ --	--
	<u>Support Services</u> : Reflects an anticipated decrease in litigation costs and services.			
2.	\$ -333,000	\$ -333,000	\$ --	--
	<u>Fixed Assets - Equipment</u> : Reflects a decrease in purchasing fund-specific equipment for County Engineer.			
3.	\$ 96,000	\$ 96,000	\$ --	--
	<u>Residual Equity Transfers</u> : Reflects an increase in Residual Equity Transfers Out required in purchasing County Engineer's share of Internal Service Fund equipment.			
Total \$	2,941,000	\$ 4,409,000	\$ -1,468,000	0.0

PUBLIC WORKS

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
1. Land Development - Subdivision Improvement Plans Review						
<u>Unincorporated</u>						
\$ 1,042,000	\$ --	\$ 1,042,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 1,042,000	\$ --	\$ 1,042,000	\$ --	\$ --	\$ --	--

Authority: Mandated program - established by California Health and Safety Code, Division 5 and 6; California Government Code Title 5, Division 2, Part 1, and Title 7, Division 2; California Code of Regulations, Title 24, Part 2, Volume 1, Section 101; and County Code Titles 20 and 26.

Provides for the checking of grading plans, sewer plans, and water systems for subdivisions.

Program Outcome: To assure the public that the information shown on the plan is in compliance with the applicable construction and safety standards.

Service Delivery Standard: To provide the public accurate and timely review of subdivision improvement plans.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$1,007,000	\$909,000	\$954,000	\$1,042,000
<u>Workload/Output</u>				
Number of improvement plans reviewed ⁽¹⁾	n/a	n/a	1,000	1,050
<u>Efficiency</u>				
Cost per plan reviewed	n/a	n/a	\$954	\$992
<u>Quality</u> ⁽²⁾				
Percentage of plans reviewed within four weeks from submission for the following improvement plans:				
Sewer	n/a	n/a	n/a	n/a
Water	n/a	n/a	n/a	n/a
Grading	n/a	n/a	n/a	n/a
Percentage of costs that are recovered for reviewing improvement plans	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) Plan review functions include the review and approval of sewer, water, and grading plans prepared by private engineers for proposed subdivisions.

(2) Data collection will start on July 1, 2003 using the new tracking system (eDAPTS).

n/a=not available

Public Works (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Land Development - Tentative Map Analysis

<u>Unincorporated</u>						
\$ 378,000	\$ --	\$ 378,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 378,000	\$ --	\$ 378,000	\$ --	\$ --	\$ --	--

Authority: Mandated program - established by California State Subdivision Map Act and County Code Titles 21 and 22.

Provides for the review of tentative maps that includes recommending subdivision improvement conditions based on the requirements outlined in the California State Subdivision Map Act and the County Code.

Program Outcome: To assure the public that future development will have adequate public infrastructure.

Service Delivery Standard: To provide the public accurate and timely review of tentative maps.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$401,000	\$328,000	\$395,000	\$378,000
<u>Workload/Output</u>				
Number of tentative maps reviewed ⁽¹⁾	n/a	n/a	200	200
<u>Efficiency</u>				
Cost per map reviewed	n/a	n/a	\$1,975	\$1,890
<u>Quality⁽¹⁾</u>				
Percentage of maps reviewed within four weeks from submission	n/a	n/a	n/a	n/a
Percentage of costs recovered for reviewing tentative maps	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) Data collection will start on July 1, 2003, using the new tracking system (eDAPTS).

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Land Development - Final Map Analysis

<u>Unincorporated</u>						
\$ 1,522,000	\$ --	\$ 1,522,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 1,522,000	\$ --	\$ 1,522,000	\$ --	\$ --	\$ --	--

Public Works (cont'd)

3. Land Development - Final Map Analysis (cont'd)

Authority: Mandated program - established by California State Subdivision Map Act and County Code Titles 21 and 22.

Provides for the review of final tracts and parcel maps for recordation including tax clearance, verification of conditions, easement checking, monument checking, and bond and agreement processing.

Program Outcome: To assure the public that the information shown on the final map is in compliance with the California State Subdivision Map Act.

Service Delivery Standard: To provide the public accurate and timely review of final tracts and parcel maps.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$1,344,000	\$1,294,000	\$1,540,000	\$1,522,000
<u>Workload/Output</u>				
Number of final map reviewed ⁽¹⁾	n/a	n/a	550	550
<u>Efficiency</u>				
Cost per map reviewed	n/a	n/a	\$2,800	\$2,767
<u>Quality</u> ⁽²⁾				
Percentage of maps reviewed within six weeks from submission	n/a	n/a	n/a	n/a
Percentage of costs recovered for reviewing final maps	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) Map analysis functions include the review and approval of tract and parcel maps prepared by private engineers for proposed subdivisions.

(2) Data collection will start on July 1, 2003, using the new tracking system (eDAPTS).

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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4. Industrial Waste

<u>Unincorporated</u>						
\$ 535,000	\$	--	\$ 535,000	\$	--	\$ --
<u>Incorporated</u>						
\$ 1,327,000	\$	-	\$ 1,327,000	\$	--	\$ --
<u>Total</u>						
\$ 1,862,000	\$	--	\$ 1,862,000	\$	--	\$ --

Authority: Mandated program - established by Code of Federal Regulation, Title 40, Part 403.8; California Health and Safety Code, Division 7, Chapters 5.5 and 5.9; and County Code Title 20, Division 2.

Provides for activities relating to industrial waste facilities permitting, plan check, inspection, and monitoring for the County unincorporated areas and contract cities.

Program Outcome: To protect the sewer collection system, storm drain system, and underground and surface waters from damage or pollution from disposal and storage of industrial waste and petroleum products.

Service Delivery Standard: Perform 80 percent of scheduled inspections within mandated inspection frequency.

Performance measures are combined with Section 5 – Underground Tanks.

Public Works (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
5. <u>Underground Tanks</u>						
<u>Unincorporated</u>						
\$ 559,000	\$ --	\$ 559,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ 1,697,000	\$ --	\$ 1,697,000	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 2,256,000	\$ --	\$ 2,256,000	\$ --	\$ --	\$ --	--

Authority: Mandated program - established by Code of Federal Regulation, Title 40, Part 280; California Health and Safety Code, Division 20, Chapter 6.7; and County Code Title 11, Division 4.

Provides for services pertaining to the storage of underground hazardous materials permitting, review and approval of contaminated sites due to leaking underground tanks, inspection and monitoring for the unincorporated areas and contract cities.

Program Outcome: To protect the sewer collection system, storm drain system, and underground and surface waters from damage or pollution from disposal and storage of industrial waste and petroleum products.

Service Delivery Standard: Perform 80 percent of scheduled inspections within mandated inspection frequency.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$1,930,000	\$3,281,000	\$3,994,000	\$4,118,000
<u>Workload/Output</u>				
Annual number of plan check or permit review ⁽¹⁾	4,658	4,994	5,100	6,000
Annual number of field inspections ⁽²⁾	10,687	18,366	20,800	22,000
<u>Efficiency</u>				
Cost per plan check or permit review	\$186	\$296	\$352	\$308
Cost per field inspection	\$99	\$98	\$106	\$103
<u>Quality</u> ⁽³⁾				
Relative efficiency compared to the estimated average of two-hour per inspection ⁽⁴⁾	n/a	n/a	n/a	n/a

Explanatory Note(s):

- (1) Time and cost spent on plan check and permit review functions is highly dependent on the complexity, number, and quality of the submittal received from the public. New projects generally require more review time than revisions.
- (2) Due to regulatory changes, the number of underground tank inspections will increase by approximately 200 percent. The Department has implemented additional fees and is training additional staff to meet the mandated inspection workload. Routine inspection, while generally predictable, can vary considerably depending on the cooperation of the inspected party, violations found, experience of the inspectors, and the need to cover regulatory changes. The cost figures include training of new and expanded staff.
- (3) Data collection will start on July 1, 2003, using the new tracking system (eDAPTS).
- (4) Recent regulatory mandates have increased the items and coverage required for inspections under all programs. The two-hour estimated average figure should be revised to determine current relevancy.

n/a=not available

Public Works (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
6. Building and Safety						
<u>Unincorporated</u>						
\$ 22,831,000	\$ --	\$ 22,831,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ 8,724,000	\$ --	\$ 8,724,000	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 31,555,000	\$ --	\$ 31,555,000	\$ --	\$ --	\$ --	--

Authority: Mandated program - established by California Code of Regulations, Title 24, Part 2, Volume 1, Section 101 and County Code Titles 26 to 29.

Provides for services related to the inspection, plan review, and approval of buildings and structures in the unincorporated areas and contract cities through the enforcement of structural, architectural, electrical, mechanical, plumbing, and grading regulations.

Program Outcome: Safe habitation, protection of property, and code compliant construction by enforcement of building codes, standards, and safety regulations.

Service Delivery Standard: Perform 90 percent of inspections and plan reviews within relative benchmark.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditure	\$20,262,000	\$24,864,000	\$25,380,000	31,555,000
<u>Workload/Output⁽¹⁾</u>				
Number of building permits issued	n/a	n/a	24,600	26,000
Number of building permits requiring plan check	n/a	n/a	19,600	21,000
<u>Efficiency⁽²⁾</u>				
Average cost of inspection/building permit	n/a	n/a	\$619	\$728
Average cost of plan check/building permit	n/a	n/a	\$518	\$601
<u>Quality</u>				
Relative efficiency compared to a benchmark of inspection response within 24-hours of request ⁽³⁾	n/a	n/a	90%	90%
Relative efficiency compared to a benchmark of three weeks review time ⁽⁴⁾	n/a	n/a	90%	90%

Explanatory Note(s):

- (1) Data collection will commence with implementation of the new permit tracking system (eDAPTS). Building inspection utilizes a combination inspection system, which requires inspection of multiple building trades on multiple job site visits.
- (2) Average costs estimates include training of inspection and plan check staff on new mandated regulations and code updates. The average cost per inspection or plan check varies according to project scope, detail, and quality of construction or design.
- (3) Inspection time relative to type of inspection performed, complexity of project, and workmanship of permittee. The 24-hours benchmark to be monitored for as-needed adjustments.
- (4) Review time of plans relative to project scope, proficiency of plan information, and complexity of project. Three weeks benchmark to be monitored for as-needed adjustments.

n/a=not available

Public Works (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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7. Property Rehabilitation

<u>Unincorporated</u>						
\$ 1,806,000	\$ --	\$ 1,265,000	\$ 541,000	\$ --	\$ 541,000	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 1,806,000	\$ --	\$ 1,265,000	\$ 541,000	\$ --	\$ 541,000	--

Authority: Mandated program - established by California Health and Safety Code, Division 13, Part 1.5 and County Code Titles 26 to 29.

Provides for the arrest and abatement of neighborhood deterioration and the elimination of unsightly, unsafe, and unhealthful conditions that constitute a public nuisance through the repair or demolition of substandard structures and the removal of trash, junk, debris, inoperable vehicles, and overgrowth from private properties.

Program Outcome: To provide the public with safe structures and properties that are not detrimental to the community.

Service Delivery Standard: Perform 90 percent of property rehabilitation and code enforcement investigations within relative benchmark.

Performance measures are combined with Section 8 - Nuisance Abatement.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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8. Nuisance Abatement

<u>Unincorporated</u>						
\$ 242,000	\$ --	\$ --	\$ 242,000	\$ --	\$ 242,000	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 242,000	\$ --	\$ --	\$ 242,000	\$ --	\$ 242,000	--

Authority: Mandated program - established by California Health and Safety Code, Division 13, Part 1.5 and County Code Titles 26 to 29.

Provides for a First Supervisorial District nuisance abatement task force, which is comprised of a Public Works coordinator and support staff who work with staff from Fire, Sheriff, and Health Departments. The personnel from these departments work as a team to identify violations of fire, health, and safety codes related to gang and drug activity and cite properties where these violations have occurred. Curtailments in this program will reduce funding for all involved departments, which will require a cutback of code violation investigations and undermine the effectiveness of the program.

Program Outcome: To provide the public with safe structures and properties that are not detrimental to the community.

Service Delivery Standard: Perform 90 percent of investigations within relative benchmark.

Public Works (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$2,074,000	\$2,029,000	\$2,671,000	\$2,048,000
<u>Workload/Output</u>				
Annual number of cases investigated ⁽¹⁾	n/a	n/a	3,800	3,300
<u>Efficiency</u>				
Cost per investigation ⁽²⁾	n/a	n/a	\$703	\$621
<u>Quality</u>				
Percentage of cases investigated within three business days	n/a	n/a	90%	90%

Explanatory Note(s):

(1) Data collection will commence with the implementation of the new tracking system (eDAPTS).

(2) Cost includes training of inspection staff on new mandated regulations and code updates. Each case investigation may involve several site inspections. Total investigation time relative to level of abatement required for property cleanup, response of property owners, and case involvement resulting in property liens and actions involving the Board of Appeals for property rehabilitation and code enforcement.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
9. <u>Geotechnical Planning/Report</u>						
<u>Unincorporated</u>						
\$ 917,000	\$ --	\$ 917,000	\$ --	\$ --	\$ --	--
<u>Incorporated</u>						
\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 917,000	\$ --	\$ 917,000	\$ --	\$ --	\$ --	--

Authority: Mandated program - established by California Public Resources Code, Alquist-Priolo Earthquake Fault Zone Act, Title 14, Division 2, Chapter 7.5, Seismic Hazards Mapping Act, Title 14, Division 2, Chapter 7.8; and County Subdivision Code Title 21, Zoning Code Title 22, and Building Code Title 26.

This program provides for the review of geotechnical reports for grading and building plans and proposed subdivisions of land by Certified Engineering Geologists and Civil Engineers competent in the field of soils engineering. Reviews are performed at the request of both Department of Public Works and Department of Regional Planning.

Program Outcome: To assure the public that the data and recommendations presented in the geotechnical reports and depicted on the plans are in compliance with all applicable codes, regulations, policies, and State laws.

Service Delivery Standard: To provide the public accurate and timely review of geotechnical reports and grading, building and subdivision development plans.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditures	\$844,000	\$860,000	\$983,000	\$917,000
<u>Workload/Output</u>				
Number of submittals reviewed ⁽¹⁾	2,613	2,555	2,678	2,700
<u>Efficiency</u>				
Cost per submittal reviewed	\$323	\$337	\$367	\$340

Public Works (cont'd)

Performance Measures (cont'd)	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
<u>Quality</u>				
Percentage of submittals reviewed within four weeks of submission	71.0	73.0	82.0	85.0
Percentage of cost recovered	59.2%	69.0%	81.3%	100.0

Explanatory Note(s):

(1) Review functions include the review and approval of geotechnical reports, grading plans, building plans and subdivision developments.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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10. All Other County Engineer Programs

<u>Unincorporated</u>						
\$ 3,614,000	\$ --	\$ 3,575,000	\$ 39,000	\$ 39,000	\$ --	--
<u>Incorporated</u>						
\$ 498,000	\$ --	\$ 498,000	\$ --	\$ --	\$ --	--
<u>Total</u>						
\$ 4,112,000	\$ --	\$ 4,073,000	\$ 39,000	\$ 39,000	\$ --	--

Authority: Some programs are mandated - established by Land Surveyor's Act, California State Business and Professions Code Sections 8700 to 8806, Sally Tanner Legislation, and Public Source Code Chapter 1095. Some programs are non-mandated - established by County Code Titles 26 to 29.

This program consists of 18 separate County Engineer Fund related activities.

Public Works will develop performance measures for all programs that are identified as strategic to Department operations once their long-range strategic plan is finalized.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Sub Total Programs

<u>Unincorporated</u>						
\$33,446,000	\$ 0	\$ 32,624,000	\$ 822,000	\$ 39,000	\$ 783,000	0.0
<u>Incorporated</u>						
\$12,246,000	\$ 0	\$ 12,246,000	\$ 0	\$ 0	\$ 0	0.0
Total Programs						
\$45,692,000	\$ 0	\$ 44,870,000	\$ 822,000	\$ 39,000	\$ 783,000	0.0

PUBLIC WORKS - COUNTY ENGINEER

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Communications	130,000	219,000	165,000	-54,000
Computer Equipment-noncapital	50,000	50,000	400,000	350,000
Computer Software	686,000	0	5,000	5,000
Household Expenses	30,000	50,000	32,000	-18,000
Information Technology Services	49,000	11,000	5,000	-6,000
Insurance	45,000	100,000	60,000	-40,000
Jury and Witness Expense	150,000	185,000	160,000	-25,000
Maintenance-Bldg and Improvements	30,000	66,000	50,000	-16,000
Maintenance-Equipment	38,000	26,000	20,000	-6,000
Memberships	3,000	3,000	3,000	0
Office Expense-Stat and Forms	37,000	36,000	39,000	3,000
Professional and Specialized Services	2,438,000	1,775,000	2,947,000	1,172,000
Publication and Legal Notices	200,000	210,000	30,000	-180,000
Rents and Leases-Bldg and Improvements	60,000	157,000	60,000	-97,000
Rents and Leases-Equipment	9,000	25,000	25,000	0
Special Departmental Expense	37,209,000	38,456,000	40,551,000	2,095,000
Telecommunications	3,000	0	0	0
Training	32,000	32,000	29,000	-3,000
Transportation and Travel-Traveling	34,000	34,000	27,000	-7,000
Utilities	120,000	120,000	125,000	5,000
Total Services and Supplies	41,353,000	41,555,000	44,733,000	3,178,000
<u>Other Charges</u>				
Capital Lease	150,000	113,000	150,000	37,000
Judgments and Damages	285,000	322,000	285,000	-37,000
Total Other Charges	435,000	435,000	435,000	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	487,000	487,000	154,000	-333,000
Total Equipment	487,000	487,000	154,000	-333,000
Total Fixed Assets	487,000	487,000	154,000	-333,000

Public Works - County Engineer (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	274,000	274,000	370,000	96,000
Total Residual Equity Transfers	274,000	274,000	370,000	96,000
Gross Total	42,549,000	42,751,000	45,692,000	2,941,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	42,549,000	42,751,000	45,692,000	2,941,000
REVENUES:				
Licenses, Permits and Franchises	13,839,000	15,352,000	16,085,000	733,000
Revenue from Use of Money and Property	544,000	800,000	544,000	-256,000
Intergovernmental Revenues-Federal	1,003,000	875,000	1,003,000	128,000
Intergovernmental Revenues-State	274,000	194,000	185,000	-9,000
Charges for Services	24,302,000	22,967,000	26,739,000	3,772,000
Miscellaneous Revenues	297,000	273,000	314,000	41,000
Other Financing Sources	0	0	0	0
TOTAL REVENUES	40,259,000	40,461,000	44,870,000	4,409,000
NET COUNTY COST	2,290,000	2,290,000	822,000	-1,468,000

FACILITY PROJECT MANAGEMENT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 23,375,469	\$ 26,231,000	\$ 33,362,000	\$ 29,837,000	\$ 29,837,000	\$ -3,525,000
RESIDUAL EQUITY TRANS		103,000	103,000			-103,000
GROSS TOTAL	\$ 23,375,469	\$ 26,334,000	\$ 33,465,000	\$ 29,837,000	\$ 29,837,000	\$ -3,628,000
LESS INTRAFD TRANSFER	14,056,464	15,409,000	24,027,000	20,171,000	20,171,000	-3,856,000
NET TOTAL	\$ 9,319,005	\$ 10,925,000	\$ 9,438,000	\$ 9,666,000	\$ 9,666,000	\$ 228,000
REVENUE	9,571,197	10,925,000	9,438,000	9,666,000	9,666,000	228,000
NET COUNTY COST	\$ -252,192	\$	\$	\$	\$	\$
REVENUE DETAIL						
CONSTRUCTION PERMITS	\$ 5,768	\$	\$	\$	\$	\$
INTEREST	63,007	65,000	100,000	100,000	100,000	
RENTS AND CONCESSIONS	165,045	167,000	163,000	168,000	168,000	5,000
FEDERAL-OTHER	643					
OTHER GOVT AGENCIES	5,533					
PLANNING & ENG SVCS	50					
ROAD & STREET SVCS	1,509					
CHRGs FOR SVCS-OTHER	9,286,937	10,648,000	9,144,000	9,348,000	9,348,000	204,000
MISCELLANEOUS	42,705	45,000	31,000	50,000	50,000	19,000
TOTAL	\$ 9,571,197	\$ 10,925,000	\$ 9,438,000	\$ 9,666,000	\$ 9,666,000	\$ 228,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

2003-04 Budget Message

Public Works Facility Project Management performs activities required to provide construction management for capital projects, as well as earthquake recovery work. The 2003-04 Proposed Budget reflects a decrease of \$3,525,000 due to completion or termination of various projects, as well as a decrease in the Earthquake Recovery Program; and a decrease of \$103,000 due to reduced equipment requirements.

Strategic Planning

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

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -3,525,000	\$ -3,525,000	\$ --	--
	<u>Capital Projects:</u> Reflects an anticipated decrease in requirements due to termination or completion of various capital projects and a decrease in the Earthquake Recovery Program. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ -103,000	\$ -103,000	\$ --	--
	<u>Residual Equity Transfers Out:</u> Reflects decreased requirements for equipment purchased through the Internal Service Fund. <i>Supports Countywide Strategic Plan Goal 4.</i>			
Total \$	-3,628,000	\$ -3,628,000	\$ 0	0.0

PUBLIC WORKS - FACILITY PROJECT MANAGEMENT

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. County Projects

\$25,926,000	\$ 16,479,000	\$ 9,447,000	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for capital projects for the County of Los Angeles.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Performance measures are not available for this program at this time. The Department is in the process of reviewing alternatives for meaningful measures of program activity to be provided commencing in 2004-05.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. Non-County Projects

\$ 169,000	\$ --	\$ 169,000	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for capital projects for contract cities, private individuals, and other governmental agencies.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Performance measures are not available for this program at this time. The Department is in the process of reviewing alternatives for meaningful measures of program activity to be provided commencing in 2004-05.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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3. Disaster Projects

\$ 3,386,000	\$ 3,386,000	\$ --	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities required to provide construction management for earthquake recovery work.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Performance measures are not available for this program at this time. The Department is in the process of reviewing alternatives for meaningful measures of program activity to be provided commencing in 2004-05.

Public Works - Facility Project Management (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. Reimbursable Real Property Services

\$ 356,000	\$ 306,000	\$ 50,000	\$ --	\$ --	\$ --	--
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Authority: Non-mandated program. Established by County Ordinance Chapter 2.18 of the Los Angeles County Code.

Funds all activities associated with the valuation, acquisition, and processing of real estate parcels.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Performance measures are not available for this program at this time. The Department is in the process of reviewing alternatives for meaningful measures of program activity to be provided commencing in 2004-05.

Total Programs

\$29,837,000	\$ 20,171,000	\$ 9,666,000	\$ 0	\$ 0	\$ 0	0.0
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PUBLIC WORKS - FACILITY PROJECT MANAGEMENT

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Communications	0	0	2,000	2,000
Information Technology Services	0	0	16,000	16,000
Maintenance-Buildings and Improvements	0	4,000	0	-4,000
Office Expense-Other	26,000	35,000	32,000	-3,000
Professional and Specialized Services	8,494,000	11,848,000	9,080,000	-2,768,000
Publication and Legal Notices	68,000	68,000	62,000	-6,000
Special Departmental Expense	17,643,000	21,407,000	20,645,000	-762,000
Total Services and Supplies	26,231,000	33,362,000	29,837,000	-3,525,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	103,000	103,000	0	-103,000
Total Residual Equity Transfers	103,000	103,000	0	-103,000
Gross Total	26,334,000	33,465,000	29,837,000	-3,628,000
Less: Intrafund Transfers	15,409,000	24,027,000	20,171,000	-3,856,000
TOTAL NET REQUIREMENTS	10,925,000	9,438,000	9,666,000	228,000
REVENUES:				
Revenue from Use of Money and Property	232,000	263,000	268,000	5,000
Charges for Services	10,648,000	9,144,000	9,348,000	204,000
Miscellaneous Revenues	45,000	31,000	50,000	19,000
TOTAL REVENUES	10,925,000	9,438,000	9,666,000	228,000
NET COUNTY COST	0	0	0	0

PRE-COUNTY IMPROVEMENT DISTRICT STUDIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 136,600	\$ 160,000	\$ 160,000	\$ 166,000	\$ 166,000	\$ 6,000
REVENUE	62,173	61,000	61,000	61,000	61,000	
NET COUNTY COST	\$ 74,427	\$ 99,000	\$ 99,000	\$ 105,000	\$ 105,000	\$ 6,000
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$ 57,414	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	
MISCELLANEOUS	4,759	5,000	5,000	5,000	5,000	
TOTAL	\$ 62,173	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER	

2003-04 Budget Message

This request provides financing for the Pre-County Improvement District Studies. Financing in this budget is used to perform feasibility studies associated with requests for the formation of new County Improvement (CI) Districts. CIs, once formed, provide needed infrastructure without public funding. Some reimbursement from formed CIs is expected, but net County cost (NCC) is still the primary source of financing in this fund.

Strategic Planning

The Pre-County Improvement District Studies Budget relies on NCC to fund the various activities in the budget unit unless there are funds owed to Public Works from previously formed CIs. Public Works projects future activity to determine the funding level for those activities. Public Works will adjust the activity level accordingly to the adjusted allowance approved by the Board of Supervisors. Strategic planning is difficult as future NCC curtailments are usually not known until the budget is submitted. Public Works continually looks for other funding opportunities to supplement the NCC.

Critical Needs

The Official Budget is requesting sufficient financing for four requests that must be postponed from the current year due to a lack of available financing, an average year's number of pre-CI studies, and non-reimbursable post-CI work.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u>				
1.	\$ 6,000	\$ --	\$ 6,000	--
<u>Pre-CI</u> : Reflects funding for un-financed increases in labor costs billed from the Internal Service Fund.				
Total \$	6,000	\$ 0	\$ 6,000	0.0

PUBLIC WORKS - PRE-COUNTY IMPROVEMENT DISTRICT STUDIES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 166,000	\$ --	\$ 61,000	\$ 105,000	\$ --	\$ 105,000	--

1. Unincorporated Services

Authority: Non-mandated, discretionary program.

Provides for studies associated with forming County Improvement (CI) projects anticipated in the future. These studies are done in response to requests from the Board of Supervisors. The budgeted revenue reflects assessment and miscellaneous revenue reimbursing Public Works for the costs of preparing studies for previously formed CIs. Net County cost has become the primary source of financing in this fund. Our request reflects a slight increase in net County cost from the current year.

Program Outcome: To respond to public requests for information and review of petitions for County Improvements.

Service Delivery Standard: To provide timely response to public for information or review of issues regarding County Improvements.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditure	n/a	n/a	\$160,000	\$166,000
<u>Workload/Output</u>				
Number of inquiries received	n/a	n/a	25	25
Number of requests for petition review	n/a	n/a	1	2
<u>Efficiency</u>				
Number of responses to inquiries/requests ⁽¹⁾	n/a	n/a	26	27
<u>Quality</u>				
Percentage of responses within two weeks	n/a	n/a	100%	100%

Explanatory Note(s):

(1) Response to telephone inquiries is same day as receipt of call and written response within two weeks. Written inquiries or requests for petition review responded to in writing within two weeks.

n/a=Not available.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$ 166,000	\$ 0	\$ 61,000	\$ 105,000	\$ 0	\$ 105,000	0.0

PUBLIC WORKS - PRE-COUNTY IMPROVEMENT DISTRICT STUDIES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Special Departmental Expense	159,000	159,000	165,000	6,000
Transportation and Travel-Traveling	1,000	1,000	1,000	0
Total Services and Supplies	160,000	160,000	166,000	6,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	160,000	160,000	166,000	6,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	160,000	160,000	166,000	6,000
REVENUES:				
Charges for Services	56,000	56,000	56,000	0
Miscellaneous Revenues	5,000	5,000	5,000	0
TOTAL REVENUES	61,000	61,000	61,000	0
NET COUNTY COST	99,000	99,000	105,000	6,000

PUBLIC WAYS/PUBLIC FACILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 3,451,131	\$ 3,483,000	\$ 3,468,000	\$ 3,710,000	\$ 3,710,000	\$ 242,000
LESS INTRAFD TRANSFER	1,070,814	1,221,000	1,221,000	1,663,000	1,663,000	442,000
NET TOTAL	\$ 2,380,317	\$ 2,262,000	\$ 2,247,000	\$ 2,047,000	\$ 2,047,000	\$ -200,000
NET COUNTY COST	\$ 2,380,317	\$ 2,262,000	\$ 2,247,000	\$ 2,047,000	\$ 2,047,000	\$ -200,000

FUND	FUNCTION	ACTIVITY
GENERAL FUND	GENERAL	OTHER GENERAL

2003-04 Budget Message

This budget provides funding for management of the countywide Anti-Graffiti Program, non-reimbursable crossing guard services in the unincorporated areas of Los Angeles County, and the Red Light Photo Enforcement Program.

Strategic Planning

The Public Ways/Public Facilities budget relies on net County cost (NCC) or intrafund transfers to fund the various activities in the budget unit. Public Works projects costs based on activity 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. Activities that cannot be funded within the Board-approved allowance are included in the unfunded project request. Public Works continually looks for other funding opportunities to leverage and supplement the NCC.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 442,000	\$ 442,000	\$ --	--
<u>Red Light Photo Enforcement:</u> Increase reflects anticipated expansion of the program to additional traffic intersections throughout the County, as well as the selection of new automated enforcement technology. This augmentation is fully reimbursable. <i>Supports Countywide Strategic Plan Goal 1.</i>				
2.	\$ -200,000	\$ --	\$ -200,000	--
<u>Emergency Projects:</u> Funding for Special Projects is eliminated. This reflects the curtailment to address the County's projected structural funding deficit for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>				
Total \$	242,000	\$ 442,000	\$ -200,000	0.0

PUBLIC WORKS - PUBLIC WAYS/PUBLIC FACILITIES

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 500,000	\$ --	\$ --	\$ 500,000	\$ --	\$ 500,000	--

1. Graffiti Abatement

Authority: Non-mandated, discretionary program.

Provides for public education programs recommended by the Grand Jury and the Multi-Agency Graffiti Intervention Committee (MAGIC) to promote the countywide anti-graffiti message and for graffiti abatement in areas not included in flood or road rights of way. Without net County cost, the special graffiti programs such as zero tolerance zones in the five Supervisorial Districts, mostly financed with Flood and/or Road Funds, would have to be terminated as well as all MAGIC support.

Program Outcome: Performance measures for this program are under development.

Service Delivery Standard: Graffiti removed within 48 hours of notification.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Program expenditure	n/a	n/a	\$500,000	\$500,000
<u>Workload/Output</u>				
Number of inquiries received	n/a	n/a	n/a	n/a
Number of requests for petition review	n/a	n/a	n/a	n/a
<u>Efficiency</u>				
Number of responses to inquiries/requests	n/a	n/a	n/a	n/a
<u>Quality</u>				
Percentage of responses within two weeks	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) Statistics and performance measure standards will be gathered effective July 1, 2003.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$ 1,547,000	\$ --	\$ --	\$ 1,547,000	\$ --	\$ 1,547,000	--

2. Crossing Guard Services

Authority: Non-mandated, discretionary program.

Provides funding for non-reimbursable crossing guard services at elementary schools in the unincorporated area of Los Angeles County.

Program Outcome: Enhances student safety by providing crossing guard service at locations that meet the Board of Supervisors accepted criteria for elementary schools throughout the unincorporated areas of Los Angeles County.

Service Delivery Standard: Number of additional crossing guards provided per year, in comparison to the number of requests received.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total cost to maintain school crossing guards	n/a	\$1,434,932	\$1,547,000	\$1,547,000
<u>Workload/Output</u>				
Number of crossing guards	n/a	188	199	205
<u>Efficiency</u>				
Number of children and families served	n/a	103,000	109,000	115,000
<u>Quality</u>				
Number of pedestrian related accidents for elementary school aged pedestrians in the unincorporated County areas	n/a	110	110	110

Explanatory Note(s):
n/a=not available.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Special Projects – Red Light Photo Enforcement

\$ 1,663,000	\$ 1,663,000	\$ --	\$ --	\$ --	\$ --	--
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Authority: Non-mandated, discretionary program under Sections 21455.5 and 21455.6 of the California Vehicle Code.

This program provides for a system that utilizes camera technology to photograph motorists violating the red light traffic signal phase. The photographs, including additional information obtained through the Department of Motor Vehicle, are submitted to the California Highway Patrol for review and approval. Once approved, citation notices are generated and mailed to the registered vehicle owner for payment.

Program Outcome: The objectives of the Automated Photo Enforcement Program are to reduce or eliminate the number of right-angle-type accidents resulting from red light running violations and to reduce or eliminate the occurrence of red light running incidences.

Service Delivery Standard:

- Provide 10 cameras and 20 camera housings at 5 high-risk intersections throughout the unincorporated areas of Los Angeles County.
- Construction Management Services, including planning and design, oversight, and proper equipment function.
- Red light camera program essentials including: warning letters, citation design, issuance criteria, and court processes.
- California Highway Patrol approval process.
- Customer services including: phone service, information provision, and appointments.
- Public awareness campaign.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Cost for services	\$926,066	\$1,070,814	\$1,221,000	\$1,663,000
<u>Workload/Output</u> ⁽¹⁾				
Total number of citations issued	9,892	7,248	12,040	9,512
<u>Efficiency</u>				
Cost per citation issued	\$94	\$148	\$101	\$175

Public Works - Public Ways/Public Facilities (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u> ⁽²⁾				
Total number of right-angle-type accidents and right-angle accidents resulting from red light violations within the scope of the program	18	10	24	11

Explanatory Note(s):

- (1) Estimated 2002-03 and Projected 2003-04 Workload/Output and Efficiency figures are based on previous program performance and are subject to change
- (2) Estimated 2002-03 and Projected 2003-04 accident figures are based on addition and deletion of some locations to the program.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$ 3,710,000	\$ 1,663,000	\$ 0	\$ 2,047,000	0	\$ 2,047,000	0.0

PUBLIC WORKS - PUBLIC WAYS/PUBLIC FACILITIES

DEPARTMENTAL DETAIL SUMMARY

<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Office Expense-Other	100,000	100,000	100,000	0
Professional and Specialized Services	112,000	112,000	112,000	0
Special Departmental Expense	3,271,000	3,256,000	3,498,000	242,000
Total Services and Supplies	3,483,000	3,468,000	3,710,000	242,000
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	3,483,000	3,468,000	3,710,000	242,000
Less: Intrafund Transfers	1,221,000	1,221,000	1,663,000	442,000
TOTAL NET REQUIREMENTS	2,262,000	2,247,000	2,047,000	-200,000
REVENUES:				
TOTAL REVENUES	0	0	0	0
NET COUNTY COST	2,262,000	2,247,000	2,047,000	-200,000

REIMBURSEMENT FOR SEWER CONSTRUCTION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
REVENUE			210,000	210,000	210,000	
NET COUNTY COST	\$	\$	\$	\$	\$	\$
REVENUE DETAIL						
CHRGs FOR SVCS-OTHER	\$	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
TOTAL	\$	\$	\$ 210,000	\$ 210,000	\$ 210,000	\$
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY OTHER GENERAL	

2003-04 Budget Message

The Reimbursement for Sewer Construction Budget funds reimbursement to developers who are required to install larger sewer lines than their projects would otherwise require in order to allow for future development and growth. Funding for reimbursement to a developer of a project in the North County area is being budgeted in fiscal year 2003-04.

Strategic Planning

The Reimbursement for Sewer Construction Budget unit is reviewed each year to determine whether there is a possibility of development in a particular area that would require the installation of oversized sewers to facilitate future growth in the area. Strategic planning is difficult as development is volatile and depends upon economic factors that are unpredictable.

PUBLIC WORKS - REIMBURSEMENT FOR SEWER CONSTRUCTION

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. Unincorporated Services

\$ 210,000 \$ -- \$ 210,000 \$ -- \$ -- \$ -- \$ -- \$ --

Authority: Non-mandated, discretionary program. Established by Los Angeles County Code Title 20.

Funds reimbursement to developers who are required to install larger sewer lines than their projects would otherwise require in order to allow for future development.

Program Outcome: Reimbursement to private developers for sewer construction.

Service Delivery Standard: Number of reimbursed projects that have not required subsequent construction.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Cost of reimbursed projects	n/a	n/a	n/a	\$210,000
<u>Workload/Output</u>				
Number of reimbursed projects	n/a	n/a	n/a	1
<u>Efficiency⁽¹⁾</u>				
	n/a	n/a	n/a	n/a
<u>Quality⁽¹⁾</u>				
	n/a	n/a	n/a	n/a

Explanatory Note(s):

(1) The Department has not gathered data on these performance measures. The Department will seek to gather this data in the future.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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Total Programs

\$ 210,000 \$ 0 \$ 210,000 \$ 0 \$ 0 \$ 0 \$ 0 \$ 0.0

PUBLIC WORKS - REIMBURSEMENT FOR SEWER CONSTRUCTION

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	0	210,000	210,000	0
Total Services and Supplies	0	210,000	210,000	0
<u>Other Charges</u>				
Total Other Charges	0	0	0	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	0	210,000	210,000	0
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	0	210,000	210,000	0
REVENUES:				
Charges for Services	0	210,000	210,000	0
TOTAL REVENUES	0	210,000	210,000	0
NET COUNTY COST	0	0	0	0

FLOOD CONTROL DISTRICT SUMMARY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMTS						
SERVICES & SUPPLIES	\$ 185,220,815	\$ 166,036,000	\$ 169,336,000	\$ 184,395,000	\$ 184,395,000	\$ 15,059,000
OTHER CHARGES	31,914,989	31,048,000	27,748,000	26,591,000	26,591,000	-1,157,000
FIXED ASSETS-B & I	3,032,688	5,710,000	21,470,000	21,587,000	21,587,000	117,000
FIXED ASSETS-EQUIP	221	50,000	50,000	50,000	50,000	
TOT FIX ASSET	3,032,909	5,760,000	21,520,000	21,637,000	21,637,000	117,000
RESIDUAL EQUITY TRANS	1,551,320	2,052,000	2,052,000	2,118,000	2,118,000	66,000
GROSS TOTAL	\$ 221,720,033	\$ 204,896,000	\$ 220,656,000	\$ 234,741,000	\$ 234,741,000	\$ 14,085,000
RESERVES						
GENERAL RESERVES	\$ 3,646,000	\$ 3,247,000	\$ 3,247,000	\$ 1,927,000	\$ 1,927,000	\$ -1,320,000
DESIGNATIONS		12,000,000	12,000,000	12,000,000	12,000,000	
EST DELINQUENCY			209,000	56,000	56,000	-153,000
TOTAL RESERVES	\$ 3,646,000	\$ 15,247,000	\$ 15,456,000	\$ 13,983,000	\$ 13,983,000	\$ -1,473,000
TOT FIN REQMTS	\$ 225,366,033	\$ 220,143,000	\$ 236,112,000	\$ 248,724,000	\$ 248,724,000	\$ 12,612,000
AVAIL FINANCE						
FUND BALANCE	\$ 19,746,000	\$ 11,599,000	\$ 11,599,000	\$ 12,689,000	\$ 12,689,000	\$ 1,090,000
CANCEL RES/DES	24,540,836	16,475,000	16,475,000	15,247,000	15,247,000	-1,228,000
PROPERTY TAXES	66,618,414	68,051,000	64,423,000	65,745,000	65,745,000	1,322,000
SPECIAL ASSESSMENT	107,555,754	108,344,000	107,588,000	108,344,000	108,344,000	756,000
REVENUE	18,503,742	28,363,000	36,027,000	46,699,000	46,699,000	10,672,000
TOT AVAIL FIN	\$ 236,964,746	\$ 232,832,000	\$ 236,112,000	\$ 248,724,000	\$ 248,724,000	\$ 12,612,000
REVENUE DETAIL						
PROP TAXES-CURR-SEC	\$ 61,175,539	\$ 62,961,000	\$ 59,341,000	\$ 60,655,000	\$ 60,655,000	\$ 1,314,000
PROP TAXES-CURR-UNSEC	3,034,446	2,760,000	3,049,000	2,760,000	2,760,000	-289,000
PROP TAXES-PRIOR-SEC	94,744	548,000	523,000	548,000	548,000	25,000
PROP TAXES-PRIOR-UNSEC	394,495					
SUPP PROP TAXES-CURR	1,255,395	1,628,000	1,365,000	1,628,000	1,628,000	263,000
SUPP PROP TAXES-PRIOR	663,795	154,000	145,000	154,000	154,000	9,000
ROAD PRIVIL & PERMITS	25					
OTHER LIC & PERMITS	731,186	600,000	500,000	550,000	550,000	50,000
FORFEIT & PENALTIES	45,000					
PEN/INT/COSTS-DEL TAX	1,472,667	1,357,000	1,367,000	1,332,000	1,332,000	-35,000
INTEREST	4,478,322	4,598,000	5,177,000	5,057,000	5,057,000	-120,000
RENTS AND CONCESSIONS	6,107,547	5,772,000	6,040,000	6,981,000	6,981,000	941,000
ROYALTIES	140,244	1,120,000	600,000	1,200,000	1,200,000	600,000
OTHER STATE IN-LIEU	5,125					
STATE AID-DISASTER	684,607					
HOMEOWNER PRO TAX REL	804,724	800,000	800,000	800,000	800,000	
STATE-OTHER	7,226	530,000	1,000,000	3,369,000	3,369,000	2,369,000
FED AID-CONSTRUCT/CP	203,638	1,854,000	8,950,000	7,206,000	7,206,000	-1,744,000
FEDERAL AID-DISASTER	300	470,000	4,246,000	4,545,000	4,545,000	299,000
FEDERAL-OTHER	1,124,651	511,000	1,594,000	812,000	812,000	-782,000
OTHER GOVT AGENCIES	1,985,146	1,645,000	1,540,000	1,752,000	1,752,000	212,000
PLANNING & ENG SVCS	924,094	247,000	200,000	250,000	250,000	50,000
ROAD & STREET SVCS	-2,068,719	4,055,000	1,453,000	1,453,000	1,453,000	
CHRGs FOR SVCS-OTHER	590,791	3,374,000	1,550,000	880,000	880,000	-670,000
SPECIAL ASSESSMENTS	107,555,754	108,344,000	107,588,000	108,344,000	108,344,000	756,000
OTHER SALES	791,388	100,000	60,000	60,000	60,000	
MISCELLANEOUS	269,282	200,000	800,000	150,000	150,000	-650,000
SALE OF FIXED ASSETS	206,498	300,000	150,000	150,000	150,000	
LT DEBT PROCEEDS/CP		830,000		10,152,000	10,152,000	10,152,000
TOTAL	\$ 192,677,910	\$ 204,758,000	\$ 208,038,000	\$ 220,788,000	\$ 220,788,000	\$ 12,750,000

2003-04 Budget Message

This budget unit contains the appropriations necessary for the operations of the Flood Control District and servicing the District's long-term debt. The 2003-04 Proposed Budget reflects an increase of \$15,577,000 on the operating side of the budget primarily due to: 1) activities to comply with storm discharge regulations pursuant to the Clean Water Act; 2) the concept study and implementation of watershed management projects, the development of river master plans and the watershed management plans; 3) the construction of groundwater recharge facilities; and 4) the operation and maintenance of channel improvements, and a reduction of \$2,965,000 in debt service requirements.

The Proposed Budget also reflects the annual operating subsidy to the Departments of Beaches and Harbors and Parks and Recreation.

Strategic Planning

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

Changes From 2002-03 Budget

	Financing Uses	Financing Available	Budgeted Positions
<u>Program Changes</u>			
1.	\$ 7,219,000	\$ 7,219,000	--
	<u>Auxiliary Programs:</u> Reflects an increase in activities to comply with storm discharge regulations pursuant to the Clean Water Act, and the operation and maintenance of the system control upgrade for the San Gabriel Dam Hydroplant. The increase is also due to capital project work including the construction phase of the Eaton Yard Improvement. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>		
2.	\$ 3,195,000	\$ 3,195,000	--
	<u>Construction Programs:</u> Reflects increases in projects associated with the construction and engineering studies of water conservation improvements such as the construction of groundwater recharge facilities, and the repair and rehabilitation of runoff regulation facilities. This increase is partially offset by a decrease in the repair and rehabilitation of channel improvements. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>		
3.	\$ -1,633,000	\$ -1,633,000	--
	<u>Construction – Los Angeles County Drainage Area (LACDA) Programs:</u> Decrease in program funding is indicative of the final closeout costs of the LACDA Project. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>		
4.	\$ 3,406,000	\$ 3,406,000	--
	<u>Construction – Future Programs:</u> Reflects an increase for work associated with the concept study and implementation of watershed management, the development of river master plans and watershed management plans, as well as drainage studies. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>		

Changes From 2002-03 Budget

	Financing Uses		Financing Available	Budgeted Positions
<u>Program Changes (cont'd)</u>				
5.	\$ 3,221,000		\$ 3,221,000	--
	<u>Maintenance Programs:</u> Reflects an increase for the operation and maintenance of channel improvements and debris control facilities, and funding of the groundwater recharge for the Army Corps of Engineers' Los Angeles County Drainage Area. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
6.	\$ -2,965,000		\$ -2,965,000	--
	<u>Debt Service:</u> Reflects Auditor-Controller's estimates of reduced debt service for 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 169,000		\$ 169,000	--
	<u>Other Programs:</u> Reflects an anticipated increase in litigation and settlement costs.			
Total \$	12,612,000		\$ 12,612,000	0.0

PUBLIC WORKS - FLOOD CONTROL DISTRICT SUMMARY

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
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1. Flood Control Construction Program - Control of Support Costs

\$ 29,340,000	\$ 29,340,000	--
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Authority: Mandated program - Flood Control Act.

This program is used to construct flood control channels, extensions, and projects that increase the capacity of existing facilities. Work performed under this program includes project management; contract administration; design and construction services, including electrical, hydraulic, hydrology, and mechanical support services; geotechnical investigation; materials testing and analysis; surveying services; right of way acquisition and related work required for construction; and traffic management.

Program Outcome: Minimize damage caused by storm runoff.

Service Delivery Standard: Provide/maintain the effectiveness of the existing flood control system and increase flood protection for the general public in the County of Los Angeles.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Dollar value of flood construction contracts completed ⁽¹⁾	\$28,487,819	\$34,109,208	\$31,917,000	\$29,340,000
<u>Workload/Output</u>				
Engineering support cost for the projects ⁽²⁾	\$7,733,482	\$9,276,354	\$9,533,000	\$7,770,000
<u>Efficiency</u>				
Ratio of support cost to contract value as a percentage	27.15%	27.20%	29.87%	26.48%
<u>Quality</u>				
Relative efficiency ⁽³⁾	111%	110%	100%	113%

Explanatory Note(s):

- (1) Dollar value of Flood Control Construction Program contracts shown reflects all contracts for new storm drain construction accepted by the Board of Supervisors in that fiscal year. Also included are projects constructed by other agencies with Flood Funds.
- (2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, materials engineering and testing, detour signing and striping, etc.
- (3) Percentage of engineering support cost compared to the 30 percent benchmark.

Available Financing	Unavoidable, Financing Uses	Budgeted Positions
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2. Pump Plants Maintenance Costs

\$ 2,071,000	\$ 2,071,000	0.0
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Authority: Mandated program - Flood Control Act.

This program is used for activities related to the operations and maintenance of pumping plants designed to pump storm runoff that are not related to the National Pollutant Discharge Elimination System (NPDES) and the Total Maximum Daily Loads (TMDL) compliance. Activities performed under this program include design service, maintaining and repairing instruments, equipment, craft, and engineering services.

Public Works - Flood Control District Summary (cont'd)

2. Pump Plants Maintenance Costs (cont'd)

Program Outcome: Effective management of storm runoff.

Service Delivery Standard: Provide pumping capacity to convey storm flows to protect the health and safety of surrounding residents and businesses.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of pump plants ⁽¹⁾	43	43	43	45
Cost to maintain pump plants	\$1,988,230	\$2,053,228	\$1,928,000	\$2,071,000
<u>Workload/Output</u>				
Capacity, cubic feet per second (CFS)	8,156	8,156	8,156	9,000
<u>Efficiency</u>				
Cost of maintenance per CFS ⁽²⁾	\$233.05	\$247.54	\$227.06	\$217.48
<u>Quality</u>				
Relative efficiency ⁽³⁾	205%	193%	210%	219%

Explanatory Note(s):

- (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). In 2003-04, Flood Maintenance Division will be receiving two pump plants for maintenance.
- (2) Adjusted for inflation to 2000-01
- (3) Cost to maintain these pump plants can fluctuate from year to year depending on the maintenance and/or replacement of motor parts. For compatibility, the original 1994-95 base year standard has been adjusted for inflation of 12.3 percent to be equivalent to the 2000-01 costs ($\$425.00 \times 1.123 = \477.28).

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
3. Debris Basin Capacity & Maintenance Costs		
\$ 4,914,000	\$ 4,914,000	0.0

Authority: Mandated program - Flood Control Act.

This program is used for activities related to the ordinary operation and maintenance of debris basins and sediment placement sites, drainage and removal of vegetation, and debris from debris basins that are not related to the NPDES and the TMDL compliance. Work performed under this program includes design services, geotechnical (geology and soils) investigations, material testing and analysis, various mapping and property management functions, craft and electrical services, preparation of environmental documents, ensuring compliance with regulatory requirements, sediment removal, and surveying.

Program Outcome: Maximize the capacity and effectiveness of debris basins.

Service Delivery Standard: Provide debris containment at Department debris basins to protect the health and safety of downstream residents and business.

Public Works - Flood Control District Summary (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Average rainfall in mountainous debris basins areas (inches)	13	21	20	20
Cost to maintain debris basins	\$3,948,031	\$5,309,471	\$4,198,000	\$4,914,000
<u>Workload/Output</u>				
Number of debris basins	118	118	118	118
Number of debris retaining inlets	167	167	167	167
Level of protection provided: ⁽¹⁾				
Debris basin design capacity	8,335,000	8,335,000	8,335,000	8,335,000
Debris basin available capacity ⁽²⁾	7,895,524	8,066,000	8,070,000	8,070,000
<u>Efficiency</u> ⁽³⁾				
Available capacity for basins maintained ⁽²⁾	91%	95%	93%	92%
<u>Quality</u>				
Relative efficiency ⁽⁴⁾	96%	100%	98%	97%

Explanatory Note(s):

- (1) Debris storage capacity in cubic yards.
- (2) Available capacity is a function of the design capacity, which is the maximum intended storage capacity available, and the amount of debris currently in the basins. Certain factors affect the available capacity, such as the frequency of debris removal, or basin modifications.
- (3) Adjusted for inflation to 2000-01.
- (4) Percentage of available capacity for basins maintained compared to 95 percent benchmark.

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
4. Water Conserved		
\$ 4,244,000	\$ 4,244,000	--

Authority: Mandated program - Flood Control Act.

This program is used for activities related to the operation, maintenance and clearing of spreading grounds and appurtenant structures. Work performed under this program includes design services, data collection and processing, materials testing and analysis, geotechnical investigations, mapping and property management services, removal of vegetation and silt, scarification of bottom and side slopes, surveying, staking, and craft services.

Program Outcome: Maximize the amount of rainfall that is introduced into the groundwater supply.

Service Delivery Standard: To collect and conserve water by directing runoff to spreading grounds instead of wasting it to the ocean.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Rainfall received in inches ⁽¹⁾	14.79	4.16	15.51	15.51
Cost to conserve water	\$3,453,654	\$3,527,409	\$4,244,000	\$4,244,000
<u>Workload/Output</u>				
Water conserved in acre feet ⁽²⁾	148,100	60,085	180,000	180,000
Value of water conserved at \$349 per acre-foot	\$51,686,900	\$20,969,665	\$62,820,000	\$62,820,000

Public Works - Flood Control District Summary (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u>				
Cost per acre-foot of water saved ⁽³⁾	\$22.29	\$57.73	\$22.65	\$22.28
<u>Quality</u>				
Water acre feet conserved per inch of rainfall received	10,014	14,444	11,605	11,605
Value of water conserved per inch of rainfall received	\$3,494,886	\$5,040,956	\$4,050,000	\$4,050,000

Explanatory Note(s):

- (1) As measured at the Los Angeles (Ducommun) Station, 15.51 inches is the historical average annual rainfall received.
- (2) The success of water conservation is dependent on many factors, such as: In the interest of flood control or if our spreading facilities are overtaxed, too much rainfall in a given period may require the storm waters to be sent directly into the ocean. This could result in many inches of rain water received, but the acre-feet of water saved could still be less. Too little rainfall will not allow the rain to get to the spreading grounds. Natural absorption into the ground will also prevent the rain water from reaching the spreading grounds (artificial absorption points).

The retention capabilities of our system will always be a factor in conserving storm runoff. If any dam is being serviced, repaired, cleaned out, modified, improved in any way, or has State operating restrictions placed on it, it may affect our ability to retain storm runoff at the dam site for release to a spreading facility during a nonstorm period. Also, spreading basin maintenance could negatively impact the operation and effectiveness of the facility and require some storm runoff at that location to be lost. Every effort is made to never render such facility totally inoperable at any given time.

- (3) Adjusted for inflation to 2000-01.

<u>Available Financing</u>	<u>Unavoidable,</u> <u>Financing Uses</u>	<u>Budgeted</u> <u>Positions</u>
5. <u>All Other Flood Control District Fund Programs</u>		
\$ 208,155,000	\$ 208,115,000	--
<u>Authority:</u> Mandated program - Flood Control Act.		
This program consists of approximately 150 separate flood control related activities, including debt service.		
<u>Program Outcome:</u> Outcomes vary with the 150 separate activities provided within this program. Outcomes are under development for the larger activities.		
<u>Service Delivery Standard:</u> Public Works has not yet developed service delivery standards. The Department will seek to develop these in the future.		
Total Programs		
\$ 248,724,000	\$ 248,724,000	0.0

PUBLIC WORKS - FLOOD CONTROL DISTRICT SUMMARY

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	24,000	16,000	15,000	-1,000
Communications	23,000	169,000	158,000	-11,000
Computer Equipment-noncapital	23,000	173,000	77,000	-96,000
Computer Software	0	71,000	41,000	-30,000
Food	4,000	2,000	0	-2,000
Household Expenses	6,000	130,000	9,000	-121,000
Information Technology Services	30,000	14,000	57,000	43,000
Insurance	350,000	350,000	498,000	148,000
Jury and Witness Expense	800,000	411,000	326,000	-85,000
Maintenance-Bldgs and Improvements	10,597,000	10,772,000	9,596,000	-1,176,000
Maintenance-Equipment	330,000	623,000	734,000	111,000
Memberships	11,000	261,000	17,000	-244,000
Miscellaneous Expense	10,000	0	53,000	53,000
Office Expense-Other	51,000	108,000	54,000	-54,000
Professional and Specialized Services	20,629,000	16,985,000	29,294,000	12,309,000
Publication and Legal Notices	200,000	363,000	179,000	-184,000
Rents and Leases-Bldg and Improvements	20,000	899,000	31,000	-868,000
Rents and Leases-Equipment	5,000	30,000	0	-30,000
Small Tools and Instruments	60,000	143,000	175,000	32,000
Special Departmental Expense	131,515,000	135,988,000	141,993,000	6,005,000
Telecommunications	32,000	24,000	60,000	36,000
Training	30,000	27,000	16,000	-11,000
Transportation and Travel-Traveling	86,000	47,000	61,000	14,000
Utilities	1,200,000	1,730,000	951,000	-779,000
Total Services and Supplies	166,036,000	169,336,000	184,395,000	15,059,000
<u>Other Charges</u>				
Bond Redemptions	6,020,000	6,020,000	4,800,000	-1,220,000
Interest on Bonds	757,000	757,000	486,000	-271,000
Other Charges	3,000	3,000	2,000	-1,000
Judgments and Damages	5,301,000	2,001,000	1,203,000	-798,000
Retirement of Other Long-Term Debt	18,425,000	18,425,000	19,860,000	1,435,000
Rights of Way	542,000	542,000	240,000	-302,000
Total Other Charges	31,048,000	27,748,000	26,591,000	-1,157,000
<u>Fixed Assets</u>				
Building and Improvements	5,710,000	21,470,000	21,587,000	117,000
Equipment:				
Other Undefined Assets	50,000	50,000	50,000	0
Total Equipment	50,000	50,000	50,000	0
Total Fixed Assets	5,760,000	21,520,000	21,637,000	117,000

PUBLIC WORKS - Flood Control District Summary (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	2,052,000	2,052,000	2,118,000	66,000
Total Residual Equity Transfers	2,052,000	2,052,000	2,118,000	66,000
<u>Reserves</u>				
General Reserves	3,247,000	3,247,000	1,927,000	-1,320,000
Designations	12,000,000	12,000,000	12,000,000	0
Estimated Delinquencies	0	209,000	56,000	-153,000
Total Reserves	15,247,000	15,456,000	13,983,000	-1,473,000
TOTAL FINANCING REQUIREMENTS	220,143,000	236,112,000	248,724,000	12,612,000
AVAILABLE FINANCING:				
Fund Balance	11,599,000	11,599,000	12,689,000	1,090,000
Cancellation of Reserves/Designations	16,475,000	16,475,000	15,247,000	-1,228,000
REVENUES:				
Taxes	68,051,000	64,423,000	65,745,000	1,322,000
Licenses, Permits and Franchises	600,000	500,000	550,000	50,000
Fines, Forfeitures and Penalties	1,357,000	1,367,000	1,332,000	-35,000
Revenue from Use of Money and Property	11,490,000	11,817,000	13,238,000	1,421,000
Intergovernmental Revenues-Federal	2,835,000	14,790,000	12,563,000	-2,227,000
Intergovernmental Revenues-State	1,330,000	1,800,000	4,169,000	2,369,000
Intergovernmental Revenues-Other	1,645,000	1,540,000	1,752,000	212,000
Charges for Services	115,920,000	110,791,000	110,927,000	136,000
Miscellaneous Revenues	400,000	860,000	210,000	-650,000
Other Financing Sources	1,130,000	150,000	10,302,000	10,152,000
Total Revenue	204,758,000	208,038,000	220,788,000	12,750,000
TOTAL AVAILABLE FINANCING	232,832,000	236,112,000	248,724,000	12,612,000

Public Works (cont'd)

ROAD FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
FINANCE REQMS						
SERVICES & SUPPLIES	\$ 215,987,146	\$ 175,388,000	\$ 219,099,000	\$ 193,630,000	\$ 193,630,000	\$ -25,469,000
OTHER CHARGES	2,659,743	10,988,000	3,220,000	5,360,000	5,360,000	2,140,000
FIXED ASSETS-LAND			489,000	489,000	489,000	
FIXED ASSETS-B & I				54,000		
TOT CAP PROJ			489,000	543,000	489,000	
FIXED ASSETS-EQUIP			200,000	200,000	200,000	
TOT FIX ASSET			689,000	743,000	689,000	
RESIDUAL EQUITY TRANS	2,525,304	4,243,000	4,243,000	3,226,000	3,226,000	-1,017,000
GROSS TOTAL	\$ 221,172,193	\$ 190,619,000	\$ 227,251,000	\$ 202,959,000	\$ 202,905,000	\$ -24,346,000
TOT FIN REQMS	\$ 221,172,193	\$ 190,619,000	\$ 227,251,000	\$ 202,959,000	\$ 202,905,000	\$ -24,346,000
AVAIL FINANCE						
FUND BALANCE	\$ 36,562,000	\$ 8,671,000	\$ 8,671,000	\$ 10,000,000	\$ 10,000,000	\$ 1,329,000
CANCEL RES/DES	6,322,276	12,000,000				
PROPERTY TAXES	801					
REVENUE	186,958,109	179,948,000	218,580,000	192,959,000	192,905,000	-25,675,000
TOT AVAIL FIN	\$ 229,843,186	\$ 200,619,000	\$ 227,251,000	\$ 202,959,000	\$ 202,905,000	\$ -24,346,000
REVENUE DETAIL						
SUPP PROP TAXES-PRIOR	\$ 801	\$	\$	\$	\$	\$
SALES & USE TAXES		3,565,000	3,300,000	3,601,000	3,601,000	301,000
CONSTRUCTION PERMITS	1,970,773	888,000	1,770,000	1,258,000	1,258,000	-512,000
ROAD PRIVIL & PERMITS	53,912	86,000	32,000	72,000	72,000	40,000
FRANCHISES	2,800	3,000	3,000	3,000	3,000	
OTHER LIC & PERMITS	8,404	6,000		6,000	6,000	6,000
PEN/INT/COSTS-DEL TAX	6	1,000	1,000	1,000	1,000	
INTEREST	3,560,332	1,630,000	4,890,000	1,700,000	1,700,000	-3,190,000
RENTS AND CONCESSIONS	2,510	42,000	2,000	3,000	3,000	1,000
ST-HIGHWAY USERS TAX	135,458,779	131,399,000	134,497,000	128,310,000	128,310,000	-6,187,000
STATE AID-CONSTR/CP			489,000	543,000	489,000	
STATE AID-DISASTER	18,907					
STATE-OTHER	10,261,731	7,241,000	10,761,000	4,225,000	4,225,000	-6,536,000
FEDERAL AID-DISASTER	232,728					
FED-FOREST RESRVE REV	372,185	208,000	372,000	208,000	208,000	-164,000
FEDERAL-OTHER	20,343,024	18,832,000	47,282,000	38,700,000	38,700,000	-8,582,000
OTHER GOVT AGENCIES	2,404,172	871,000	1,230,000	871,000	871,000	-359,000
PLANNING & ENG SVCS	1,747,522	2,594,000	1,309,000	2,290,000	2,290,000	981,000
ROAD & STREET SVCS	-1,630,488	2,718,000	3,251,000	1,001,000	1,001,000	-2,250,000
CHRGs FOR SVCS-OTHER	11,882,756	9,621,000	9,091,000	9,915,000	9,915,000	824,000
OTHER SALES	55,395	2,000	33,000	2,000	2,000	-31,000
MISCELLANEOUS	201,568	227,000	254,000	236,000	236,000	-18,000
SALE OF FIXED ASSETS	11,093	14,000	13,000	14,000	14,000	1,000
TOTAL	\$ 186,958,910	\$ 179,948,000	\$ 218,580,000	\$ 192,959,000	\$ 192,905,000	\$ -25,675,000

FUND
PW-ROAD FUND

FUNCTION
PUBLIC WAYS AND FACILITIES

ACTIVITY
PUBLIC WAYS

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net decrease of \$24.3 million primarily due to an anticipated reduction in State funding resulting from Assembly Bill 2928 for the construction and maintenance of local streets and roads. The Proposed Budget also reflects: 1) a reduction in federal and/or State funded reimbursable projects including construction of roads and highways; road resurfacing; pavement patching; and operation, maintenance, and repair of road maintenance facilities programs; and 2) increases in construction of bridges and tunnels, remodeling roads, parkway tree maintenance, street sweeping, traffic investigations, and traffic signal maintenance programs.

Strategic Planning

A strategic plan is prepared every year for the Road Fund to determine the financing requirements and sources for future years. The main sources of revenue for the Road Fund are State Highway Users Tax and reimbursements from 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. Public Works determines from the strategic plan what mix of reimbursable construction, non-reimbursable construction, and infrastructure maintenance will maximize our financing and meet the needs of the residents of the County. Public Works aggressively pursues various funding sources to ensure that the Highway Users Tax is utilized where it is most beneficial. The strategic plan also helps Public Works identify the appropriate staffing level for the Road Fund for future years

Changes From 2002-03 Budget

	Financing Uses		Financing Available		Budgeted Positions
<u>Program Changes</u>					
1.	\$ -3,203,000		\$ -3,203,000		--
	<u>Building, Equipment, and Land:</u> Reflects an anticipated decrease in requirements for building and ground improvement projects, operations, maintenance and repair of road maintenance facilities. This decrease also reflects a reduction in residual equity transfer which is utilized for the purchase of Internal Service Fund fixed assets-equipment items. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>				
2.	\$ -20,967,000		\$ -20,967,000		--
	<u>Construction:</u> Reflects an anticipated decrease in State Assembly Bill 2928 revenue and decreased requirements for construction of roads and highways and acquisition of right of way programs. Partially offsetting this decrease is an increase in the construction of bridges and tunnels. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>				
3.	\$ -191,000		\$ -191,000		--
	<u>Fee-Based:</u> Reflects a decrease in requirements for permit issuances and plan checking services for partially owned streets and subdivisions. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>				
4.	\$ -103,000		\$ -103,000		--
	<u>Highway Planning:</u> Reflects a decrease in requirements for planning, studying, and reviewing activities relating to the County Highway Plan including geotechnical investigations and material testing and analysis to support the Master Plan of Highways. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>				

Changes From 2002-03 Budget

	Financing Uses		Financing Available	Budgeted Positions
<u>Program Changes (cont'd)</u>				
5.	\$ 630,000		\$ 630,000	--
	<u>Information Services:</u> Reflects an increase primarily for programming and system analysis associated with the Road Information System, Pavement Management System, and Computer Aided Draft Design networks. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
6.	\$ -3,502,000		\$ -3,502,000	--
	<u>Maintenance:</u> Reflects an anticipated decrease in slurry seal pavement, road resurfacing, parkway repair, and pavement patching programs, partially offset by increases in the remodeling of roads and parkway tree maintenance programs. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
7.	\$ -950,000		\$ -950,000	--
	<u>Mapping and Property Management:</u> Decrease reflects no requirements for County infrastructure mapping services. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
8.	\$ 1,623,000		\$ 1,623,000	--
	<u>Traffic Control and Public Safety:</u> Reflects an increase for traffic investigations and traffic signal design programs, partially offset by a decrease in traffic studies program. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
9.	\$ -1,216,000		\$ -1,216,000	--
	<u>Traffic Operations:</u> Reflects an anticipated decrease in pavement marking and stripping, traffic signal maintenance, and traffic signs programs. <i>Supports Countywide Strategic Plan Goal 4, Strategy 2.</i>			
<u>Other Changes</u>				
1.	\$ 3,533,000		\$ 3,533,000	--
	<u>Claims and Litigation:</u> Reflects an anticipated increase in litigation and settlement cost requirements based on projections.			
Total \$	-24,346,000		\$ -24,346,000	0.0

PUBLIC WORKS - ROAD FUND

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
1. <u>Road Construction Program - Control Support Costs</u>		
\$ 35,786,000	\$ 35,786,000	--

Authority: Mandated program - expenditure authority is governed by the California Constitution, Article XIX, and Streets and Highways Code, Section 2101.

This program is used for activities related to the construction of roads, highways, bridges, tunnels, and traffic signals. Activities performed under this program include design services, contract administration, material testing, geotechnical investigation, plan review, geometric and signal design, project management, and inspection services.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Ninety percent of the County's major and secondary roadways should be rated fair or better.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Dollar value of road construction contracts completed ⁽¹⁾	\$20,412,019	\$27,347,671	\$136,282,000	\$35,786,000
<u>Workload/Output</u>				
Engineering support cost for the projects ⁽²⁾	\$11,073,903	\$13,802,589	\$51,560,500	\$14,314,400
<u>Efficiency</u>				
Ratio of support cost to contract value as a percentage	54.25%	50.47%	37.83%	40.00%
<u>Quality</u>				
Relative efficiency (percentage of support costs compared to base year 1994-95 of 44.57 percent)	82%	88%	118%	111%

Explanatory Note(s):

- (1) Reflects all contracts accepted by the Board of Supervisors in that fiscal year.
- (2) Engineering support costs for all activities performed to complete the project include the costs of preliminary engineering, contract inspection and administration, survey, materials engineering and testing, detour signing and striping, etc.

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
2. <u>Shoulder Maintenance Efficiency</u>		
\$ 3,309,000	\$ 3,309,000	--

Authority: Mandated program – expenditure authority is governed by the California Constitution, Article XIX, and Streets and Highways Code, Section 2101.

This program is used for activities related to the shoulder maintenance and repair within the road right of way. Activities performed under this program include material testing and analysis.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Grade uncurbed road shoulders on a routine schedule but not less than once a year.

Public Works - Road Fund (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Annual amount spent on the entire shoulder maintenance program ⁽¹⁾	\$3,222,089	\$3,315,027	\$3,202,000	\$3,309,000
<u>Workload/Output</u>				
Total number of shoulder miles maintained	3,830	3,830	3,830	3,830
<u>Efficiency</u>				
Cost per shoulder mile maintained (adjusted for inflation to 2000-01)	\$804.28	\$851.07	\$803.03	\$816.53
<u>Quality</u>				
Relative efficiency (cost per shoulder mile maintained compared to base year 1994-95 of \$979.68) ⁽²⁾	122%	115%	122%	120%

Explanatory Note(s):

- (1) In addition to shoulder grading, the program also includes costs to remove slide material from the shoulder, haul water, haul road material, flag traffic, etc.
- (2) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 12.3 percent to be equivalent to the 2000-01 costs (\$872.38*1.123 = \$979.68).

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
3. <u>Slurry Seal Cost</u>		
\$ 4,886,000	\$ 4,886,000	--

Authority: Mandated program - expenditure authority is governed by the California Constitution, Article XIX, and Streets and Highways Code, Section 2101.

This program is used for activities related to the slurry sealing of pavement. Activities performed under this program include surface treatment to asphalt pavement, testing and analysis of road materials, replacement of stripping and marking, inspection services, and contract administration.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Ninety-five percent of local streets should get slurry every seven years.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total amount spent on slurry seal	\$7,396,010	\$7,395,870	\$6,392,000	\$4,886,000
<u>Workload/Output</u>				
Total number of square feet sealed (includes both regular slurry and higher level protection)	67,922,838	59,404,378	51,152,713	61,988,571
Total number of square fee sealed at higher level protection (cape seal, rubberized asphalt slurry seal, etc.)	17,863,777	15,249,111	14,000,000	15,497,143

Public Works - Road Fund (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Adjustment factor for additional useful life provided by higher level seals ⁽¹⁾	1.5	1.5	1.5	1.5
Adjusted total number of square feet	76,854,727	67,028,934	58,152,713	69,737,143
<u>Efficiency</u>				
Cost per square foot, adjusted total number of square feet (adjusted for inflation to 2000-01)	0.0920	0.1085	0.1056	0.0662
<u>Quality</u>				
Cost effectiveness per square foot compared to base year 1994-95 of \$0.0821. ⁽²⁾	89%	76%	78%	124%
Percent of higher level slurry applied	26%	26%	27%	25%

Explanatory Note(s):

- (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.
- (2) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 12.3 percent to be equivalent to the 2000-01 costs ($\$0.0731 \times 1.123 = \0.0821).

<u>Available Financing</u>	<u>Unavoidable, Financing Uses</u>	<u>Budgeted Positions</u>
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4. Street Sweeping Efficiency

\$ 3,400,000	\$ 3,400,000	--
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Authority: Mandated program - expenditure authority is governed by the California Constitution, Article XIX, and Streets and Highways Code, Section 2101.

This program is used for activities related to the sweeping of streets and alleys. Activities performed under this program include trash pickup and dumping, transportation to dump sites, sweeping of streets and alleys and contract administration.

Program Outcome: Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.

Service Delivery Standard: Sweep all curbed streets once a week.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Annual amount spent on scheduled sweeping routes, unincorporated areas only (force account and contracts) ⁽¹⁾	\$2,894,878	\$3,160,746	\$3,436,000	\$3,400,000
<u>Workload/Output</u>				
Total number of scheduled curb miles swept	171,050	186,358	192,304	192,000
<u>Efficiency</u>				
Cost per scheduled mile of curb swept (adjusted for inflation to 2000-01)	\$16.18	\$16.68	\$17.16	\$16.74

Public Works - Road Fund (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Quality</u> Relative efficiency (actual cost per mile versus base year 1994-95 of \$18.27) ⁽²⁾	113%	110%	106%	109%

Explanatory Note(s):

- (1) The street sweeping program includes curbs, alleys, and construction sites. This measure is for curb sweeping only.
- (2) For comparability, the original 1994-95 base year standard has been adjusted for inflation of 12.3 percent to be equivalent to the 2000-01 costs ($\$16.27 \times 1.123 = \18.27).

<u>Available Financing</u>	<u>Unavoidable,</u> <u>Financing Uses</u>	<u>Budgeted</u> <u>Positions</u>
5. <u>All Other Road Programs</u>		
\$ 155,524,000	\$ 155,524,000	--
<u>Authority:</u> Mandated programs - Act of Congress, California Legislature, Road Act Agreement.		
These are all other Road Fund programs.		
<u>Program Outcome:</u> Public Works has not yet developed a program outcome. The Department will seek to develop this in the future.		
<u>Service Delivery Standard:</u> Public Works has not yet developed service delivery standards. The Department will seek to develop these in the future.		
Total Programs		
\$ 202,905,000	\$ 202,905,000	0.0

PUBLIC WORKS - ROAD FUND

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Clothing and Personal Supplies	12,000	13,000	13,000	0
Communications	9,000	11,000	11,000	0
Computer Equipment-noncapital	155,000	167,000	16,000	-151,000
Computer Software	191,000	205,000	61,000	-144,000
Food	5,000	5,000	7,000	2,000
Household Expenses	19,000	20,000	20,000	0
Information Technology Services	150,000	161,000	173,000	12,000
Insurance	1,315,000	1,415,000	1,930,000	515,000
Jury and Witness Expense	372,000	400,000	650,000	250,000
Maintenance-Buildings and Improvements	491,000	528,000	623,000	95,000
Maintenance-Equipment	6,078,000	6,539,000	5,160,000	-1,379,000
Memberships	9,000	10,000	12,000	2,000
Office Expense-Other	58,000	62,000	76,000	14,000
Professional and Specialized Services	13,339,000	14,351,000	6,557,000	-7,794,000
Publication and Legal Notices	23,000	25,000	23,000	-2,000
Rents and Leases-Equipment	3,000	4,000	3,000	-1,000
Small Tools and Instruments	52,000	56,000	52,000	-4,000
Special Departmental Expense	151,915,000	193,845,000	177,013,000	-16,832,000
Telecommunications	5,000	5,000	1,000	-4,000
Training	34,000	37,000	20,000	-17,000
Transportation and Travel-Traveling	26,000	28,000	21,000	-7,000
Utilities	1,127,000	1,212,000	1,188,000	-24,000
Total Services and Supplies	175,388,000	219,099,000	193,630,000	-25,469,000
<u>Other Charges</u>				
Contributions to Non-County Agencies	1,982,000	500,000	500,000	0
Judgments and Damages	8,904,000	2,000,000	4,600,000	2,600,000
Rights of Way	102,000	720,000	260,000	-460,000
Total Other Charges	10,988,000	3,220,000	5,360,000	2,140,000
<u>Fixed Assets</u>				
Land	0	489,000	489,000	0
Equipment:				
Other Undefined Assets	0	200,000	200,000	0
Total Equipment	0	200,000	200,000	0
Total Fixed Assets	0	689,000	689,000	0
<u>Residual Equity Transfers</u>				
Residual Equity Transfers Out	4,243,000	4,243,000	3,226,000	-1,017,000
Total Residual Equity Transfers	4,243,000	4,243,000	3,226,000	-1,017,000

Public Works - Road Fund (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
TOTAL FINANCING REQUIREMENTS	190,619,000	227,251,000	202,905,000	-24,346,000
AVAILABLE FINANCING:				
Fund Balance	8,671,000	8,671,000	10,000,000	1,329,000
Cancellation of Reserves/Designations	12,000,000	0	0	0
<u>Revenues</u>				
Taxes	3,565,000	3,300,000	3,601,000	301,000
Licenses, Permits and Franchises	983,000	1,805,000	1,339,000	-466,000
Fines, Forfeitures and Penalties	1,000	1,000	1,000	0
Revenue from Use of Money and Property	1,672,000	4,892,000	1,703,000	-3,189,000
Intergovernmental Revenues-Federal	19,040,000	47,654,000	38,908,000	-8,746,000
Intergovernmental Revenues-State	138,640,000	145,747,000	133,024,000	-12,723,000
Intergovernmental Revenues-Other	871,000	1,230,000	871,000	-359,000
Charges for Services	14,933,000	13,651,000	13,206,000	-445,000
Miscellaneous Revenues	229,000	287,000	238,000	-49,000
Other Financing Sources	14,000	13,000	14,000	1,000
Total Revenue	179,948,000	218,580,000	192,905,000	-25,675,000
TOTAL AVAILABLE FINANCING	200,619,000	227,251,000	202,905,000	-24,346,000

INTERNAL SERVICE FUND

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
=====						
FINANCE REQMTS						
=====						
OPERATING EXP						
SALARIES & EMP BEN	\$ 234,474,159	\$ 255,110,000	\$ 278,707,000	\$ 297,668,000	\$ 297,668,000	\$ 18,961,000
SERVICES & SUPPLIES	52,223,371	62,622,000	78,666,000	67,229,000	67,229,000	-11,437,000
OTHER CHARGES	538,246	563,000	917,000	576,000	576,000	-341,000
FIXED ASSETS-EQUIP	10,376,322	13,309,000	13,309,000	12,918,000	12,918,000	-391,000
TOT OP EXP	297,612,098	331,604,000	371,599,000	378,391,000	378,391,000	6,792,000
OTHER FINANCING USES	37,476					
GROSS TOTAL	\$ 297,649,574	\$ 331,604,000	\$ 371,599,000	\$ 378,391,000	\$ 378,391,000	\$ 6,792,000
DESIGNATIONS	6,000,000	5,800,000	5,800,000	6,500,000	6,500,000	700,000
TOT FIN REQMTS	\$ 303,649,574	\$ 337,404,000	\$ 377,399,000	\$ 384,891,000	\$ 384,891,000	\$ 7,492,000
=====						
AVAIL FINANCE						
=====						
FUND BALANCE	\$ 98,000	\$ 161,000	\$ 161,000	\$	\$	\$ -161,000
CANCEL RES/DES	8,722,771	6,000,000	6,000,000	5,800,000	5,800,000	-200,000
OP REVENUE	289,086,826	323,734,000	363,729,000	372,673,000	372,673,000	8,944,000
OTH FIN SOURCE	907,189					
RES EQ TRANS	4,996,438	7,509,000	7,509,000	6,418,000	6,418,000	-1,091,000
TOT AVAIL FIN	\$ 303,811,224	\$ 337,404,000	\$ 377,399,000	\$ 384,891,000	\$ 384,891,000	\$ 7,492,000
=====						
BUDGETED POSITIONS	3,981.0	3,964.0	3,964.0	3,964.0	3,964.0	
=====						
REVENUE DETAIL						

OTHER LIC & PERMITS	\$ 493	\$ 1,000	\$	\$ 1,000	\$ 1,000	\$ 1,000
RENTS AND CONCESSIONS	370					
ROYALTIES	40,775	46,000		53,000	53,000	53,000
STATE-OTHER	8,284	4,000		4,000	4,000	4,000
FEDERAL AID-DISASTER	1,050,269	1,176,000		1,354,000	1,354,000	1,354,000
FEDERAL-OTHER	700	1,000		1,000	1,000	1,000
AGRICULTURAL SERVICES	9,545	11,000		12,000	12,000	12,000
CHRGs FOR SVCS-OTHER	287,697,984	322,188,000		370,892,000	370,892,000	370,892,000
OTHER SALES	14,929	17,000		19,000	19,000	19,000
MISCELLANEOUS	263,477	290,000	363,729,000	337,000	337,000	-363,392,000
SALE OF FIXED ASSETS	907,189					
RES EQUITY TRANS IN	4,996,438	7,509,000	7,509,000	6,418,000	6,418,000	-1,091,000
TOTAL	\$ 294,990,453	\$ 331,243,000	\$ 371,238,000	\$ 379,091,000	\$ 379,091,000	\$ 7,853,000

2003-04 Budget Message

The Internal Service Fund (ISF) is designed to simplify billings for services provided between the multiple funds that finance Public Works' operations. This fund allows for salaries and employee benefits, materials and supplies, and equipment charges for Public Works to be paid through the fund, with the actual expenditure amounts then recovered from the appropriate special fund.

The 2003-04 Proposed Budget reflects an increase of approximately \$7.5 million primarily due to staffing adjustments and previously negotiated salaries and employee benefits which are only partially offset by decreases in services and supplies, other charges and equipment.

Changes From 2002-03 Budget

	Financing Uses		Financing Available	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 5,118,000		\$ 5,118,000	--
	<u>Staffing Alignment:</u> Addresses changing workload requirements by deleting 53.0 vacant obsolete items to offset the addition of 53.0 positions needed for current operations. A corresponding reduction in salary savings is reflected. <i>Supports Countywide Strategic Plan Goal 1 and Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 1,515,000		\$ 1,515,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 4,021,000		\$ 4,021,000	--
	<u>Retirement:</u> Reflects an increase to more accurately fund anticipated retirement costs.			
3.	\$ 1,036,000		\$ 1,036,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			
4.	\$ 1,181,000		\$ 1,181,000	--
	<u>Workers' Compensation:</u> Reflects anticipated increase in workers' compensation benefits.			
5.	\$ 6,090,000		\$ 6,090,000	--
	<u>Other Employee Benefits:</u> Reflects increased funding for various employee benefits.			
6.	\$ -11,437,000		\$ -11,437,000	--
	<u>Services and Supplies:</u> Reflects a net decrease in anticipated requirements for various service and maintenance costs.			
7.	\$ -341,000		\$ -341,000	--
	<u>Other Charges:</u> Reflects an anticipated decrease in requirements for judgments and damages, claim settlements, and capital lease payments for office equipment and the Malibu Yard.			
8.	\$ -391,000		\$ -391,000	--
	<u>Fixed Assets:</u> Reflects a decrease in anticipated requirements for fixed assets-equipment.			
9.	\$ 700,000		\$ 700,000	--
	<u>Designations:</u> Reflects an increase in funding for the designation for the replacement of fixed assets-equipment.			
Total \$	7,492,000		\$ 7,492,000	0.0

PUBLIC WORKS - INTERNAL SERVICE FUND

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

<u>Available Financing</u>	<u>Financing Uses</u>	<u>Budgeted Positions</u>
1. <u>Internal Services Fund</u>		
\$ 384,891,000	\$ 384,891,000	3,964.0
<u>Authority:</u> Non-mandated, discretionary program.		
The Internal Service Fund is a pass through budget unit that accounts for salaries and employee benefits, some services and supplies, and fixed asset items that are necessary to provide services through the various program budgets administered by the Department of Public Works. As a clearing account, this budgeting unit provides no direct services to the public or governmental entities through which performance can be measured. The 2003-04 Proposed Budget reflects an increase of \$7,492,000 offset by revenue.		
Total Programs		
\$ 384,891,000	\$ 384,891,000	3,964.0

PUBLIC WORKS - INTERNAL SERVICE FUND

DEPARTMENTAL DETAIL SUMMARY

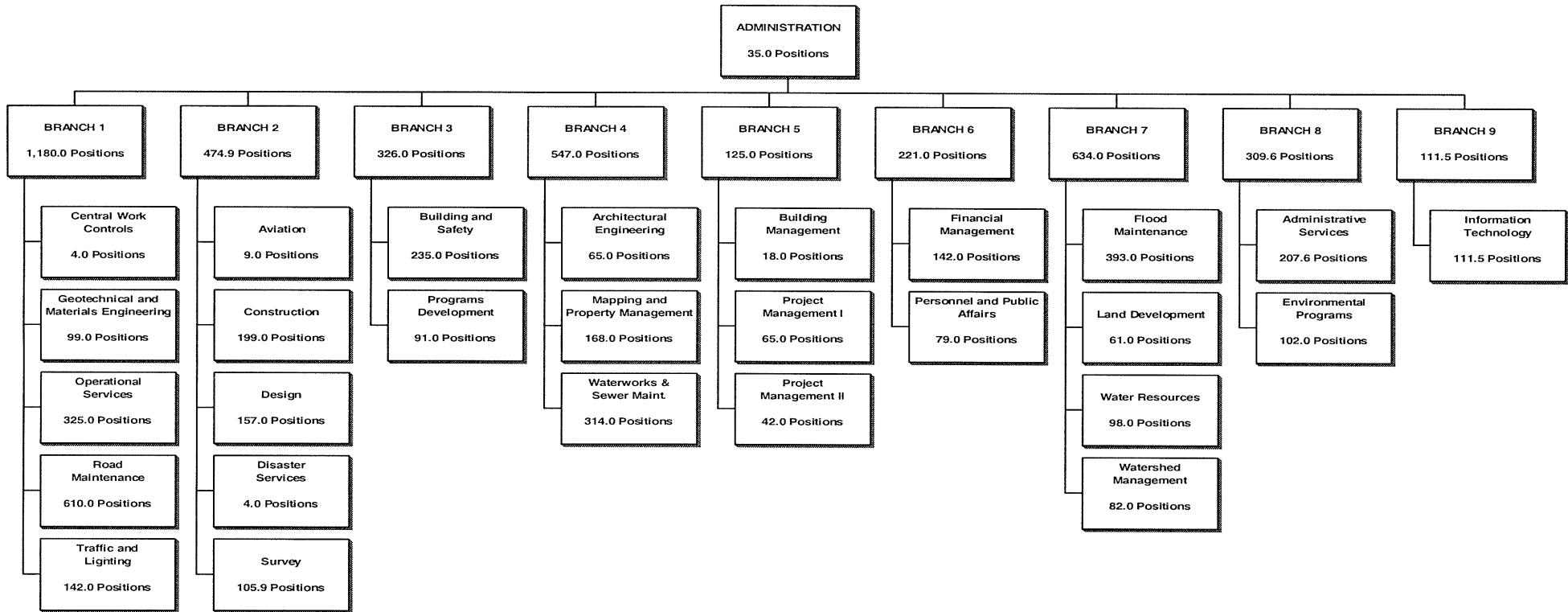
<u>Subaccount</u>	<u>Estimated Fiscal Year 2002-03</u>	<u>Budgeted Fiscal Year 2002-03</u>	<u>Proposed Fiscal Year 2003-04</u>	<u>Change From Budget</u>
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	187,502,000	211,257,000	217,923,000	6,666,000
Employee Benefits	67,608,000	67,450,000	79,745,000	12,295,000
Total Salaries and Employee Benefits	255,110,000	278,707,000	297,668,000	18,961,000
<u>Services and Supplies</u>				
Clothing and Personal Supplies	68,000	76,000	76,000	0
Communications	892,000	820,000	937,000	117,000
Computer Equipment-noncapital	2,041,000	2,347,000	2,322,000	-25,000
Computer Software	1,456,000	1,424,000	1,529,000	105,000
Food	46,000	77,000	40,000	-37,000
Household Expenses	396,000	396,000	463,000	67,000
Information Technology Services	1,729,000	2,002,000	2,460,000	458,000
Insurance	231,000	476,000	262,000	-214,000
Jury and Witness Expense	106,000	840,000	339,000	-501,000
Maintenance-Bldg and Improvements	4,294,000	12,180,000	4,469,000	-7,711,000
Maintenance-Equipment	6,347,000	5,815,000	6,323,000	508,000
Memberships	120,000	99,000	125,000	26,000
Miscellaneous Expense	160,000	113,000	165,000	52,000
Office Expense-Other	756,000	756,000	778,000	22,000
Professional and Specialized Services	10,318,000	19,293,000	10,975,000	-8,318,000
Publication and Legal Notices	199,000	218,000	204,000	-14,000
Rents and Leases-Bldg and Improvements	0	700,000	0	-700,000
Rents and Leases-Equipment	231,000	231,000	288,000	57,000
Small Tools and Instruments	187,000	202,000	150,000	-52,000
Special Departmental Expense	27,085,000	23,691,000	28,478,000	4,787,000
Telecommunications	290,000	264,000	263,000	-1,000
Training	820,000	927,000	838,000	-89,000
Transportation and Travel-Traveling	732,000	760,000	786,000	26,000
Utilities	4,118,000	4,959,000	4,959,000	0
Total Services and Supplies	62,622,000	78,666,000	67,229,000	-11,437,000
<u>Other Charges</u>				
Capital Lease Payments	428,000	792,000	441,000	-351,000
Judgments and Damages	125,000	125,000	125,000	0
Taxes and Assessments	10,000	0	10,000	10,000
Total Other Charges	563,000	917,000	576,000	-341,000

Public Works - Internal Service Fund (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
Fixed Assets				
Equipment:				
Computer Info and Data Processing Sys	1,711,000	1,711,000	1,848,000	137,000
Construction and Heavy Maintenance	1,586,000	1,586,000	5,976,000	4,390,000
Electronic Equipment	174,000	174,000	22,000	-152,000
Machinery Equipment	548,000	548,000	585,000	37,000
Major Office Equipment	19,000	19,000	81,000	62,000
Non-Medical Lab and Testing Equipment	273,000	273,000	572,000	299,000
Vehicle-Automobile	4,758,000	4,758,000	2,679,000	-2,079,000
Vehicle-Heavy Use	3,190,000	3,190,000	0	-3,190,000
Other Undefined Assets	1,050,000	1,050,000	1,155,000	105,000
Total Equipment	13,309,000	13,309,000	12,918,000	-391,000
 Total Fixed Assets	 13,309,000	 13,309,000	 12,918,000	 -391,000
Other Financing Uses				
Total Other Financing Uses	0	0	0	0
Residual Equity Transfers				
Total Residual Equity Transfers	0	0	0	0
Appropriation for Contingencies	0	0	0	0
Reserves				
Designations	5,800,000	5,800,000	6,500,000	700,000
Total Reserves	5,800,000	5,800,000	6,500,000	700,000
TOTAL FINANCING REQUIREMENTS	337,404,000	377,399,000	384,891,000	7,492,000
AVAILABLE FINANCING:				
Fund Balance	161,000	161,000	0	-161,000
Cancellation of Reserves/Designations	6,000,000	6,000,000	5,800,000	-200,000
REVENUES:				
Miscellaneous Revenues	323,734,000	363,729,000	372,673,000	8,944,000
Residual Equity Transfers	7,509,000	7,509,000	6,418,000	-1,091,000
Total Revenue	331,243,000	371,238,000	379,091,000	7,853,000
TOTAL AVAILABLE FINANCING	337,404,000	377,399,000	384,891,000	7,492,000

**PUBLIC WORKS
JAMES A. NOYES, DIRECTOR**

TOTAL 2003-04 BUDGETED POSITIONS = 3,964



51.52

Footnotes:

* Include 48 temporary positions.

REGIONAL PLANNING
JAMES E. HARTL, DIRECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 8,949,983	\$ 9,533,000	\$ 10,124,000	\$ 12,232,000	\$ 10,166,000	\$ 42,000
SERVICES & SUPPLIES	3,053,663	2,827,000	2,827,000	3,636,000	2,939,000	112,000
OTHER CHARGES	114,597	108,000	90,000	90,000	90,000	
FIXED ASSETS-EQUIP	30,140	50,000	50,000	50,000	5,000	-45,000
GROSS TOTAL	\$ 12,148,383	\$ 12,518,000	\$ 13,091,000	\$ 16,008,000	\$ 13,200,000	\$ 109,000
LESS INTRAFD TRANSFER	139,336	66,000	155,000	283,000	133,000	-22,000
NET TOTAL	\$ 12,009,047	\$ 12,452,000	\$ 12,936,000	\$ 15,725,000	\$ 13,067,000	\$ 131,000
REVENUE	4,657,658	4,524,000	5,008,000	4,738,000	5,074,000	66,000
NET COUNTY COST	\$ 7,351,389	\$ 7,928,000	\$ 7,928,000	\$ 10,987,000	\$ 7,993,000	\$ 65,000
BUDGETED POSITIONS	125.0	125.0	125.0	152.0	124.0	-1.0
REVENUE DETAIL						
ZONING PERMITS	\$ 1,839,282	\$ 1,840,000	\$ 1,680,000	\$ 1,867,000	\$ 1,867,000	\$ 187,000
STATE-OTHER	15,912	18,000				
OTHER GOVT AGENCIES	677,724	1,032,000	1,253,000	1,228,000	1,228,000	-25,000
LEGAL SERVICES	401,543	246,000			252,000	252,000
PLANNING & ENG SVCS	1,446,105	1,256,000	1,943,000	1,504,000	1,577,000	-366,000
COURT FEES & COSTS	300					
CHRGs FOR SVCS-OTHER	185,780	15,000			11,000	11,000
MISCELLANEOUS	91,012	117,000	132,000	139,000	139,000	7,000
TOTAL	\$ 4,657,658	\$ 4,524,000	\$ 5,008,000	\$ 4,738,000	\$ 5,074,000	\$ 66,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
OTHER PROTECTION

Mission Statement

To improve the quality of life through innovative and resourceful physical and environmental planning, balancing individual rights and community needs.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$65,000 primarily due to increases in previously negotiated salaries and employee benefits. The Proposed Budget also continues the funding of core mission activities including planning, customer service, and information systems enhancements. The Department will maintain its Land Development Coordinating Center, One-Stop counseling, selected field office services in nine different locations, concurrent case processing, concentrated zoning enforcement activities, condition compliance reviews, 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 continue as well as specifically funded programs including public hearings and workshops on the amendment proposals of the Countywide General Plan Update, Santa Monica Mountains Local Coastal Program, and Santa Monica Mountains North Area Plan implementation strategies.

Strategic Planning

The Department of Regional Planning will continue to implement its strategic plan through its development of land use, circulation, open space, noise, and safety elements of the Countywide General Plan Update; and by securing Regional Planning Commission and the Board of Supervisors' (Board) approval of Community Standards Districts and zone changes for Castaic and Lake Los Angeles. The Department will also continue to improve the permit process, and develop web-based environmental and case processing materials.

Over the next few years, the Department will focus on efforts to implement the County Vision and components of the Countywide Strategic Plan. By carefully allocating resources to incorporate local area network enhancements and other web-based technologies, the Department will promote productivity, efficiency, and effectiveness while enhancing communication with the public and other governmental agencies.

Critical Needs

The Department has a critical need to enhance the subdivision research and enforcement program and fully fund the investigation of the certificate of compliance process. Programs in the following areas would greatly assist the Board and benefit the citizens of Los Angeles County: 1) funding for staff to complete the eDAPTS countywide project; 2) funding to augment the Land Development Coordinating Center and district offices; and 3) support ordinance streamlining.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -250,000	\$ -250,000	\$ --	-1.0
	<u>Advance Planning:</u> Reflects the deletion of 1.0 position (\$100,000) for the Air Quality and the Congestion Management projects and the reallocation of staff resources (\$150,000) to the Zoning Conversion and Integration Project to reflect reduced funds from the Department of Public Works. <i>Supports Countywide Strategic Plan Goal 4.</i>			
2.	\$ 250,000	\$ 250,000	\$ --	--
	<u>Zoning Conversion and Integration Project (ZCIP):</u> Reflects the transfer of \$150,000 in staff resources from the Advance Planning program and the addition of \$100,000 for contract services to the Zoning Conversion and Integration Project. Project costs are fully offset by increased trust fund revenues. <i>Supports Countywide Strategic Plan Goal 1.</i>			
<u>Other Changes</u>				
1.	\$ 44,000	\$ --	\$ 44,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 24,000	\$ --	\$ 24,000	--
	<u>Retirement Debt Service:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
3.	\$ -1,000	\$ --	\$ -1,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
4.	\$ -2,000	\$ --	\$ -2,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
5.	\$ 44,000	\$ 44,000	\$ --	--
	<u>Miscellaneous Adjustments:</u> Reflects ministerial adjustments in salaries and employee benefits (\$74,000), services and supplies (\$13,000), capital lease payment (\$2,000), fixed assets (-\$45,000), intrafund transfers (\$22,000), and revenues (\$66,000) based on current and anticipated trends.			
Total \$	109,000	\$ 44,000	\$ 65,000	-1.0

REGIONAL PLANNING

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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1. **Contract City Services** ⁽¹⁾

Current Planning Services

\$ 2,000	\$ --	\$ 2,000	\$ --	\$ --	\$ --	--
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Authority: Mandated program with discretionary service level - California statutes.

The Current Planning Services program, including the Regional Planning Commission, provides the necessary planning policy, review, and analysis to meet the mandates of local and State law pertaining to land use, subdivision processing, and general plan development and implementation. To meet these planning mandates, staff performs land development case processing activities using efficient procedures conforming with all County codes and State and federal regulations, including the California Environmental Quality Act (CEQA) and the State Subdivision Map Act.

Program Outcome: Land development and use in conformance with local, State, and federal laws.

Service Delivery Standard: Keep current with customer request.

Explanatory Note(s):

(1) This program reflects a contingency appropriation which is rarely used by contract cities; therefore, no performance measures are required.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. **Unincorporated Area Services**

\$13,198,000	\$ 133,000	\$ 5,072,000	\$ 7,993,000	\$ 1,814,000	\$ 6,179,000	124.0
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Current Planning Services

\$ 3,484,000	\$ 133,000	\$ 2,586,000	\$ 765,000	\$ 410,000	\$ 355,000	28.0
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Authority: Mandated program with discretionary service level - California statutes.

The Current Planning Services program, including the Regional Planning Commission, provides the necessary planning policy, review, and analysis to meet the mandates of local and State law pertaining to land use, subdivision processing, and general plan development and implementation. To meet these planning mandates, staff performs land development case processing activities using efficient procedures conforming with all County codes and State and federal regulations, including CEQA and the State Subdivision Map Act.

Program Outcome: Land development and use in conformance with local, State, and federal laws.

Service Delivery Standard: Complete plot plan actions within 16 weeks and set permits for public hearing within 180 days.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of plot plan processing planners	1.25	2.00	2.00	2.00
Total number of permit processing planners	6.00	7.00	6.00	6.00
<u>Workload/Output</u>				
Number of plot plan actions completed	766	750	986	800
Number of permits set for public hearing	290	300	240	240

Regional Planning (cont'd)

<u>Performance Measures</u> (cont'd)		<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Efficiency</u>					
Plot plan actions completed per planner		613	375	493	400
Permits set for public hearing per planner		48	43	40	40
<u>Quality</u>					
Percentage plot plan actions completed within 16 weeks		90%	90%	90%	90%
Percentage permits set for public hearing within 180 days		85%	85%	85%	85%

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Land Use Regulation Services						
\$ 3,226,000	\$ --	\$ 1,604,000	\$ 1,622,000	\$ 541,000	\$ 1,081,000	37.0

Authority: Mandated program with discretionary service level - California statutes.

The Land Use Regulation Services Program is aimed at correcting zoning code violations in numerous communities by conducting code inspections and enforcing land development, zoning and subdivision regulations in the unincorporated County areas in accordance with County and State regulations. Staff also provides selected field office services in nine different areas, zoning and land development information counseling at our downtown headquarters, and encourages business retention by providing expanded "One-Stop" counseling services.

Program Outcome: Zoning code enforcement and land development information counseling.

Service Delivery Standard: Complete first enforcement inspections within 30 days of receipt of complaint.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Total number of zoning investigators	26	24	23	22
<u>Workload/Output</u>				
Number of enforcement inspections completed	10,070	9,993	8,979	8,580
<u>Efficiency</u>				
First enforcement inspections completed per investigator	387	416	390	390
<u>Quality</u>				
Percentage of first Inspections completed within 30 days of receipt of complaint	90%	90%	90%	90%

Explanatory Note(s):

(1) Zoning enforcement investigators are now staffing nine field offices and providing daily rotation of public counter assistance.

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Advance Planning Services						
\$ 2,459,000	\$ --	\$ 430,000	\$ 2,029,000	\$ 352,000	\$ 1,677,000	24.0

Authority: Mandated program with discretionary service level - California statutes.

The Advance Planning Services Program provides for the preparation of plans, programs and implementation measures to guide development and growth utilizing public input in conjunction with the Countywide General Plan, community plans, various ordinances and Community Standards Districts. Staff prepares plans which contain goals, policies, objectives, standards, and procedures to guide land use growth along with revitalization strategies and proactive planning measures to improve the quality of life.

Regional Planning (cont'd)

Advance Planning Services (cont'd)

Program Outcome: Preparation and implementation of the Countywide General Plan.

Service Delivery Standard: Expand community participation and outreach meetings throughout the Los Angeles County unincorporated areas.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of advance planning staff	n/a	3.0	2.3	2.0
<u>Workload/Output</u>				
Number of community outreach meetings	n/a	30	37	30
<u>Efficiency</u>				
Total number of community meetings per staff	n/a	10	16	15
<u>Quality</u>				
Total number of community participants per meeting	n/a	80	51	50

Explanatory Note(s):

n/a= not available

(1) The Department began tracking this information in 2001-02.

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Information Technology Services						
\$ 1,783,000	\$ --	\$ 310,000	\$ 1,473,000	\$ 219,000	\$ 1,254,000	15.0

Authority: Non-mandated, discretionary program.

Provides information technology services to the Department; including the development, operation, maintenance, support, and expansion of information systems, local area network, intranet, data base, and geographic information systems.

Program Outcome: Development, operation, maintenance, support, and expansion of computer and information technology.

Service Delivery Standard: Three percent or less downtime during regular office hours.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of information technology staff maintaining network	0.5	0.5	0.5	0.5
<u>Workload/Output</u>				
Number of hours of unplanned downtime	21	35	25	25
<u>Efficiency</u>				
Number of hours of unplanned downtime per staff	42	70	50	50
<u>Quality</u>				
Percentage of downtime during regular office hours	1%	3%	2%	2%

Regional Planning (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Administration						
\$ 1,574,000	\$ --	\$ 2,000	\$ 1,572,000	\$ 263,000	\$ 1,309,000	18.0

Authority: Non-mandated, discretionary program.

Provides administrative support to the Department and includes executive office and departmental budgeting, accounting, payroll, procurement services, and human resources. Reflects reimbursement from the Fire Department for accounting services.

Program Outcome: Provision of highly effective financial, administrative, and human resource services to County officials, other departments/jurisdictions, and customers and clientele of the County.

Service Delivery Standard: Invoices will be paid within 30 days of submission.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of accounting staff processing invoices	1	1	1	1
<u>Workload/Output</u>				
Number of invoices processed	1,225	955	1,200	1,200
<u>Efficiency</u>				
Number of invoices processed per staff	1,225	955	1,200	1,200
<u>Quality</u>				
Percentage of invoices paid within 30 days of submission	94%	86%	90%	90%

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Support Services						
\$ 672,000	\$ --	\$ 140,000	\$ 532,000	\$ 29,000	\$ 503,000	2.0

Authority: Non-mandated, discretionary program.

Provides support services not directly identified to programs. Includes contracting, emergency preparedness, strategic planning, facilities services, utilities, rent, insurance, Internal Services, Countywide Integrated Radio System, training, equipment leases, and capital lease costs. Revenue reflects surcharges collected for the operation of the departmental case tracking system (CTRAK), and co-generation revenue, the sale of publications, and witness fees.

Program Outcome: Provision of support and coordination for the Department's strategic plan, workforce plans, performance measurements, emergency preparedness, contracts, and other departmentwide services.

Service Delivery Standard: Increase the percentage of employees receiving training.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Total number of employees	121	118	115	118
<u>Workload/Output</u>				
Total number of hours of training	484	708	700	1,000

Regional Planning (cont'd)

<u>Performance Measures</u> (cont'd)		<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>	
<u>Efficiency</u>						
Average number of hours of training per employee		4	6	6	8	
<u>Quality</u>						
Percentage of employees who have received training		100%	76%	99%	94%	
<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
Total Programs						
\$ 13,200,000	\$ 133,000	\$ 5,074,000	\$ 7,993,000	\$ 1,814,000	\$ 6,179,000	124.0

REGIONAL PLANNING

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	7,248,000	7,819,000	7,748,000	-71,000
Employee Benefits	2,285,000	2,305,000	2,418,000	113,000
Total Salaries and Employee Benefits	9,533,000	10,124,000	10,166,000	42,000
<u>Services and Supplies</u>				
Administrative and General	0	1,000	1,000	0
Communications	120,000	44,000	120,000	76,000
Computer Equipment-noncapital	200,000	200,000	195,000	-5,000
Computer Software	20,000	20,000	30,000	10,000
Information Technology Services	110,000	110,000	111,000	1,000
Insurance	24,000	8,000	24,000	16,000
Maintenance-Buildings and Improvements	349,000	361,000	323,000	-38,000
Memberships	9,000	1,000	7,000	6,000
Miscellaneous Expense	2,000	2,000	2,000	0
Office Expense-Other	81,000	166,000	82,000	-84,000
Office Expense-Postage	96,000	106,000	96,000	-10,000
Office Expense-Stat and Forms	113,000	98,000	100,000	2,000
Professional and Specialized Services	1,072,000	848,000	1,045,000	197,000
Publication and Legal Notices	68,000	152,000	80,000	-72,000
Rents and Leases-Bldg and Improvemts	4,000	3,000	3,000	0
Rents and Leases-Equipment	35,000	44,000	41,000	-3,000
Special Departmental Expense	16,000	78,000	91,000	13,000
Telecommunications	82,000	90,000	27,000	-63,000
Training	15,000	60,000	90,000	30,000
Transportation and Travel-Auto Mileage	65,000	55,000	45,000	-10,000
Transportation and Travel-Auto Service	11,000	25,000	20,000	-5,000
Transportation and Travel-Traveling	5,000	5,000	10,000	5,000
Utilities	330,000	350,000	396,000	46,000
Total Services and Supplies	2,827,000	2,827,000	2,939,000	112,000
<u>Other Charges</u>				
Capital Lease	90,000	89,000	90,000	1,000
Judgments and Damages	18,000	1,000	0	-1,000
Total Other Charges	108,000	90,000	90,000	0
<u>Fixed Assets</u>				
Equipment:				
Information Technology Fixed Assets	50,000	50,000	5,000	-45,000
Total Equipment	50,000	50,000	5,000	-45,000
Total Fixed Assets	50,000	50,000	5,000	-45,000

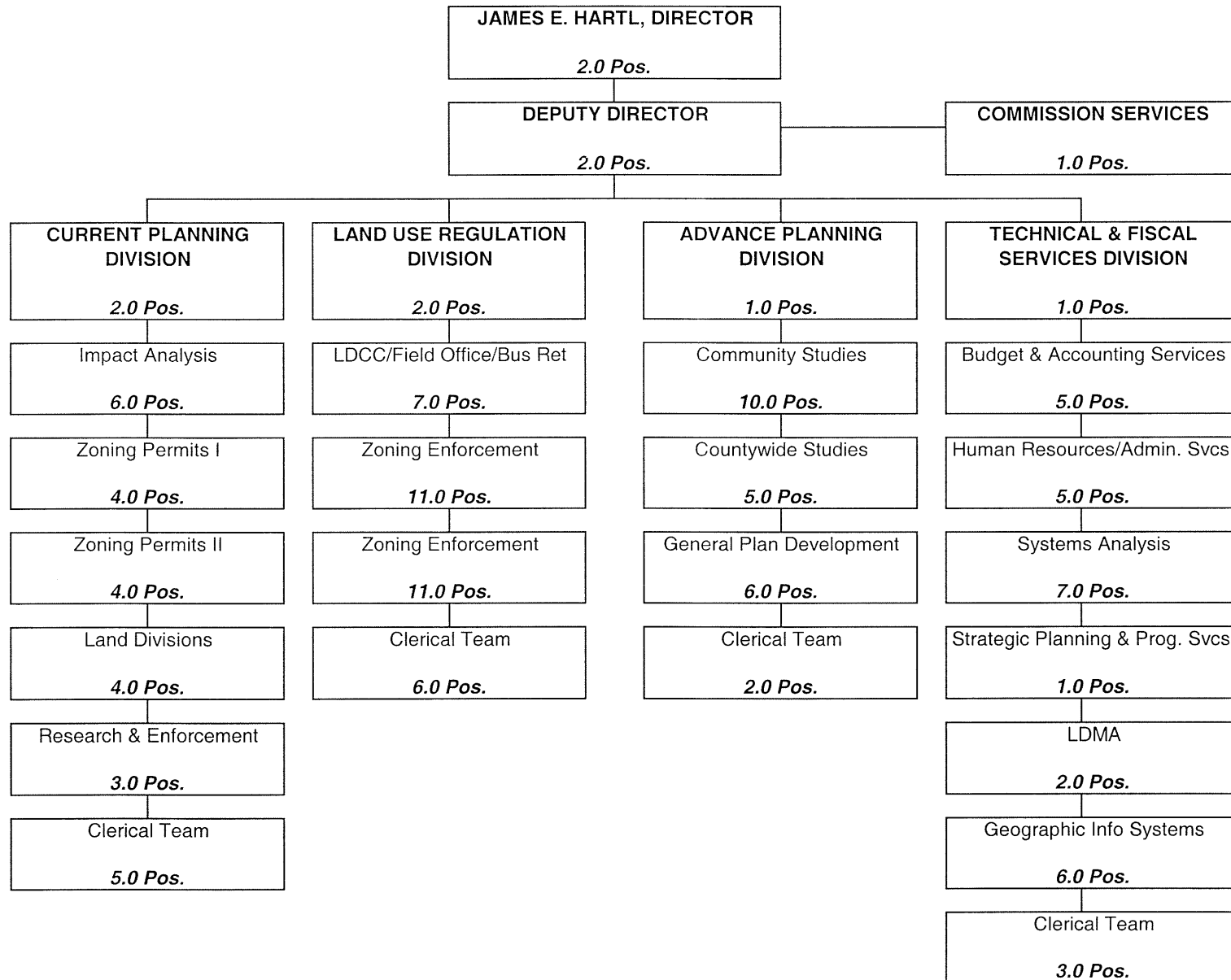
Regional Planning (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	12,518,000	13,091,000	13,200,000	109,000
Less: Intrafund Transfers	66,000	155,000	133,000	-22,000
TOTAL NET REQUIREMENTS	12,452,000	12,936,000	13,067,000	131,000
REVENUES:				
Licenses, Permits and Franchises	1,840,000	1,680,000	1,867,000	187,000
Intergovernmental Revenues-State	18,000	0	0	0
Intergovernmental Revenues-Other	1,032,000	1,253,000	1,228,000	-25,000
Charges for Services	1,517,000	1,943,000	1,840,000	-103,000
Miscellaneous Revenues	117,000	132,000	139,000	7,000
TOTAL REVENUES	4,524,000	5,008,000	5,074,000	66,000
NET COUNTY COST	7,928,000	7,928,000	7,993,000	65,000

REGIONAL PLANNING

Fiscal Year 2003-04

Proposed Positions = 124.0



52.10

Strategic Planning

The Department's Strategic Plan will continue to focus on implementing automated and enhanced processes to improve elections, voter registration, recorder and county clerk services. Key objectives for 2003-04 include the following:

- Implement InkaVote, a Secretary of State certified interim paper-based optical scan system for precinct and absentee voting, beginning with the November 2003 UDEL Election.
- Continue to offer early Touchscreen Voting at selected voting precincts.
- Continue implementation of the integrated Election Tally and Automatic Ballot Layout Systems.
- Re-engineer the property document recording system to improve customer service levels and response times in providing real estate record, fictitious business name, and vital record services.
- Expand electronic processing of data by developing the technical capability to exchange/import digital images between the Department, the Department of Health Services and the State Office of Vital Records to reduce lag time for birth, death and marriage record availability to the public.
- Continue pursuing State-enabling legislation to allow electronic recording of property documents submitted by title companies.
- Enhance the Vital Records Imaging System by converting microfilm of past years' birth certificates to digital images.
- Organize an internal compliance review unit responsible for monitoring fiscal operations and review fiscal and cash handling security operations to determine areas for improvement.

Critical Needs

The Department has a critical unmet need to completely replace the current punch card voting system in all 5,000 of our voting precincts as mandated by the Secretary of State's de-certification of punch card voting by March 2004. The estimated net cost for this conversion is \$58.0 million. Additionally, unmet needs of \$523,000 are required for various building improvements at the Department's headquarters and field office locations.

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Program Changes</u>				
1.	\$ 6,144,000	\$ 15,000,000	\$ -8,856,000	--
	<u>Recorder and Election Requirements:</u> Reflects a \$3.174 million increase in salaries and employee benefits primarily for 115.0 temporary positions and a \$2.970 million increase in services and supplies in Recorder and Election functions, which are more than offset by \$15.0 million in additional Recorder Fee revenues. In addition, 11.0 positions are added in critical workload areas, but are offset by the deletion of 11.0 vacant obsolete items. <i>Supports Countywide Strategic Plan Goal 1 and Goal 4.</i>			
2.	\$ 4,100,000	\$ --	\$ 4,100,000	--
	<u>Election Costs:</u> Reflects an increase in funding for escalating sample ballot and multilingual translation costs attributed to a dramatic increase in the number of distinct ballot combinations as a result of Census 2000 redistricting. <i>Supports Countywide Strategic Plan Goal 1 and Goal 4.</i>			

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u> (cont'd)				
3.	\$ 1,276,000	\$ 2,203,000	\$ -927,000	--
<u>Election Changes</u> : Reflects cyclical adjustments between even-numbered General Election years and odd-numbered Uniform District Election Law (UDEL)/Primary Election years. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>				
4.	\$ 2,438,000	\$ 1,438,000	\$ 1,000,000	--
<u>Information Technology</u> : Reflects increases in funding for the continuation of Automated Ballot Layout, Election Tally, and Direct Recording Electronic Systems and other election and recorder related system services, partially offset by funding from the Chief Information Officer and a loan from the Productivity Investment Fund (PIF). <i>Supports Countywide Strategic Plan Goal 1.</i>				
5.	\$ -4,400,000	\$ --	\$ -4,400,000	--
<u>Election Funding</u> : Reflects a reduction of \$4.0 million in one-time fixed assets funding for the purchase of a transitional voting system in compliance with the Secretary of State's de-certification of the punch card voting system and a reduction of \$400,000 in one-time services and supplies funding for replacement of antiquated voting supply boxes. <i>Supports Countywide Strategic Plan Goal 4.</i>				
6.	\$ --	\$ 2,500,000	\$ -2,500,000	--
<u>Recorder Revenue</u> : Reflects a one-time transfer of revenue from the Modernization Trust Fund to address the County's projected structural funding deficit for fiscal year 2003-04. <i>Supports Countywide Strategic Plan Goal 4.</i>				
<u>Other Changes</u>				
1.	\$ 1,069,000	\$ 279,000	\$ 790,000	--
<u>Salaries and Employee Benefits</u> : Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.				
2.	\$ 119,000	\$ --	\$ 119,000	--
<u>Retirement Debt Service</u> : Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.				
3.	\$ -38,000	\$ --	\$ -38,000	--
<u>Insurance Premiums</u> : Reflects elimination of one-time funding for insurance premium increases.				
4.	\$ -73,000	\$ --	\$ -73,000	--
<u>Countywide Cost Allocation Adjustment (A-87)</u> : Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.				

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes</u> (cont'd)				
5.	\$ 3,076,000	\$ --	\$ 3,076,000	--
	<u>Other Employee Benefits:</u> Reflects an increase in various employee benefits based on expenditure trends. Also includes an augmentation in overtime to more accurately reflect anticipated workload patterns in election and recorder operations.			
6.	\$ 207,000	\$ --	\$ 207,000	--
	<u>Telephone Utilities and Systems:</u> Reflects increases in Internal Services Department telephone utilities and system maintenance services based on expenditure trends.			
7.	\$ 590,000	\$ --	\$ 590,000	--
	<u>Computer Equipment:</u> Reflects an increase in election-critical computer-related equipment purchases.			
8.	\$ 355,000	\$ --	\$ 355,000	--
	<u>Other Charges:</u> Reflects an increase primarily attributable to capital lease increases for the Norwalk headquarters.			
9.	\$ -247,000	\$ -702,000	\$ 455,000	--
	<u>Miscellaneous:</u> Reflects a \$16,000 increase in operating transfers out for a PIF loan repayment, a \$93,000 decrease in reimbursable services provided to other departments, and a decrease in various revenues of \$609,000, partially offset by a reduction in services and supplies of \$263,000 primarily due to reduced utilities costs.			
Total	\$ 14,616,000	\$ 20,718,000	\$ -6,102,000	0.0

REGISTRAR-RECORDER/COUNTY CLERK

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$43,266,000	\$ --	\$ 11,218,000	\$ 32,048,000	\$ 3,556,000	\$ 28,492,000	241.0

1. Elections

Authority: Mandated program by United States Constitution, Articles I, II and Amendment XVII; California Constitution Article II, Sections 3 through 5; California Government Code Section 26802; and the Los Angeles County Charter Article IV, Section 14. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal election officer through the conduct of federal, State, local and special elections.

Provide information to candidates and campaigns including updating of district and precinct boundaries and providing ballot, campaign, candidate filing and financial disclosure. Provide information to the voter on the printing and mailing of election sample ballots, furnishing polling place location, and absentee voting information and public access. Conduct elections including the recruitment of polls and poll officers, collecting, processing and counting ballots, processing and storing election materials, and certifying election results. Provide training for poll officers, precinct officers, and Election Day personnel.

Program Outcome: Conduct federal, State, local and special elections.

Service Delivery Standard: To perform comprehensive election services to the County's four million voters.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Assigned staff:				
Address snags	4	3	3	3
Telephone inquiries	2	2	2	2
Precinct map processing	4	5	5	5
Precinct realignment	5	7	7	7
<u>Workload/Output</u>				
Volumes:				
Address snags received	17,128	6,657	10,000	10,000
Telephone calls received	2,677	2,295	2,500	2,500
Maps received for changes	1,150	3,960	2,000	2,000
Precincts realigned	1,150	2,696	2,500	2,500
<u>Efficiency</u>				
Quantity per worker:				
Address snags worked	4,282	2,219	3,333	3,333
Telephone calls answered	1,339	1,148	1,250	1,250
Precinct maps processed	288	792	400	400
Precincts realigned	230	385	357	357
<u>Quality</u> ⁽¹⁾				
Production standard:				
Address snags resolved ⁽²⁾	95.2%	63.4%	95.2%	95.2%
Telephone calls resolved ⁽³⁾	53.5%	88.3%	96.2%	96.2%
Precinct maps processed	95.8%	264.0%	133.3%	133.3%
Precincts realigned	115.0%	192.6%	178.6%	178.6%

Explanatory Note(s):

- (1) Reflects an employee's productivity compared to the Department's standards.
- (2) The low efficiency rate for address snags resolved in 2001-02 was due to the reduced workload, which was the result of the Voter Information Management System's capability of filtering registration, data entry staffs' efforts to minimize errors and improved voter updates from the Department of Motor Vehicles.

Registrar Recorder/County Clerk (cont'd)

Explanatory Note(s):

(3) The low efficiency rate for telephone calls resolved in 2001-02 was due to less telephone calls received from the public for court location/jurisdiction inquiries as a result of the court consolidation, as well as the enhancement of the Department's intranet/internet website which has reduced need for direct public inquiries.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
2. Registration						
\$11,330,000	\$ --	\$ 271,000	\$ 11,059,000	\$ 1,374,000	\$ 9,685,000	121.0

Authority: Mandated program by United State Constitution, Articles I, II and Amendment XVII; California Constitution Article II, Sections 3 through 5, California Government Code Section 26802; and the Los Angeles County Charter Article IV, Section 14. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal voter registration official through promoting voter registration, maintaining voter registration files, providing public access to the registration records for the County and verifying petition, nomination and absent voter signatures.

Registrar-Recorder/County Clerk registers the eligible population to vote and promotes community development including the distribution and receipt of voter registration affidavits. The Department also processes new affidavits and updates voter records, performs signature verifications including absentee ballot signature and petition signatures, and provides public information through distribution of registration and election information.

Program Outcome: Voter registration.

Service Delivery Standard: To perform registration activities promoting opportunities for County citizens to participate in the voting process.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Assigned staff:				
Document receipt clerks	16	16	20	22
Petition signature checkers	17	40	17	40
Absent voting processing clerks	70	55	90	95
Data entry clerks	18	16	22	25
Data entry signature clerks	30	23	25	33
<u>Workload/Output</u>				
Volumes:				
Affidavit intake	722,856	624,558	850,000	900,000
Petition signatures received and processed	741,628	1,644,018	750,000	1,800,000
Absent voter requests	738,957	522,966	750,000	900,000
Registration updates	733,744	562,834	840,600	840,000
Absent ballot signature verification	615,735	420,410	451,150	700,000
<u>Efficiency</u>				
Quantity per worker:				
Affidavits worked	45,179	39,035	42,500	40,909
Signatures processed	43,625	41,100	44,118	45,000
Absent voter requests processed	10,557	9,508	8,333	9,474
Registrations updated	40,764	35,177	38,209	33,600
Signatures processed	20,525	18,279	18,046	21,212
<u>Quality</u> ⁽¹⁾				
Production standard:				
Affidavits worked	100.4%	86.7%	94.4%	90.9%
Signatures processed	109.1%	102.8%	110.3%	112.5%
Absent voter requests processed	105.6%	95.1%	83.3%	94.7%
Registrations updated	101.9%	87.9%	95.5%	84.0%
Signatures processed	102.6%	91.4%	90.2%	106.1%

Registrar Recorder/County Clerk (cont'd)

Explanatory Note(s):

(1) Reflects an employee's productivity compared to the Department's standards.

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$31,390,000	\$ 541,000	\$ 65,903,000	\$ -35,054,000	\$ 3,429,000	\$ -38,483,000	364.0

3. Recorder/County Clerk

Authority: Mandated program by California Government Code Section 27201, Civil Code Section 1172 and the non-judicial portions of the California Government Code Section 26800. Fulfills the legal role of the Registrar-Recorder/County Clerk as the principal recording officer through recording documents, maintaining birth, death and marriage records, issuing marriage licenses, filing fictitious business names and notary bonds and collecting documentary transfer tax for the County general fund.

The Registrar-Recorder/County Clerk examines records and microfilms all instruments, judgements and associated records submitted for recordation and makes available for public inspection within prescribed legal timeframes. The Department also establishes and maintains a grantee/grantor index of real estate property transactions. Production of the daily index is critical to the public, real estate and financial community.

Program Outcome: Responsible for recording property documents, maintaining vital records (birth, death and marriage), issuing marriage licenses and filing fictitious business names and other statutory oath and filings.

Service Delivery Standard: Accurately maintain, as the official County custodian, real estate, birth, death and marriage records.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Assigned staff:				
Document examiners	29	29	40	42
Document microfilm/imaging operators	8	9	9	11
Counter/Mail	108	90	90	90
<u>Workload/Output</u>				
Volumes:				
Documents recorded	2,068,478	2,785,736	3,017,000	3,168,000
Documents microfilmed/imaged (pages)	8,121,167	11,940,028	13,773,000	14,469,000
Marriage license/certified copy requests	877,368	842,000	878,000	922,000
<u>Efficiency</u>				
Quantity per worker:				
Documents recorded	71,327	96,060	75,425	75,429
Documents microfilmed/imaged (pages)	1,015,146	1,326,670	1,530,333	1,315,364
Marriage licenses/certified copies issued	8,124	9,356	9,756	10,244
<u>Quality</u> ⁽¹⁾				
Production standard:				
Documents recorded	95.1%	128.1%	100.6%	100.6%
Documents microfilmed/imaged	131.8%	172.3%	198.7%	170.8%
Marriage licenses/certified copies issued	101.5%	143.9%	142.9%	143.0%

Explanatory Note(s):

(1) Reflects an employee's productivity compared to the Department's standards.

Registrar Recorder/County Clerk (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$13,732,000	\$ --	\$ --	\$ 13,732,000	\$ 2,144,000	\$ 11,588,000	140.0

4. **Administration**

Authority: Non-mandated, discretionary program. Supports the Registrar-Recorder/County Clerk through management of fiscal and purchasing services, facility management coordination, legislative analysis and review, media interaction and community relations.

The Registrar-Recorder/County Clerk processes and distributes to the County and its 88 cities over \$200 million in revenue, provides leadership, planning and direction to the election, registration and recorder and county clerk services, improves and expands public service delivery and community outreach with limited resources and provides necessary program oversight and monitoring to maintain quality public service delivery.

Program Outcome: Administrative support.

Service Delivery Standard: Provides resource management through accounting, procurement, budgeting, facility maintenance, election coordination and personnel.

Performance Measures	Actual 2000-01	Actual 2001-02	Estimated 2002-03	Projected 2003-04
Finance and Management Division - Procurement and Contracts				
<u>Input</u>				
Assigned staff:				
Procurement assistants	n/a	3	3	3
Invoice processing	n/a	1	1	1
Procurement supervisor	n/a	1	1	1
<u>Workload/Output</u>				
Volumes:				
Services and supplies requests (received and processed)	n/a	1,734	2,000	2,100
Invoices processed	n/a	2,029	2,150	2,300
Requisitions processed	n/a	47	50	50
<u>Efficiency</u>				
Quantity per worker:				
Services and supplies requests (received and processed)	n/a	578	667	700
Invoices processed	n/a	2,029	2,150	2,300
Requisitions processed	n/a	47	50	50
<u>Quality</u> ⁽¹⁾				
Production standard:				
Services and supplies requests (received and processed)	n/a	96.3%	111.1%	116.7%
Invoices processed	n/a	101.5%	107.5%	115.0%
Requisitions processed	n/a	94.0%	100.0%	100.0%

Explanatory Note(s):

(1) Reflects an employee's productivity compared to the Department's standards.

n/a=not available

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Finance and Management Division - Financial Services⁽¹⁾				
<u>Input</u>				
Assigned staff:				
Data entry clerks	1	1	1	1
Demand letter processing - clerical staff	0.5	0.5	0.5	0.5
Pieces of non-sufficient fund (NSF) mail processed - clerical staff	0.5	0.5	0.5	0.5
<u>Workload/Output</u>				
Volumes:				
Data entry - number of checks	3,596	3,269	2,942	2,648
Demand letters processed	3,596	3,269	2,942	2,648
Pieces of NSF mail processed	7,476	6,796	6,116	5,505
<u>Efficiency</u>				
Quantity per worker:				
Data entry - number of checks	3,596	3,269	2,942	2,648
Demand letters processed	7,192	6,538	5,884	5,296
Pieces of NSF mail processed	14,951	13,592	12,233	11,010
<u>Quality⁽²⁾</u>				
Production standard:				
Data entry - number of checks	111.1%	111.1%	111.1%	111.1%
Demand letters processed	222.2%	222.2%	222.2%	222.2%
Pieces of NSF mail processed	222.2%	222.2%	222.2%	222.2%

Explanatory Note(s):

(1) Revised to account for NSF correspondence only.

(2) Reflects an employee's productivity compared to the Department's standards.

Human Resources Division - Exam and Recruitment

Input

Assigned staff:				
Incoming (human resources analyst, clerical)	n/a	2	2	3
Outgoing (human resources analyst, clerical)	n/a	2	2	3
Change of status (human resources analyst, clerical)	n/a	2	2	3

Workload/Output

Volumes:				
Incoming (new hire, rehire, transfer)	n/a	839	731	923
Outgoing (retired, transfer, termination)	n/a	577	560	705
Change of status (step advances, promotion)	n/a	480	366	528

Efficiency

Quantity per worker:				
Incoming (new hire, rehire, transfer)	n/a	420	366	308
Outgoing (retired, transfer, termination)	n/a	289	280	235
Change of status (step advances, promotion)	n/a	240	183	176

Quality⁽¹⁾

Production standard:				
Incoming (new hire, rehire, transfer)	n/a	116.5%	101.5%	85.5%
Outgoing (retired, transfer, termination)	n/a	103.0%	100.0%	83.9%
Change of status (step advances, promotion)	n/a	150.0%	114.4%	110.0%

Explanatory Note(s):

(1) Reflects an employee's productivity compared to the Department's standards.

n/a=not available

Registrar Recorder/County Clerk (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
Human Resources Division - Training				
<u>Input</u>				
Assigned staff:				
Video production staff	n/a	2	2	2
Training staff (precinct officers)	n/a	5	6	7
Training staff (in-house)	n/a	2	3	3
Graphic artist	n/a	1	1	1
Staff development specialists and clerical support	n/a	4	4	5
<u>Workload/Output</u>				
Volumes:				
Video production	n/a	12	14	16
Training classes (precinct officers)	n/a	437	455	525
Training classes (in-house)	n/a	64	96	100
Graphics	n/a	95	120	130
Written materials production	n/a	52	55	60
<u>Efficiency</u>				
Quantity per worker:				
Video production	n/a	6	7	8
Training classes (precinct officers)	n/a	87	76	75
Training classes (in-house)	n/a	32	32	33
Graphics	n/a	95	120	130
Written materials production	n/a	13	14	12
<u>Quality</u> ⁽¹⁾				
Production standard:				
Video production	n/a	100.0%	100.0%	100.0%
Training classes (precinct officers)	n/a	100.5%	99.8%	100.0%
Training classes (in-house)	n/a	100.0%	100.0%	101.0%
Graphics	n/a	100.0%	100.0%	100.0%
Written materials production	n/a	144.4%	152.8%	120.0%

Explanatory Note(s):

(1) Reflects an employee's productivity compared to the Department's standards.

n/a=not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$99,718,000	\$ 541,000	\$ 77,392,000	\$ 21,785,000	\$ 10,503,000	\$ 11,282,000	866.0

REGISTRAR-RECORDER/COUNTY CLERK

DEPARTMENTAL DETAIL SUMMARY

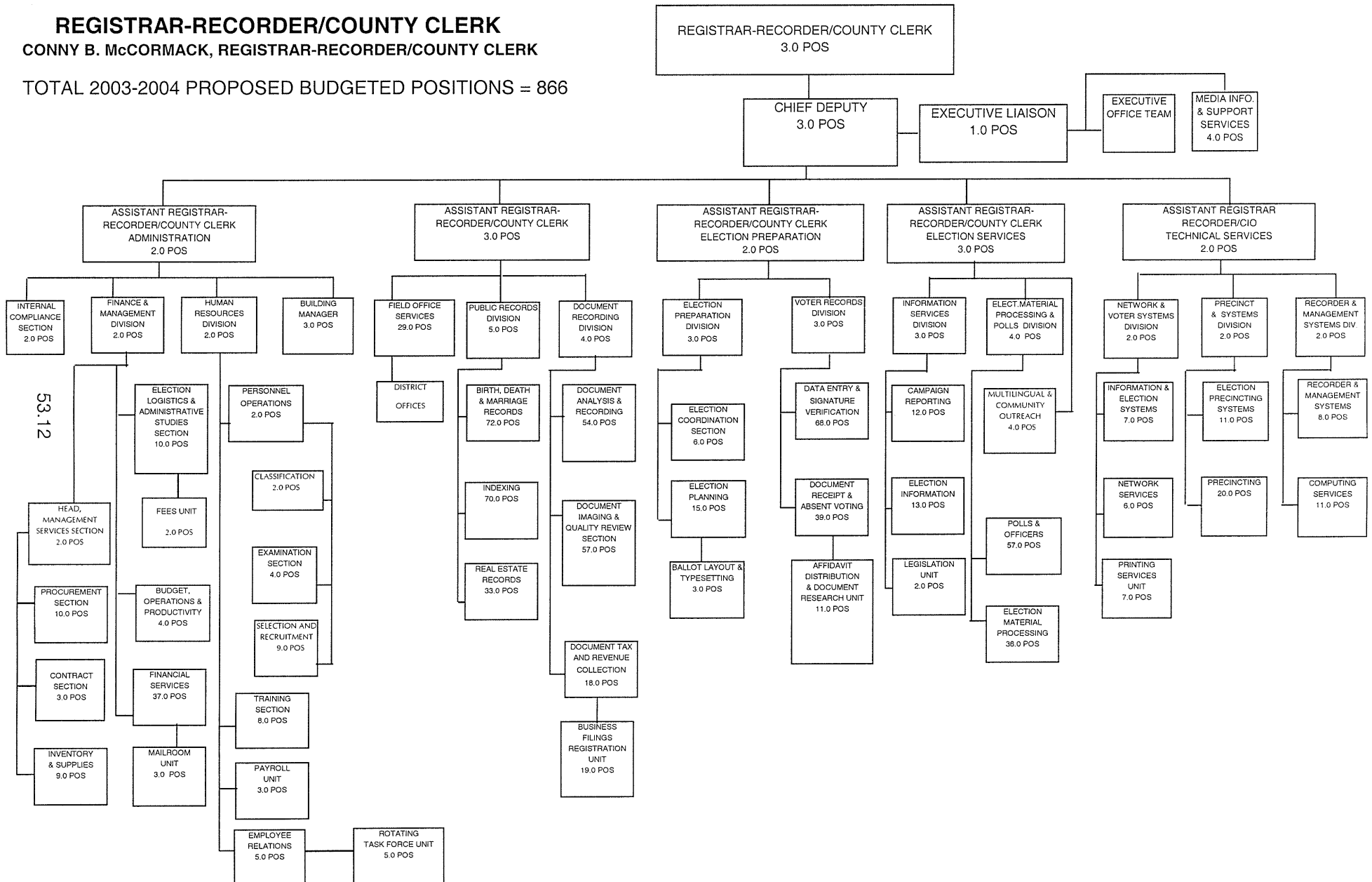
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	34,188,000	33,487,000	38,698,000	5,211,000
Employee Benefits	11,730,000	10,770,000	12,997,000	2,227,000
Total Salaries and Employee Benefits	45,918,000	44,257,000	51,695,000	7,438,000
<u>Services and Supplies</u>				
Administrative and General	17,000	5,000	15,000	10,000
Other Operations	13,000	10,000	13,000	3,000
Communications	838,000	793,000	1,000,000	207,000
Computer Equipment-noncapital	1,970,000	1,743,000	2,482,000	739,000
Computer Software	133,000	328,000	150,000	-178,000
Household Expenses	4,000	3,000	5,000	2,000
Information Technology Services	6,449,000	4,361,000	6,825,000	2,464,000
Insurance	66,000	74,000	96,000	22,000
Maintenance-Buildings and Improvements	1,473,000	1,569,000	1,596,000	27,000
Maintenance-Equipment	101,000	60,000	115,000	55,000
Medical Dental and Laboratory Supplies	1,000	0	1,000	1,000
Memberships	8,000	20,000	10,000	-10,000
Miscellaneous Expense	3,000	9,000	3,000	-6,000
Office Expense-Other	449,000	383,000	527,000	144,000
Office Expense-Postage	2,410,000	2,507,000	3,684,000	1,177,000
Office Expense-Stat and Forms	843,000	914,000	972,000	58,000
Professional and Specialized Services	9,791,000	9,228,000	11,053,000	1,825,000
Publication and Legal Notices	50,000	70,000	70,000	0
Rents and Leases-Bldg and Improvemts	717,000	979,000	941,000	-38,000
Rents and Leases-Equipment	39,000	82,000	56,000	-26,000
Special Departmental Expense	10,954,000	8,925,000	12,772,000	3,847,000
Telecommunications	492,000	231,000	307,000	76,000
Training	5,000	30,000	20,000	-10,000
Transportation and Travel-Auto Mileage	7,000	7,000	7,000	0
Transportation and Travel-Auto Service	421,000	271,000	427,000	156,000
Transportation and Travel-Other	9,000	8,000	9,000	1,000
Transportation and Travel-Traveling	50,000	43,000	40,000	-3,000
Utilities	1,000,000	1,260,000	1,007,000	-253,000
Total Services and Supplies	38,313,000	33,913,000	44,203,000	10,290,000
<u>Other Charges</u>				
Judgments and Damages	5,000	42,000	150,000	108,000
Capital Lease Payments	2,407,000	2,407,000	2,461,000	54,000
Other Charges	43,000	13,000	133,000	120,000
Total Other Charges	2,455,000	2,462,000	2,744,000	282,000

Registrar-Recorder/County Clerk (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	4,351,000	4,351,000	907,000	-3,444,000
Major Office Equipment	59,000	59,000	93,000	34,000
Total Equipment	4,410,000	4,410,000	1,000,000	-3,410,000
Total Fixed Assets	4,410,000	4,410,000	1,000,000	-3,410,000
<u>Other Financing Uses</u>				
Operating Transfers Out	60,000	60,000	76,000	16,000
Total Other Financing Uses	60,000	60,000	76,000	16,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	91,156,000	85,102,000	99,718,000	14,616,000
Less: Intrafund Transfers	561,000	634,000	541,000	-93,000
TOTAL NET REQUIREMENTS	90,595,000	84,468,000	99,177,000	14,709,000
<u>REVENUES:</u>				
Licenses, Permits and Franchises	1,257,000	1,130,000	1,207,000	77,000
Intergovernmental Revenues-State	2,205,000	3,168,000	2,270,000	-898,000
Charges for Services	57,681,000	51,761,000	71,925,000	20,164,000
Miscellaneous Revenues	565,000	522,000	552,000	30,000
Other Financing Sources	1,000,000	0	1,438,000	1,438,000
TOTAL REVENUES	62,708,000	56,581,000	77,392,000	20,811,000
NET COUNTY COST	27,887,000	27,887,000	21,785,000	-6,102,000

REGISTRAR-RECORDER/COUNTY CLERK
CONN Y B. McCORMACK, REGISTRAR-RECORDER/COUNTY CLERK

TOTAL 2003-2004 PROPOSED BUDGETED POSITIONS = 866



RENT EXPENSE

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 122,833,930	\$ 148,860,000	\$ 155,774,000	\$ 158,570,000	\$ 158,570,000	\$ 2,796,000
LESS EXPENDITURE DIST	115,790,713	139,428,000	146,817,000	149,522,000	149,522,000	2,705,000
TOT S & S	7,043,217	9,432,000	8,957,000	9,048,000	9,048,000	91,000
OTHER CHARGES	193,102,679	196,884,000	203,804,000	209,417,000	209,417,000	5,613,000
LESS EXPENDITURE DIST	172,739,114	176,530,000	179,786,000	185,035,000	185,035,000	5,249,000
TOT OTH CHR	20,363,565	20,354,000	24,018,000	24,382,000	24,382,000	364,000
GROSS TOTAL	\$ 27,406,782	\$ 29,786,000	\$ 32,975,000	\$ 33,430,000	\$ 33,430,000	\$ 455,000
REVENUE	580,911	1,444,000	4,527,000	4,561,000	4,561,000	34,000
NET COUNTY COST	\$ 26,825,871	\$ 28,342,000	\$ 28,448,000	\$ 28,869,000	\$ 28,869,000	\$ 421,000
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 485,543	\$ 1,444,000	\$ 4,527,000	\$ 4,561,000	\$ 4,561,000	\$ 34,000
CHRG FOR SVCS-OTHER	95,368					
TOTAL	\$ 580,911	\$ 1,444,000	\$ 4,527,000	\$ 4,561,000	\$ 4,561,000	\$ 34,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY PROPERTY MANAGEMENT	

Mission Statement

This budget funds centralized financing of real property lease payments, annual obligations for long-term debt financing of capital construction, and other costs necessary to facilitate compliance with the Board-approved Strategic Asset Management Plan (SAMP) principles. With the exception of court-related space costs, the Emergency Operations Center (EOC), and the Walt Disney Concert Hall Garage, all federally allowable lease and debt service costs are financed from respective operating budgets of the benefiting departments.

2003-04 Budget Message

The proposed changes reflect a \$0.4 million increase in net County cost, due to an increase in the payments on the remaining balance of the 1993 Disney Garage bond issue, and for insurance requirement increases. Increases in appropriation authority and financing are included to finance the new Antelope Valley Courthouse, the LAC+USC replacement facility, social services leasing requirements primarily associated with the completion of new facilities, and an increase in insurance requirements. These increases are partially offset by the suspension of plans for certain Department of Mental Health leases, and the conclusion of bond payments for Long Beach Comprehensive Health Center.

Strategic Planning

The Countywide Strategic Plan requires that the County implement a plan to preserve and protect critical public infrastructure, as well as implement an ongoing process for continuous improvement of the work place environment. The Rent Expense budget supports these strategies by financing real estate costs in compliance with SAMP principles.

Rent Expense (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ 5,613,000	\$ 5,283,000	\$ 330,000	--
	<u>Capital Lease/Bond Financed Facilities:</u> Reflects the addition of financing for the new Antelope Valley Courthouse, and increased debt service for the LAC+USC replacement facility and the Disney Garage. The increases are partially offset by the conclusion of debt payment for the Long Beach Comprehensive Health Center, as well as other minor changes in debt service.			
2.	\$ 2,796,000	\$ 2,705,000	\$ 91,000	--
	<u>Departmental Leases:</u> Reflects an appropriation increase to finance lease payments for the new El Monte "annex" building for the Department of Public Social Services due to previously approved increases in budgeted positions, partially offset by the suspension of plans for Department of Mental Health leases. Also included are increased insurance requirements (including Court-related net County cost) that are partially offset by savings in costs to manage the County's assets.			
Total \$	8,409,000	\$ 7,988,000	\$ 421,000	0.0

**SHERIFF
LEROY D. BACA, SHERIFF**

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 1,329,709,415	\$ 1,347,563,000	\$ 1,374,187,000	\$ 1,560,496,000	\$ 1,348,993,000	\$ -25,194,000
SERVICES & SUPPLIES	253,819,365	288,029,000	278,403,000	354,752,000	290,146,000	11,743,000
LESS EXPENDITURE DIST	43,571,122	75,000,000	75,000,000	75,000,000	75,000,000	
TOT S & S	210,248,243	213,029,000	203,403,000	279,752,000	215,146,000	11,743,000
OTHER CHARGES	91,445,300	82,876,000	83,546,000	80,246,000	80,246,000	-3,300,000
FIXED ASSETS-EQUIP	3,981,357	2,603,000	7,492,000	41,866,000	6,367,000	-1,125,000
OTHER FINANCING USES	544,000	533,000	533,000	533,000	533,000	
GROSS TOTAL	\$ 1,635,928,315	\$ 1,646,604,000	\$ 1,669,161,000	\$ 1,962,893,000	\$ 1,651,285,000	\$ -17,876,000
LESS INTRAFD TRANSFER	3,866,699	4,000,000	5,261,000	4,136,000	4,136,000	-1,125,000
NET TOTAL	\$ 1,632,061,616	\$ 1,642,604,000	\$ 1,663,900,000	\$ 1,958,757,000	\$ 1,647,149,000	\$ -16,751,000
REVENUE	996,539,622	965,830,000	987,126,000	955,071,000	955,071,000	-32,055,000
NET COUNTY COST	\$ 635,521,994	\$ 676,774,000	\$ 676,774,000	\$ 1,003,686,000	\$ 692,078,000	\$ 15,304,000
BUDGETED POSITIONS	16,311.0	15,825.0	15,825.0	17,715.0	15,302.0	-523.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 60,900	\$ 61,000	\$ 39,000	\$ 61,000	\$ 61,000	\$ 22,000
VEHICLE CODE FINES	4,851,670	5,604,000	4,873,000	5,604,000	5,604,000	731,000
FORFEIT & PENALTIES	1,041,514	1,196,000	1,294,000	1,196,000	1,196,000	-98,000
STATE-OTHER	20,274,864	31,163,000	37,952,000	29,235,000	29,235,000	-8,717,000
STATE-PROP 172 PSAF	414,784,061	443,459,000	446,831,000	425,448,000	425,448,000	-21,383,000
STATE-COPS	6,573,910	3,372,000				
FEDERAL-OTHER	71,280,559	21,624,000	37,240,000	29,673,000	29,673,000	-7,567,000
LEGAL SERVICES	172,613,780	180,000,000	178,261,000	162,320,000	162,320,000	-15,941,000
CIVIL PROCESS SERVICE	5,917,024	6,102,000	7,100,000	7,000,000	7,000,000	-100,000
COURT FEES & COSTS	819,865	788,000	356,000	1,000,000	1,000,000	644,000
LAW ENFORCEMENT SVCS	49,312,097	44,855,000	56,641,000	58,693,000	58,693,000	2,052,000
RECORDING FEES	796,638	1,000,000	1,000,000	1,000,000	1,000,000	
INSIT CARE & SVS	78,932,538	78,639,000	77,025,000	78,639,000	78,639,000	1,614,000
EDUCATIONAL SERVICES	2,637,430	3,073,000	3,073,000	3,482,000	3,482,000	409,000
CHRGs FOR SVCS-OTHER	112,858,539	110,945,000	105,481,000	109,780,000	109,780,000	4,299,000
OTHER SALES	126,662	15,000	84,000			-84,000
MISCELLANEOUS	28,032,668	15,117,000	15,601,000	18,303,000	18,303,000	2,702,000
SALE OF FIXED ASSETS	871,794	37,000	803,000	2,046,000	2,046,000	1,243,000
OPERATING TRANSFER IN	24,753,109	18,780,000	13,472,000	21,591,000	21,591,000	8,119,000
TOTAL	\$ 996,539,622	\$ 965,830,000	\$ 987,126,000	\$ 955,071,000	\$ 955,071,000	\$ -32,055,000

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. The Sheriff enforces State laws and County ordinances in the unincorporated area, which covers seventy-five percent of the total square miles within Los Angeles County, and is responsible for maintaining law and order in all cities within the County. The Sheriff provides direct traffic and general law enforcement services, through contract, to 41 cities, the Southern California Regional Rail Authority (Metrolink), the Los Angeles County Metropolitan Transportation Authority, and the Community College Districts.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a \$15.3 million increase in net County cost (NCC) primarily due to previously negotiated increases in salaries and employee benefits and an anticipated decline in public safety sales tax receipts, partially offset by a \$14.0 million NCC curtailment resulting in a reduction in non-direct law enforcement programs and the elimination of 173.0 positions needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04.

The Proposed Budget also includes the Department's efforts to internally realign its budget to address various program priorities and unavoidable cost increases totaling \$61.0 million. The Department has identified potential savings from the proposed elimination of 407.0 budgeted positions including the remaining Community Oriented Policing Services (COPS) personnel, partial closure of various custody facilities, and the realignment of Trial Court Funding services. The Proposed Budget does not reflect an estimated \$7.0 million reduction in State Criminal Alien Assistance Program (SCAAP) reimbursement revenue. Various strategies are being considered to seek SCAAP funding restoration through a supplemental appropriations bill later this year.

The Proposed Budget also reflects funding for the Office of Homeland Security and the voter-approved restructuring and increased oversight of the Sheriff's Department, as well as funding for the Equity Training Program and civilian investigators to perform background checks on potential civilian professional employees, fully offset by a reduction in overtime funding. Additionally, the Proposed Budget includes fully reimbursable costs for contract services provided to the Bureau of Immigration and Customs Enforcement.

In November 2001, under direction of the Board of Supervisors, a pilot program was initiated to develop station level detail for unincorporated communities. The data being gathered included service levels, crime statistics, response times, number of calls for service, position allocations, and expenditures. The pilot focuses on the services provided to unincorporated communities in each of the five Supervisorial districts to better understand service levels and expenditures as compared to those of contract cities, and to ensure that appropriate service levels are maintained for the unincorporated areas; data has been nearly completed for the unincorporated East Los Angeles community.

While service levels can change based on numerous factors and the Sheriff has ultimate control over law enforcement decisions, a goal of this pilot project is to take into account all relevant factors and to: establish agreed upon service levels prior to budget deliberations for at least one unincorporated area station in each Supervisorial District, establish how much money is being spent to fund those specific service levels, and track those service levels so that, if the service levels are altered by the Sheriff, the Board of Supervisors is fully aware of the change and its budgetary and law enforcement implications, and so that the Board, like contract cities, can work with the Sheriff to maintain agreed upon service levels.

Strategic Planning

The Sheriff has developed LASD2, a long-term strategic plan to realign departmental functions in order to streamline law enforcement and support services, and maximize the Department's use of available resources.

Critical Needs

The Sheriff's Department's most critical needs include the following: 1) restoration of the COPS program; 2) adequate funding for the Office of Homeland Security; 3) Contracts Unit enhancement; 4) sufficient funding to fully restore operations at various custody facilities; and 5) restoration of the Cargo Criminal Apprehension Team (Cargo CATs). Lack of adequate funding for these programs will: 1) perpetuate an increase in gang-related activity and various other crimes; 2) affect the Sheriff's ability to protect citizens against terrorism; 3) limit the Department's effort toward effective contract administration; 4) increase the minimum bail requirement threshold from \$25,000 to \$50,000, resulting in the likely release of 2,600 misdemeanants from the County's jail system; and 5) prevent collaboration with other local law enforcement agencies in fighting cargo theft crimes.

Changes From 2002-03 Budget

	Gross Appropriation		Revenue/IFT		Net County Cost	Budgeted Positions
<u>Program Changes</u>						
1.	\$ -14,000,000		\$ --		\$ -14,000,000	-173.0
	<u>Structural Funding Deficit:</u> Reflects the elimination of 173.0 budgeted positions and a reduction in non-direct law enforcement programs including: traffic investigations, Reserve program coordination, community liaison, and various administrative functions, needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
2.	\$ -15,169,000		\$ --		\$ -15,169,000	-139.0
	<u>Custody Division Closures:</u> Reflects the partial closure of various custody facilities, deletion of 94.0 Deputy and 45.0 Custody Assistant positions, and an increase in the minimum bail requirement threshold from \$25,000 to \$50,000, resulting in the likely release of 2,600 misdemeanants required to absorb unavoidable cost increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
3.	\$ -6,553,000		\$ --		\$ -6,553,000	-81.0
	<u>Community Oriented Policing Services (COPS) Grant:</u> Reflects the deletion of 81.0 Deputy positions in the COPS program required to absorb unavoidable cost increases. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
4.	\$ -16,452,000		\$ --		\$ -16,452,000	-187.0
	<u>Court Services:</u> Reflects a decrease in Court Service requirements resulting in the deletion of 11.0 Sergeant, 185.0 Deputy, 2.0 Operations Assistant and 2.0 Court Records System Clerk positions required to absorb unavoidable cost increases. Also reflects the addition of 15.0 Security Officer and 8.0 Security Assistant positions, fully offset by the elimination of an additional 10.0 Deputy positions as a result of the realignment of State Trial Court Funding. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>					
5.	\$ 2,187,000		\$ --		\$ 2,187,000	25.0
	<u>Equity Training:</u> Reflects funding for 2.0 Lieutenant, 3.0 Sergeant, 14.0 Deputy, 4.0 Operations Assistant and 2.0 Senior Typist Clerk positions and associated services and supplies requirements to ensure compliance with the Federal Court mandate in the Bouman Consent Decree, fully offset by a reduction in overtime funding. <i>Supports Countywide Strategic Plan Goal 2, Strategies 1 and 2.</i>					
6.	\$ 691,000		\$ --		\$ 691,000	7.0
	<u>Office of Homeland Security:</u> Reflects full-year funding for the Board-approved Office of Homeland Security Headquarters' Unit and the addition of 1.0 Commander, 1.0 Lieutenant, 1.0 Sergeant, 2.0 Operations Assistant, and 2.0 secretarial support positions to ensure the readiness of Los Angeles County's first responders, fully offset by a reduction in overtime funding. <i>Supports Countywide Strategic Plan Goal 8, Strategy 3.</i>					
7.	\$ 531,000		\$ --		\$ 531,000	3.0
	<u>Voter-Approved Restructuring of the Sheriff's Department:</u> Reflects the voter-approved restructuring and increased oversight of the Sheriff's Department and the addition of 3.0 Division Chief positions and ordinance only authority for 1.0 Assistant Sheriff position, as approved by the Board of Supervisors on October 22, 2002, fully offset by a reduction in overtime funding. <i>Supports Countywide Strategic Plan Goal 3, Strategies 1 and 2.</i>					

Changes From 2002-03 Budget

	<u>Gross</u> <u>Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted</u> <u>Positions</u>
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Program Changes (cont'd)

8.	\$ 678,000	\$ --	\$ 678,000	10.0
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Civilian Investigators: Reflects funding for 10.0 Civilian Investigator positions in the Personnel Administration Bureau to perform background checks on potential civilian professional employees, fully offset by a reduction in overtime funding. *Supports Countywide Strategic Plan Goal 2, Strategy 1.*

9.	\$ 979,000	\$ 979,000	\$ --	12.0
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Contract Service Increase: Reflects the addition of 2.0 Sergeant, 5.0 Deputy, 6.0 Custody Assistant, 1.0 Law Enforcement Technician, 2.0 Operations Assistant, and 1.0 Assistant Auto Equipment Coordinator positions, partially offset by the elimination of 5.0 vacant office support positions. These costs are fully reimbursable through a contract with the Bureau of Immigration and Customs Enforcement. *Supports Countywide Strategic Plan Goal 3, Strategy 2.*

Other Changes

1.	\$ 6,590,000	\$ --	\$ 6,590,000	--
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Salaries and Employee Benefits: Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.

2.	\$ 23,108,000	\$ --	\$ 23,108,000	--
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Workers' Compensation, Retiree Health and Long-Term Disability: Reflects unavoidable cost increases in workers' compensation, retiree health, and long-term disability.

3.	\$ -23,131,000	\$ --	\$ -23,131,000	--
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Overtime Reduction: Reflects a decrease in overtime primarily to fund various program cost increases including: the Office of Homeland Security, the voter-approved restructuring of the Sheriff's Department, Equity Training, and civilian investigators. Also reflects a decrease required to absorb unavoidable cost increases.

4.	\$ 7,782,000	\$ --	\$ 7,782,000	--
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Other Salaries and Employee Benefits: Reflects a net County cost increase primarily due to a decrease in budgeted salary savings to more accurately reflect anticipated requirements.

5.	\$ 2,256,000	\$ --	\$ 2,256,000	--
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Retirement Debt Service: Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in retirement system.

6.	\$ 5,051,000	\$ 5,051,000	\$ --	--
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Utilities Increase: Reflects an anticipated increase in natural gas costs, fully offset by increased revenue from the cogeneration power plant.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Other Changes (cont'd)</u>				
7.	\$ --	\$ -21,383,000	\$ 21,383,000	--
	<u>Public Safety Sales Tax:</u> Reflects an anticipated decline in public safety sales tax receipts.			
8.	\$ -16,000	\$ --	\$ -16,000	--
	<u>Countywide Cost Allocation Plan (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
9.	\$ -909,000	\$ --	\$ -909,000	--
	<u>Insurance Premiums:</u> Reflects the elimination of one-time funding for insurance premium increases.			
10.	\$ 8,501,000	\$ -17,827,000	\$ 26,328,000	--
	<u>Budget Realignment:</u> Reflects an increase in services and supplies requirements and a decrease in intrafund transfers and budgeted revenue, partially offset by decreases in other charges and fixed assets, to more accurately reflect realistic and attainable funding levels based on experience.			
Total \$	-17,876,000	\$ -33,180,000	\$ 15,304,000	-523.0

SHERIFF

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$283,861,000	\$ --	\$ 283,861,000	\$ --	\$ --	\$ --	2,863.5

1. Patrol

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

Patrol provides traffic control and law enforcement services through contract, to 41 cities, the Southern California Regional Rail Authority (Metrolink), the Los Angeles County Metropolitan Transportation Authority, and the Community College Districts.

Program Outcome: Provide timely, efficient, and customer service oriented law enforcement.

Service Delivery Standard: Generate a minimal number of personnel and service complaints.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Calls for service	n/a	610,888	625,055	639,556
<u>Workload/Output</u>				
Minutes spent handling calls for service	n/a	18,242,493	19,493,159	20,830,290
<u>Efficiency</u>				
Personnel and service complaints for field operations	n/a	1,921	1,894	1,867
<u>Quality</u>				
Personnel and service complaints per 1,000 minutes spent handling calls for service	n/a	0.105	0.097	0.090

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$87,309,000	\$ 720,000	\$ 42,841,000	\$ 43,748,000	\$ 43,748,000	\$ --	718.0

2. Detective

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

Detective investigates criminal activity including homicides, missing persons, narcotics offenses, organized crime, child abuse, and fugitive warrant offenses.

Program Outcome: Investigate serious criminal offenses and take offenders into custody.

Service Delivery Standard: Take offenders into custody with minimal civil liability and complaints.

Sheriff (cont'd)

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Number of budgeted personnel	n/a	780	777	750
<u>Workload/Output</u>				
Number of arrests	n/a	4,455	4,101	4,200
<u>Efficiency</u>				
Civil claims	n/a	53	43	40
Total personnel and service complaints	n/a	32	35	33
<u>Quality</u>				
Civil claims per 100 arrests	n/a	1.19	1.05	0.95
Complaints per 100 personnel	n/a	4.1	4.5	4.4

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

n/a=not available

<u>Gross</u> <u>Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net</u> <u>County Cost</u>	<u>Unavoidable</u> <u>Fixed Costs</u> <u>(NCC)</u>	<u>Net</u> <u>County Cost</u> <u>Savings</u>	<u>Budgeted</u> <u>Positions</u>
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3. Court Services

\$190,135,000 \$ 205,000 \$ 113,701,000 \$ 76,229,000 \$ 76,229,000 \$ -- 2,020.0

Authority: Mandated program with discretionary service level - Sections 26699-26777 of the California Government Code.

Court Services provides bailiff services to the Superior Court, inmate incarceration and security during court proceedings, and transportation of in-custody defendants to and from courts throughout the County. Other mandated responsibilities include notice and process service, courthouse security, and execution of court orders.

Program Outcome: To securely transport, house, and process in-custody prisoners for court hearings.

Service Delivery Standard: Prevent in-custody prisoners from being erroneously released.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual</u> <u>2000-01</u>	<u>Actual</u> <u>2001-02</u>	<u>Estimated</u> <u>2002-03</u>	<u>Projected</u> <u>2003-04</u>
<u>Input</u>				
Average daily inmate population	n/a	2,036	2,086	2,137
<u>Workload/Output</u>				
Inmate incarceration days per year	n/a	506,964	519,414	532,113
<u>Efficiency</u>				
Erroneous releases	n/a	13	8	5
<u>Quality</u>				
Erroneous releases per 10,000 inmate incarceration days	n/a	0.26	0.15	0.09

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

n/a=not available

Sheriff (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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4. **Custody**

\$476,422,000 \$ 201,000 \$ 275,022,000 \$ 201,199,000 \$ 201,199,000 \$ -- 4,965.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

Custody provides placement and secure housing and care for a daily average population of 20,000 pre-sentenced and sentenced county jail inmates at Central Jail, Peter J. Pitchess Detention Center, North County Correctional facility, and Twin Towers Detention facility. Additional responsibilities include the supervision of persons participating in work furlough/in-lieu of custody programs.

Program Outcome: Provide a safe and secure custody environment in which to incarcerate inmates.

Service Delivery Standard: Prevent inmate escapes in order to protect the public.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Average daily inmate population	n/a	19,330	19,606	18,000
<u>Workload/Output</u>				
Inmate incarceration days per year	n/a	7,055,450	7,156,190	6,570,000
<u>Efficiency</u>				
Inmate escapes	n/a	2	5	3
<u>Quality</u>				
Inmate escapes per 100,000 inmate incarceration days	n/a	0.028	0.070	0.046

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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5. **General Support**

\$337,784,000 \$ 308,000 \$ 74,184,000 \$ 263,292,000 \$ 27,060,000 \$ 236,232,000 1,866.5

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

General Support provides support that cannot be directly identified to programs. Includes data processing and facilities management services, fingerprint identification and classification, internal investigations, training, facilities planning, and maintenance.

Program Outcome: Provide timely facility and power plant maintenance.

Service Delivery Standard: Complete service requests and ensure power plants are operational.

Sheriff (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of buildings/structures maintained	292	292	292	292
Number of operating power plants	4	4	4	4
<u>Workload/Output</u>				
Number of service requests	71,148	60,263	49,172	49,172
Number of hours the power plants are available	35,040	35,040	35,040	35,040
<u>Efficiency</u>				
Number of service requests completed	67,852	56,410	43,644	43,644
Number of hours the power plants are operational	35,040	35,040	35,040	35,040
<u>Quality</u>				
Percent of services requests completed	95.4%	93.6%	88.8%	88.8%
Percent of time power plants are operational	100.0%	100.0%	100.0%	100.0%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
6. <u>Administration</u>						
\$55,016,000	\$ 802,000	\$ 3,615,000	\$ 50,599,000	\$ --	\$ 50,599,000	556.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

Administration provides departmental management and administrative services including accounting, budget, personnel, recruitment, payroll, and timekeeping.

Program Outcome: Recruit, test, and hire Deputy Sheriffs.

Service Delivery Standard: Select the most qualified candidates.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected</u> ⁽²⁾ <u>2003-04</u>
<u>Input</u>				
Deputy Sheriff applicants	17,675	32,146	16,224	0
<u>Workload/Output</u>				
Applicants tested	5,662	6,627	4,036	0
<u>Efficiency</u>				
Applicants hired	688	568	240	0
<u>Quality</u>				
Percent of applicants hired	3.9%	1.8%	1.5%	0.0%

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

(2) Based on the curtailments included in the Proposed Budget, the Department will not be accepting Deputy Sheriff applications.

Sheriff (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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7. Unincorporated Area Patrol

\$220,758,000 \$ 1,900,000 \$ 161,847,000 \$ 57,011,000 \$ 57,011,000 \$ -- 2,313.0

Authority: Mandated program with discretionary service level - Sections 26600-26777 of the California Government Code.

Unincorporated Area Patrol provides law enforcement services in the unincorporated area. Program funding is estimated since these costs are not tracked separately.

Program Outcome: Provide timely, efficient, and customer service oriented law enforcement.

Service Delivery Standard: Generate a minimal number of personnel and service complaints.

<u>Performance Measures</u> ⁽¹⁾	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Calls for service	n/a	458,746	461,265	463,802
<u>Workload/Output</u>				
Minutes spent handling calls for service	n/a	17,582,675	17,876,796	18,177,126
<u>Efficiency</u>				
Personnel and service complaints for field operations	n/a	1,449	1,371	1,297
<u>Quality</u>				
Personnel and service complaints per 1,000 minutes spent handling calls for service	n/a	0.082	0.077	0.071

Explanatory Note(s):

(1) Data compiled on a calendar year basis.

n/a=not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
Total Programs						
\$1,651,285,000	\$4,136,000	\$955,071,000	\$692,078,000	\$ 405,247,000	\$286,831,000	15,302.0

Sheriff (cont'd)

SHERIFF - ADMINISTRATION

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 43,721,923	\$ 38,705,000	\$ 39,441,000	\$ 48,355,000	\$ 44,246,000	\$ 4,805,000
SERVICES & SUPPLIES	10,851,215	7,773,000	7,678,000	11,059,000	10,670,000	2,992,000
FIXED ASSETS-EQUIP				228,000	100,000	100,000
GROSS TOTAL	\$ 54,573,138	\$ 46,478,000	\$ 47,119,000	\$ 59,642,000	\$ 55,016,000	\$ 7,897,000
LESS INTRAFD TRANSFER	471,374	866,000	154,000	802,000	802,000	648,000
NET TOTAL	\$ 54,101,764	\$ 45,612,000	\$ 46,965,000	\$ 58,840,000	\$ 54,214,000	\$ 7,249,000
REVENUE	4,229,221	4,616,000	4,482,000	3,615,000	3,615,000	-867,000
NET COUNTY COST	\$ 49,872,543	\$ 40,996,000	\$ 42,483,000	\$ 55,225,000	\$ 50,599,000	\$ 8,116,000
BUDGETED POSITIONS	586.0	549.0	549.0	584.0	556.0	7.0
REVENUE DETAIL						
FORFEIT & PENALTIES	\$ 414	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
STATE-OTHER	5,951	7,000	20,000	7,000	7,000	-13,000
STATE-PROP 172 PSAF	2,148,039	2,314,000	2,314,000	2,202,000	2,202,000	-112,000
FEDERAL-OTHER			703,000			-703,000
LAW ENFORCEMENT SVCS	426,405	384,000		375,000	375,000	375,000
INSTIT CARE & SVS			4,000			-4,000
CHRGs FOR SVCS-OTHER	399,327	445,000	410,000	445,000	445,000	35,000
OTHER SALES	50,461	12,000	30,000			-30,000
MISCELLANEOUS	1,198,624	1,453,000	1,000,000	585,000	585,000	-415,000
TOTAL	\$ 4,229,221	\$ 4,616,000	\$ 4,482,000	\$ 3,615,000	\$ 3,615,000	\$ -867,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC PROTECTION		POLICE PROTECTION			

SHERIFF - CLEARING ACCOUNT

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 44,021,464	\$ 75,000,000	\$ 75,000,000	\$ 75,000,000	\$ 75,000,000	
LESS EXPENDITURE DIST	43,571,122	75,000,000	75,000,000	75,000,000	75,000,000	
TOT S & S	450,342					
GROSS TOTAL	\$ 450,342	\$	\$	\$	\$	\$
NET COUNTY COST	\$ 450,342	\$	\$	\$	\$	\$
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	PUBLIC PROTECTION		POLICE PROTECTION			

SHERIFF - COURT SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 181,364,391	\$ 182,664,000	\$ 193,144,000	\$ 180,576,000	\$ 181,253,000	\$ -11,891,000
SERVICES & SUPPLIES	9,276,513	8,448,000	5,909,000	11,318,000	8,682,000	2,773,000
FIXED ASSETS-EQUIP			231,000	4,510,000	200,000	-31,000
GROSS TOTAL	\$ 190,640,904	\$ 191,112,000	\$ 199,284,000	\$ 196,404,000	\$ 190,135,000	\$ -9,149,000
LESS INTRAFD TRANSFER	58,553	170,000	1,900,000	205,000	205,000	-1,695,000
NET TOTAL	\$ 190,582,351	\$ 190,942,000	\$ 197,384,000	\$ 196,199,000	\$ 189,930,000	\$ -7,454,000
REVENUE	114,934,261	114,829,000	111,149,000	113,701,000	113,701,000	2,552,000
NET COUNTY COST	\$ 75,648,090	\$ 76,113,000	\$ 86,235,000	\$ 82,498,000	\$ 76,229,000	\$ -10,006,000
BUDGETED POSITIONS	2,220.0	2,207.0	2,207.0	2,058.0	2,020.0	-187.0
REVENUE DETAIL						
STATE-OTHER	\$ 34,179	\$ 40,000	\$	\$ 37,000	\$ 37,000	\$ 37,000
FEDERAL-OTHER	747,376	227,000	400,000	311,000	311,000	-89,000
CIVIL PROCESS SERVICE	5,917,024	6,102,000	7,100,000	7,000,000	7,000,000	-100,000
LAW ENFORCEMENT SVCS	1,464,398	1,450,000	1,362,000	1,349,000	1,349,000	-13,000
CHRGs FOR SVCS-OTHER	106,762,895	107,000,000	102,277,000	105,000,000	105,000,000	2,723,000
MISCELLANEOUS	8,389	10,000	10,000	4,000	4,000	-6,000
TOTAL	\$ 114,934,261	\$ 114,829,000	\$ 111,149,000	\$ 113,701,000	\$ 113,701,000	\$ 2,552,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
POLICE PROTECTION

SHERIFF - CUSTODY

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 374,293,857	\$ 364,291,000	\$ 382,052,000	\$ 452,670,000	\$ 388,299,000	\$ 6,247,000
SERVICES & SUPPLIES	81,490,832	87,515,000	98,087,000	100,417,000	87,123,000	-10,964,000
FIXED ASSETS-EQUIP	125,369	18,000	1,188,000	2,979,000	1,000,000	-188,000
GROSS TOTAL	\$ 455,910,058	\$ 451,824,000	\$ 481,327,000	\$ 556,066,000	\$ 476,422,000	\$ -4,905,000
LESS INTRAFD TRANSFER	152,381	70,000	201,000	201,000	201,000	
NET TOTAL	\$ 455,757,677	\$ 451,754,000	\$ 481,126,000	\$ 555,865,000	\$ 476,221,000	\$ -4,905,000
REVENUE	308,406,590	273,333,000	271,220,000	275,022,000	275,022,000	3,802,000
NET COUNTY COST	\$ 147,351,087	\$ 178,421,000	\$ 209,906,000	\$ 280,843,000	\$ 201,199,000	\$ -8,707,000
BUDGETED POSITIONS	5,212.0	5,092.0	5,092.0	5,638.0	4,965.0	-127.0
REVENUE DETAIL						
BUSINESS LICENSES	\$ 57,400	\$ 57,000	\$ 31,000	\$ 57,000	\$ 57,000	26,000
FORFEIT & PENALTIES	800	1,000		1,000	1,000	1,000
STATE-OTHER	7,221,325	12,296,000	6,522,000	11,535,000	11,535,000	5,013,000
STATE-PROP 172 PSAF	137,834,655	145,112,000	148,484,000	141,378,000	141,378,000	-7,106,000
STATE-COPS	3,372,500	3,372,000				
FEDERAL-OTHER	63,952,874	19,401,000	27,083,000	26,623,000	26,623,000	-460,000
COURT FEES & COSTS	788,255	788,000	356,000	1,000,000	1,000,000	644,000
LAW ENFORCEMENT SVCS	99,894	175,000	172,000	200,000	200,000	28,000
INSTIT CARE & SVS	78,932,538	78,639,000	77,021,000	78,639,000	78,639,000	1,618,000
EDUCATIONAL SERVICES	1,730,345	2,203,000	2,203,000	2,560,000	2,560,000	357,000
CHRGs FOR SVCS-OTHER	2,453,919	2,500,000	1,802,000	2,000,000	2,000,000	198,000
OTHER SALES	1,116	3,000	3,000			-3,000
MISCELLANEOUS	10,969	11,000	11,000	6,000	6,000	-5,000
OPERATING TRANSFER IN	11,950,000	8,775,000	7,532,000	11,023,000	11,023,000	3,491,000
TOTAL	\$ 308,406,590	\$ 273,333,000	\$ 271,220,000	\$ 275,022,000	\$ 275,022,000	\$ 3,802,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
POLICE PROTECTION

SHERIFF - DETECTIVE SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 84,474,664	\$ 77,051,000	\$ 84,073,000	\$ 101,027,000	\$ 82,215,000	\$ -1,858,000
SERVICES & SUPPLIES	2,928,091	4,066,000	3,915,000	6,309,000	4,094,000	179,000
FIXED ASSETS-EQUIP	671,261	260,000	1,098,000	3,391,000	1,000,000	-98,000
GROSS TOTAL	\$ 88,074,016	\$ 81,377,000	\$ 89,086,000	\$ 110,727,000	\$ 87,309,000	\$ -1,777,000
LESS INTRAFD TRANSFER	806,983	727,000	692,000	720,000	720,000	28,000
NET TOTAL	\$ 87,267,033	\$ 80,650,000	\$ 88,394,000	\$ 110,007,000	\$ 86,589,000	\$ -1,805,000
REVENUE	41,697,544	44,812,000	46,259,000	42,841,000	42,841,000	-3,418,000
NET COUNTY COST	\$ 45,569,489	\$ 35,838,000	\$ 42,135,000	\$ 67,166,000	\$ 43,748,000	\$ 1,613,000
BUDGETED POSITIONS	777.0	750.0	750.0	907.0	718.0	-32.0
REVENUE DETAIL						

BUSINESS LICENSES	\$ 3,100	\$ 3,000		\$ 3,000	\$ 3,000	\$ 3,000
FORFEIT & PENALTIES			657,000			-657,000
STATE-OTHER	4,924,165	5,715,000	7,975,000	5,362,000	5,362,000	-2,613,000
STATE-PROP 172 PSAF	30,361,238	32,707,000	32,707,000	31,141,000	31,141,000	-1,566,000
FEDERAL-OTHER	45,000	14,000		19,000	19,000	19,000
LEGAL SERVICES	1,603,446					
LAW ENFORCEMENT SVCS	4,052,793	5,336,000	3,879,000	5,269,000	5,269,000	1,390,000
RECORDING FEES	796,638	1,000,000	1,000,000	1,000,000	1,000,000	
EDUCATIONAL SERVICES	2,153					
CHRGs FOR SVCS-OTHER	-141,225		1,000	1,000	1,000	
MISCELLANEOUS	175					
SALE OF FIXED ASSETS	50,061	37,000	40,000	46,000	46,000	6,000
TOTAL	\$ 41,697,544	\$ 44,812,000	\$ 46,259,000	\$ 42,841,000	\$ 42,841,000	\$ -3,418,000
FUND			FUNCTION		ACTIVITY	
GENERAL FUND			PUBLIC PROTECTION		POLICE PROTECTION	

SHERIFF - GENERAL SUPPORT SERVICES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 152,567,820	\$ 134,367,000	\$ 175,688,000	\$ 200,671,000	\$ 164,114,000	\$ -11,574,000
SERVICES & SUPPLIES	89,512,070	90,918,000	74,794,000	128,220,000	89,824,000	15,030,000
OTHER CHARGES	91,445,300	82,876,000	83,546,000	80,246,000	80,246,000	-3,300,000
FIXED ASSETS-EQUIP	2,509,331	1,688,000	3,868,000	17,772,000	3,067,000	-801,000
OTHER FINANCING USES	544,000	533,000	533,000	533,000	533,000	
GROSS TOTAL	\$ 336,578,521	\$ 310,382,000	\$ 338,429,000	\$ 427,442,000	\$ 337,784,000	\$ -645,000
LESS INTRAFD TRANSFER	1,002,948	199,000	1,143,000	308,000	308,000	-835,000
NET TOTAL	\$ 335,575,573	\$ 310,183,000	\$ 337,286,000	\$ 427,134,000	\$ 337,476,000	\$ 190,000
REVENUE	82,812,231	70,034,000	76,048,000	74,184,000	74,184,000	-1,864,000
NET COUNTY COST	\$ 252,763,342	\$ 240,149,000	\$ 261,238,000	\$ 352,950,000	\$ 263,292,000	\$ 2,054,000
BUDGETED POSITIONS	2,078.0	2,027.0	2,027.0	2,248.5	1,866.5	-160.5
REVENUE DETAIL						
FORFEIT & PENALTIES	\$ 1,033,129	\$ 1,192,000	\$ 634,000	\$ 1,192,000	\$ 1,192,000	\$ 558,000
STATE-OTHER	6,179,907	7,173,000	17,373,000	6,729,000	6,729,000	-10,644,000
STATE-PROP 172 PSAF	30,003,850	32,322,000	32,322,000	30,776,000	30,776,000	-1,546,000
FEDERAL-OTHER			2,293,000			-2,293,000
LEGAL SERVICES	1,930,667	2,000,000		1,500,000	1,500,000	1,500,000
LAW ENFORCEMENT SVCS	1,498,864	3,489,000	3,001,000	3,000,000	3,000,000	-1,000
EDUCATIONAL SERVICES	904,932	870,000	870,000	922,000	922,000	52,000
CHRGs FOR SVCS-OTHER	2,997,897	1,000,000	517,000	1,859,000	1,859,000	1,342,000
OTHER SALES	75,000		47,000			-47,000
MISCELLANEOUS	26,799,250	13,625,000	13,276,000	17,701,000	17,701,000	4,425,000
SALE OF FIXED ASSETS	818,958		763,000	2,000,000	2,000,000	1,237,000
OPERATING TRANSFER IN	10,569,777	8,363,000	4,952,000	8,505,000	8,505,000	3,553,000
TOTAL	\$ 82,812,231	\$ 70,034,000	\$ 76,048,000	\$ 74,184,000	\$ 74,184,000	\$ -1,864,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
POLICE PROTECTION

SHERIFF - PATROL

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 493,286,760	\$ 550,485,000	\$ 499,789,000	\$ 577,197,000	\$ 488,866,000	\$ -10,923,000
SERVICES & SUPPLIES	15,739,180	14,309,000	13,020,000	22,429,000	14,753,000	1,733,000
FIXED ASSETS-EQUIP	675,396	637,000	1,107,000	12,986,000	1,000,000	-107,000
GROSS TOTAL	\$ 509,701,336	\$ 565,431,000	\$ 513,916,000	\$ 612,612,000	\$ 504,619,000	\$ -9,297,000
LESS INTRAFD TRANSFER	1,374,460	1,968,000	1,171,000	1,900,000	1,900,000	729,000
NET TOTAL	\$ 508,326,876	\$ 563,463,000	\$ 512,745,000	\$ 610,712,000	\$ 502,719,000	\$ -10,026,000
REVENUE	444,459,775	458,206,000	477,968,000	445,708,000	445,708,000	-32,260,000
NET COUNTY COST	\$ 63,867,101	\$ 105,257,000	\$ 34,777,000	\$ 165,004,000	\$ 57,011,000	\$ 22,234,000
BUDGETED POSITIONS	5,438.0	5,200.0	5,200.0	6,279.5	5,176.5	-23.5
REVENUE DETAIL						

BUSINESS LICENSES	\$ 400	\$ 1,000	\$ 8,000	\$ 1,000	\$ 1,000	\$ -7,000
VEHICLE CODE FINES	4,851,670	5,604,000	4,873,000	5,604,000	5,604,000	731,000
FORFEIT & PENALTIES	7,171	2,000	2,000	2,000	2,000	
STATE-OTHER	1,909,337	5,932,000	6,062,000	5,565,000	5,565,000	-497,000
STATE-PROP 172 PSAF	214,436,279	231,004,000	231,004,000	219,951,000	219,951,000	-11,053,000
STATE-COPS	3,201,410					
FEDERAL-OTHER	6,535,309	1,982,000	6,761,000	2,720,000	2,720,000	-4,041,000
LEGAL SERVICES	169,079,667	178,000,000	178,261,000	160,820,000	160,820,000	-17,441,000
COURT FEES & COSTS	31,610					
LAW ENFORCEMENT SVCS	41,769,743	34,021,000	48,227,000	48,500,000	48,500,000	273,000
CHRGs FOR SVCS-OTHER	385,726		474,000	475,000	475,000	1,000
OTHER SALES	85		4,000			-4,000
MISCELLANEOUS	15,261	18,000	1,304,000	7,000	7,000	-1,297,000
SALE OF FIXED ASSETS	2,775					
OPERATING TRANSFER IN	2,233,332	1,642,000	988,000	2,063,000	2,063,000	1,075,000
TOTAL	\$ 444,459,775	\$ 458,206,000	\$ 477,968,000	\$ 445,708,000	\$ 445,708,000	\$ -32,260,000

FUND
GENERAL FUND

FUNCTION
PUBLIC PROTECTION

ACTIVITY
POLICE PROTECTION

SHERIFF

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	961,724,000	991,927,000	797,094,000	-194,833,000
Employee Benefits	385,839,000	382,260,000	551,899,000	169,639,000
Total Salaries and Employee Benefits	1,347,563,000	1,374,187,000	1,348,993,000	-25,194,000
<u>Services and Supplies</u>				
Capital Leases and Equipments	75,000,000	75,000,000	75,000,000	0
Clothing and Personal Supplies	3,280,000	4,154,000	3,939,000	-215,000
Communications	11,973,000	10,117,000	11,973,000	1,856,000
Computer Equipment-noncapital	1,543,000	2,280,000	1,635,000	-645,000
Computer Software	1,136,000	1,449,000	1,137,000	-312,000
Food	22,069,000	24,001,000	18,351,000	-5,650,000
Household Expenses	5,121,000	6,548,000	5,256,000	-1,292,000
Information Technology Services	3,180,000	3,823,000	3,180,000	-643,000
Insurance	3,277,000	3,291,000	3,280,000	-11,000
Jury and Witness Expense	329,000	331,000	329,000	-2,000
Maintenance-Bldgs and Improvements	7,351,000	8,509,000	8,086,000	-423,000
Maintenance-Equipment	17,100,000	14,246,000	17,238,000	2,992,000
Medical Dental and Laboratory Supplies	12,782,000	14,227,000	11,279,000	-2,948,000
Memberships	3,000	12,000	3,000	-9,000
Miscellaneous Expense	1,093,000	1,418,000	1,147,000	-271,000
Office Expense-Other	1,303,000	2,911,000	2,381,000	-530,000
Office Expense-Postage	333,000	359,000	334,000	-25,000
Office Expense-Stat and Forms	59,000	61,000	59,000	-2,000
Professional and Specialized Services	35,364,000	26,603,000	36,343,000	9,740,000
Publication and Legal Notices	4,000	4,000	4,000	0
Rents and Leases-Bldg and Improvements	8,999,000	9,550,000	9,576,000	26,000
Rents and Leases-Equipment	285,000	330,000	329,000	-1,000
Small Tools and Instruments	119,000	534,000	443,000	-91,000
Special Departmental Expense	32,765,000	24,692,000	30,379,000	5,687,000
Telecommunications	4,070,000	5,558,000	4,070,000	-1,488,000
Training	511,000	609,000	535,000	-74,000
Transportation and Travel-Auto Mileage	269,000	275,000	267,000	-8,000
Transportation and Travel-Auto Service	223,000	254,000	223,000	-31,000
Transportation and Travel-Other	5,912,000	3,052,000	5,910,000	2,858,000
Transportation and Travel-Traveling	0	60,000	55,000	-5,000
Utilities	32,576,000	34,145,000	37,405,000	3,260,000
Less: Expense Distribution	75,000,000	75,000,000	75,000,000	0
Total Services and Supplies	213,029,000	203,403,000	215,146,000	11,743,000

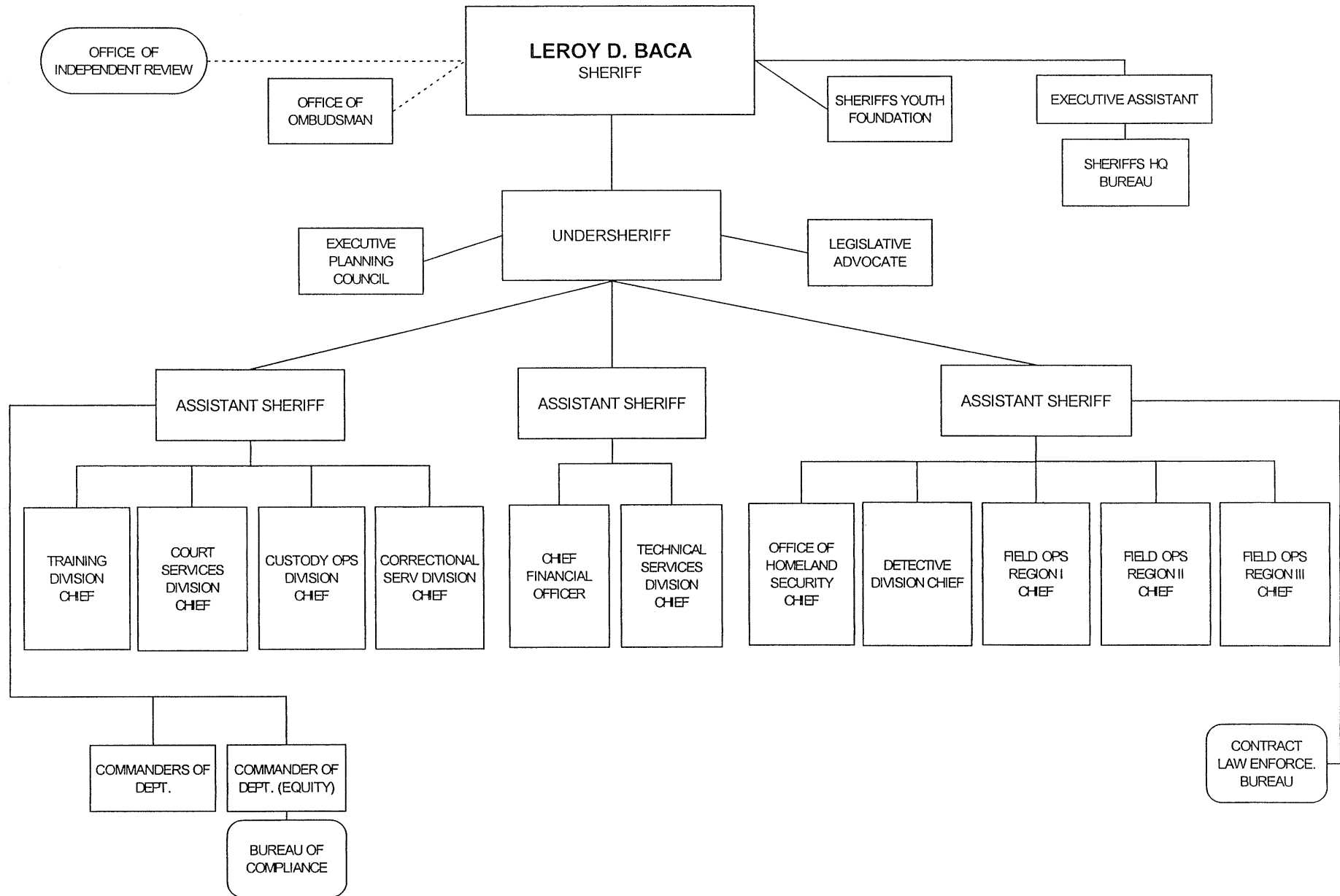
Sheriff (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Other Charges</u>				
Interest on Bonds	8,000,000	10,860,000	8,000,000	-2,860,000
Interest on Other Long-Term Debt	49,000,000	48,128,000	49,000,000	872,000
Judgments and Damages	23,461,000	33,431,000	20,831,000	-12,600,000
Retirement of Other Long-Term Debt	2,000,000	1,255,000	2,000,000	745,000
Support and Care of Persons	400,000	336,000	400,000	64,000
Taxes and Assessments	15,000	0	15,000	15,000
Less: Expense Distribution	0	10,464,000	0	-10,464,000
Total Other Charges	82,876,000	83,546,000	80,246,000	-3,300,000
<u>Fixed Assets</u>				
Equipment:				
Agricultural and Landscaping Equipment	7,000	7,000	0	-7,000
Communications Equipment	0	0	165,000	165,000
Computer Info and Data Processing Sys	450,000	920,000	1,132,000	212,000
Construction and Heavy Maintenance	0	0	120,000	120,000
Electronic Equipment	30,000	30,000	295,000	265,000
Food Preparation Equipment	0	0	364,000	364,000
Manufactured or Prefabricated Structures	0	0	69,000	69,000
Medical Equipment	546,000	546,000	507,000	-39,000
Vehicle-Automobile	1,370,000	4,601,000	1,480,000	-3,121,000
Vehicle-Bus	0	0	288,000	288,000
Vehicle-Heavy Use	0	0	888,000	888,000
Other Undefined Assets	200,000	1,388,000	1,059,000	-329,000
Total Equipment	2,603,000	7,492,000	6,367,000	-1,125,000
Total Fixed Assets	2,603,000	7,492,000	6,367,000	-1,125,000
<u>Other Financing Uses</u>				
Operating Transfers Out	533,000	533,000	533,000	0
Total Other Financing Uses	533,000	533,000	533,000	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	1,646,604,000	1,669,161,000	1,651,285,000	-17,876,000
Less: Intrafund Transfers	4,000,000	5,261,000	4,136,000	-1,125,000
TOTAL NET REQUIREMENTS	1,642,604,000	1,663,900,000	1,647,149,000	-16,751,000

Sheriff (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Cogeneration	12,000,000	12,000,000	17,051,000	5,051,000
Licenses, Permits and Franchises	61,000	39,000	61,000	22,000
Fines, Forfeitures and Penalties	6,800,000	6,167,000	6,800,000	633,000
Intergovernmental Revenues-Federal	21,624,000	37,240,000	29,673,000	-7,567,000
Intergovernmental Revenues-State	446,831,000	446,831,000	425,448,000	-21,383,000
Intergovernmental Revenues-Other	31,163,000	37,952,000	29,235,000	-8,717,000
Charges for Services	425,402,000	428,937,000	421,914,000	-7,023,000
Miscellaneous Revenues	3,132,000	3,685,000	1,252,000	-2,433,000
Other Financing Sources	18,817,000	14,275,000	23,637,000	9,362,000
TOTAL REVENUES	965,830,000	987,126,000	955,071,000	-32,055,000
NET COUNTY COST	676,774,000	676,774,000	692,078,000	15,304,000

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
TOTAL 2003-04 PROPOSED BUDGETED POSITIONS = 15,302.0**



TELEPHONE UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 65,306,438	\$ 73,018,000	\$ 75,034,000	\$ 74,160,000	\$ 74,160,000	\$ -874,000
LESS EXPENDITURE DIST	66,542,373	72,085,000	82,779,000	73,229,000	73,229,000	-9,550,000
TOT S & S	-1,235,935	933,000	-7,745,000	931,000	931,000	8,676,000
OTHER CHARGES	2,249,100	5,876,000	8,855,000	8,391,000	8,391,000	-464,000
LESS EXPENDITURE DIST		5,876,000		8,391,000	8,391,000	8,391,000
TOT OTH CHR	2,249,100		8,855,000			-8,855,000
FIXED ASSETS-EQUIP	29,650					
GROSS TOTAL	\$ 1,042,815	\$ 933,000	\$ 1,110,000	\$ 931,000	\$ 931,000	\$ -179,000
REVENUE	1,085,721	933,000	1,110,000	931,000	931,000	-179,000
NET COUNTY COST	\$ -42,906		\$	\$	\$	\$
REVENUE DETAIL						
RENTS AND CONCESSIONS	\$ 583,000	\$ 500,000	\$ 583,000	\$ 500,000	\$ 500,000	\$ -83,000
COMMUNICATION SVCS	499,380	431,000	527,000	431,000	431,000	-96,000
CHRGs FOR SVCS-OTHER	100					
OTHER SALES	3,098	2,000				
MISCELLANEOUS	143					
TOTAL	\$ 1,085,721	\$ 933,000	\$ 1,110,000	\$ 931,000	\$ 931,000	\$ -179,000
	FUND GENERAL FUND		FUNCTION GENERAL		ACTIVITY COMMUNICATION	

Mission Statement

This budget funds telephone utility, equipment, Enterprise Network and other County departments' networks, and Telephone Utilities administration through a centralized appropriation administered by the Internal Services Department (ISD).

2003-04 Budget Message

The 2003-04 Proposed Budget reflects: 1) a \$1.3 million decrease in utilities and voice mail expenditures from carrier services agreement savings; 2) a \$0.8 million net increase to convert the Department of Health Services to the Enterprise Network; 3) a \$0.8 million net decrease in lease payments for equipment; and 4) a \$0.1 million net increase for Criminal Justice Information System (CJIS) projects.

Changes From 2002-03 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,334,000	\$ -1,334,000	\$ --	--

Telephone Utilities: Reflects a decrease in utilities and voice mail expenditures resulting from carrier services agreement savings.

Telephone Utilities (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes (cont'd)</u>				
2.	\$ 767,000	\$ 767,000	\$ --	--
	<u>Enterprise Network</u> : Reflects a net increase primarily associated with the conversion of the Department of Health Services' departmental network to the Enterprise Network.			
3.	\$ -835,000	\$ -835,000	\$ --	--
	<u>Direct Leases</u> : Reflects a net decrease in total lease payments for equipment.			
4.	\$ 64,000	\$ 64,000	\$ --	--
	<u>Criminal Justice Information System (CJIS)</u> : Reflects a net increase in appropriation attributable to CJIS projects and is partially offset by a reduction in existing leases being paid off.			
Total \$	-1,338,000	\$ -1,338,000	\$ 0	0.0

TELEPHONE UTILITIES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Professional and Specialized Services	29,086,000	28,798,000	29,259,000	461,000
Utilities	43,932,000	46,236,000	44,901,000	-1,335,000
Less: Expense Distribution	72,085,000	82,779,000	73,229,000	-9,550,000
Total Services and Supplies	933,000	-7,745,000	931,000	8,676,000
<u>Other Charges</u>				
Retirement of Other Long-Term Debt	5,876,000	8,855,000	8,391,000	-464,000
Less: Expense Distribution	5,876,000	0	8,391,000	8,391,000
Total Other Charges	0	8,855,000	0	-8,855,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	933,000	1,110,000	931,000	-179,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	933,000	1,110,000	931,000	-179,000
REVENUES:				
Revenue from Use of Money and Property	500,000	583,000	500,000	-83,000
Charges for Services	431,000	527,000	431,000	-96,000
Miscellaneous Revenues	2,000	0	0	0
TOTAL REVENUES	933,000	1,110,000	931,000	-179,000
NET COUNTY COST	0	0	0	0

TREASURER AND TAX COLLECTOR
MARK J. SALADINO, TREASURER AND TAX COLLECTOR

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 29,572,896	\$ 31,983,000	\$ 36,188,000	\$ 36,462,000	\$ 35,306,000	\$ -882,000
SERVICES & SUPPLIES	20,266,383	21,457,000	21,482,000	21,482,000	21,411,000	-71,000
OTHER CHARGES	363,786	375,000	375,000	375,000	375,000	
FIXED ASSETS-EQUIP	207,922	595,000	450,000	200,000	200,000	-250,000
OTHER FINANCING USES		25,000				
GROSS TOTAL	\$ 50,410,987	\$ 54,435,000	\$ 58,495,000	\$ 58,519,000	\$ 57,292,000	\$ -1,203,000
LESS INTRAFD TRANSFER	7,831,444	8,944,000	8,944,000	9,261,000	8,944,000	
NET TOTAL	\$ 42,579,543	\$ 45,491,000	\$ 49,551,000	\$ 49,258,000	\$ 48,348,000	\$ -1,203,000
REVENUE	29,578,126	27,002,000	28,996,000	28,703,000	28,787,000	-209,000
NET COUNTY COST	\$ 13,001,417	\$ 18,489,000	\$ 20,555,000	\$ 20,555,000	\$ 19,561,000	\$ -994,000
BUDGETED POSITIONS	573.0	570.0	570.0	570.0	539.0	-31.0
REVENUE DETAIL						

PEN & COSTS-DEL TAXES \$	30,182 \$		\$	\$	\$	\$
BUSINESS LICENSES	1,477,170	1,500,000	1,500,000	1,500,000	1,500,000	
FORFEIT & PENALTIES	868					
PEN/INT/COSTS-DEL TAX	3,997,039	3,400,000	3,400,000	3,400,000	3,400,000	
STATE-OTHER	10,000	4,600,000	5,861,000	5,511,000	5,611,000	-250,000
ASSESS/TAX COLL FEES	9,957,602	3,269,000	1,847,000	2,547,000	2,547,000	700,000
AUDITING-ACCTG FEES	220					
ELECTION SERVICES			747,000	33,000	33,000	-714,000
INHERITANCE TAX FEES	140,204	219,000	219,000	219,000	219,000	
LEGAL SERVICES	557	1,000	1,000	1,000	1,000	
CIVIL PROCESS SERVICE	7,370	2,000	2,000	2,000	2,000	
COURT FEES & COSTS	4,147	4,000	1,000	1,000	1,000	
ESTATE FEES	1,637,808	1,800,000	1,800,000	1,800,000	1,800,000	
RECORDING FEES	13,346	10,000	10,000	10,000	10,000	
CHRGs FOR SVCS-OTHER	6,402,137	7,279,000	8,690,000	8,764,000	8,745,000	55,000
OTHER SALES	170,041	200,000	200,000	200,000	200,000	
MISCELLANEOUS	5,729,435	4,718,000	4,718,000	4,715,000	4,718,000	
TOTAL	\$ 29,578,126	\$ 27,002,000	\$ 28,996,000	\$ 28,703,000	\$ 28,787,000	\$ -209,000
	FUND		FUNCTION		ACTIVITY	
	GENERAL FUND		GENERAL		FINANCE	

Mission Statement

The Department's mission is to bill, collect, disburse, invest, borrow and safeguard monies and properties on behalf of the County, other governmental agencies and entities and private individuals as specified by law. In addition, the Department provides enforcement, auditing, consulting, education, estate administration, trust accounting, property management and public information services.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost decrease of \$994,000 primarily due to the elimination of 31.0 budgeted positions needed to address the County's projected structural funding deficit for fiscal year 2003-04. No employees will be impacted.

Strategic Planning

The 2003-04 Proposed Budget supports the Department's goals of replacing obsolete equipment and systems, developing and expanding banking and financing methodologies, and enhancing public service. Specifically, the Department is working toward the following:

- Replacing the Department's Los Angeles Public Administrator Information System (LAPIS) for decedent and conservatee case management.
- Enhancing productivity and improving organizational effectiveness through the upgrade of existing mailroom equipment.
- Modernizing the storage, processing and retrieval of public correspondence by purchasing a document imaging system. This automation effort will eliminate manual handling, copying, filing, routing and managing the correspondence from taxpayers and associated responses. We hope to explore the feasibility of expanding the imaging system within the Department as well as to the other tax departments during the second phase.

Critical Needs

Included in the Department's Official Request is \$1.0 million for a capital project to refurbish and reconfigure existing office space on the first floor of the Kenneth Hahn Hall of Administration for the Department's Tax Collection Operations.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -1,550,000	\$ --	\$ -1,550,000	-31.0
	<u>Elimination of Vacant Positions:</u> Reflects a reduction in salaries and employee benefits by the elimination of 31.0 budgeted positions affecting the Treasury (3.0), Tax Collection (18.0), Unincorporated Area (2.0) and Administration (8.0) programs needed to address the County's projected structural funding deficit for fiscal year (FY) 2003-04. No employees will be impacted. <i>Supports Countywide Strategic Plan Goal 4, Strategy 1.</i>			
2.	\$ -250,000	\$ -250,000	\$ --	--
	<u>Tax Collection:</u> Reflects a net decrease in fixed assets for completing the purchase of the Automated Cashiering System in FY 2002-03. <i>Supports Countywide Strategic Plan Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ 544,000	\$ 41,000	\$ 503,000	--
	<u>Salaries and Employee Benefits:</u> Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 124,000	\$ --	\$ 124,000	--
	<u>Retirement Debt Service:</u> Reflects Department's proportional share of scheduled annual increase in debt services costs associated with the issuance of 1986 Certificates of Participation and 1994 Pension Obligation Bonds to eliminate the unfunded liability in the retirement system.			

Treasurer and Tax Collector (cont'd)

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes (cont'd)</u>				
3.	\$ -31,000	\$ --	\$ -31,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
4.	\$ -40,000	\$ --	\$ -40,000	--
	<u>Countywide Cost Allocation Adjustment (A-87):</u> Reflects an adjustment in rent charges to comply with Federal Office of Management and Budget claiming guidelines.			
Total \$	-1,203,000	\$ -209,000	\$ -994,000	-31.0

TREASURER AND TAX COLLECTOR

DEPARTMENTAL PROGRAM SUMMARY AND PERFORMANCE MEASURES

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
\$12,720,000	\$ 3,582,000	\$ 8,320,000	\$ 818,000	\$ 1,727,000	\$ -909,000	83.5

Authority: Mandated program per California Government Code Sections 27000-27121, and Los Angeles County Code Section 2.52.

The Treasury program administers and manages the County Treasury; provides for the collection, custody, borrowing, investment and disbursement of County funds, including general, trust, school and special district funds; provides cash management services to 19 cities/agencies and 34 accounts, 111 school districts, which includes administering and monitoring 266 bank accounts for County departments and special districts and 43 bank accounts for various school districts. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Program Outcome: Management of the County Treasury in accordance with State code and Board of Supervisors approved investment policies.

Performance Measurement A

Service Delivery Standard: Prepare daily cash position forecasts with projected deposits and disbursements with 95 percent accuracy.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Forecasted average monthly cash position	n/a	\$686,015,000	\$708,541,000	\$729,797,000
<u>Workload/Output</u>				
Average monthly cash position	n/a	\$690,757,000	\$713,828,000	\$734,554,000
<u>Efficiency</u>				
Difference from forecasted position	n/a	\$4,742,000	\$5,287,000	\$4,757,000
<u>Quality</u>				
Daily cash position accuracy	n/a	99.31%	99.26%	99.35%

Explanatory Note(s):
n/a = not available

Performance Measurement B

Service Delivery Standard: The Department will process all payments for deposit within 24 hours of receipt at Treasurer and Tax Collector offices with no greater than a 2 percent encoding error rate.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Average number of checks processed	n/a	559,630	581,908	581,908
<u>Workload/Output</u>				
Average number of checks encoded correctly per month	n/a	559,616	581,894	581,894

Treasurer and Tax Collector (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Efficiency</u>				
Average number of checks processed within 24 hours	n/a	552,124	559,817	559,817
Average number of errors per month	n/a	14	14	14
<u>Quality</u>				
Percent of checks processed within 24 hours	n/a	98.6588%	96.2037%	96.2037%
Encoding error rate	n/a	0.0025%	0.0024%	0.0024%

Explanatory Note(s):
n/a = not available

Performance Measurement C

Service Delivery Standard: Send letters to payors requesting additional information for payments suspended within five business days of receiving unidentified payments 95 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Average number of items received per month	n/a	1,155,000	1,234,000	1,234,000
<u>Workload/Output</u>				
Average number of items suspended per month	n/a	342	415	415
<u>Efficiency</u>				
Number of responses sent within five business days	n/a	273	388	388
<u>Quality</u>				
Percent of responses to suspended items that meet the standard	n/a	80%	93%	93%

Explanatory Note(s):
n/a = not available

Performance Measurement D

Service Delivery Standard: At the time Treasury Pool investment trades are initiated, comply with established Treasurer guidelines 100 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of trade tickets written	n/a	3,946	4,700	4,700
<u>Workload/Output</u>				
Number of trade tickets written in compliance	n/a	3,944	4,700	4,700
<u>Efficiency</u>				
Number of errors noted versus number of trade tickets written	n/a	2	0	0
<u>Quality</u>				
Percentage of trade tickets written in compliance	n/a	99.95%	100.00%	100.00%

Explanatory Note(s):
n/a = not available

Treasurer and Tax Collector (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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2. **Tax Collection**

\$24,276,000 \$ 300,000 \$ 12,036,000 \$ 11,940,000 \$ 3,046,000 \$ 8,894,000 228.2

Authority: Mandated program per California Government Code Sections 27400-27401, California Revenue and Taxation Code Sections 2602, 2903, 7280, and Los Angeles County Code Section 2.52.

This program bills and collects approximately 3.3 million accounts annually for current and delinquent real property taxes and personal (unsecured) property taxes. Also, includes revenue that was partially generated by costs incurred in the Administration program.

Program Outcome: Collection of real and personal property taxes.

Performance Measurement A

Service Delivery Standard: Provide a written response to property tax correspondence within 30 business days of receipt 90 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of incoming correspondence for research	n/a	n/a	35,300	35,300
<u>Workload/Output</u>				
Number of secured property tax mail correspondence responses	n/a	n/a	35,300	35,300
<u>Efficiency</u>				
Number of responses prepared and sent within 30 business days	n/a	n/a	32,500	32,500
<u>Quality</u>				
Percent of secured property tax mail correspondence disposed of within 30 business days	n/a	n/a	92%	92%

Explanatory Note(s):
n/a = not available

Performance Measurement B

Service Delivery Standard: Cross-train and provide additional staffing to the Property Tax Phone Unit to maintain waiting times at 8 minutes during non-peak periods and 18 minutes during peak periods.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Cost of unit during non-peak times	n/a	\$868,000	\$882,000	\$808,000
<u>Workload/Output</u>				
Average number of calls received during non-peak times	n/a	18,062	18,731	18,731
Average number of calls received during peak times	n/a	23,604	22,898	22,898
<u>Efficiency</u>				
Average non-peak wait time (in minutes)	n/a	6:40	6:40	6:40
Average peak wait time (in minutes)	n/a	16:29	16:29	16:29

Treasurer and Tax Collector (cont'd)

<u>Performance Measures</u> (cont'd)	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Quality</u> Difference in peak versus non-peak response times	n/a	9:49	9:49	9:49
Explanatory Note(s): n/a = not available				

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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3. Public Administrator

\$ 8,361,000 \$ 1,356,000 \$ 4,905,000 \$ 2,100,000 \$ 1,442,000 \$ 658,000 102.0

Authority: Mandated program per California Government Code Sections 27440-27443.5, California Probate Code Section 7600, and Los Angeles County Code Section 2.52.015.

The Public Administrator program annually processes approximately 3,300 estates for decedents who resided or had property in Los Angeles where no executor, legatee, or heir has sought to administer the estate; administers the estates and provides trust accounting and property management services for approximately 5,600 Public Guardian conservatees. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Program Outcome: Process decedent estates and manage property for Public Guardian conservatees.

Service Delivery Standard: Complete processing of 40 percent of decedent cases within one year of receipt.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u> Number of incoming cases	3,225	3,005	3,000	3,000
<u>Workload/Output</u> Number of cases completed in the calendar year	3,272	2,971	2,850	2,850
<u>Efficiency</u> Number of cases completed within one year of receipt	2,962	2,971	2,850	2,850
<u>Quality</u> Percent of cases completed within the standard	92%	99%	95%	95%

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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4. Health and Welfare

\$ 3,123,000 \$ 1,490,000 \$ 693,000 \$ 940,000 \$ 567,000 \$ 373,000 25.0

Authority: Non-mandated, discretionary program that is performed under California Health and Safety Code Section 1473, and Los Angeles County Code Section 2.52.

This program collects monies owed to the County for debts arising from the receipt of services provided through the Department of Health Services and the Department of Public Social Services. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Treasurer and Tax Collector (cont'd)

4. **Health and Welfare** (cont'd)

Program Outcome: Collect debts for the Departments of Health Services and Public Social Services.

Service Delivery Standard: Maintain monthly reconciliation of delinquent accounts receivable ledger to trust account and resolve 80 percent of exceptions within 30 days and the remaining 20 percent within 90 days.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Average number of items to reconcile per month	n/a	269	278	278
Average number of exception items	n/a	269	278	278
<u>Workload/Output</u>				
Average number of days required to complete reconciliation	n/a	3	3	3
Average number of days required to process exceptions	n/a	3	3	3
<u>Efficiency</u>				
Number of exception items resolved within 30 days of occurrence	n/a	214	213	213
Number of exception items resolved within 90 days of occurrence	n/a	55	65	65
<u>Quality</u>				
Percentage of items resolved within 30 days of occurrence	n/a	79%	77%	77%
Percentage of items resolved within 90 days of occurrence	n/a	21%	23%	23%

Explanatory Note(s):
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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5. **Other County Services**

\$ 2,182,000	\$ 985,000	\$ 279,000	\$ 918,000	\$ 276,000	\$ 642,000	28.2
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Authority: Non-mandated, discretionary program that is provided pursuant to Los Angeles County Code Section 2.52, Titles 7 and 8.

This program provides probation billing and remittance processing, and accounting/disbursement in addition to collection services for miscellaneous debts rising from services provided to the public by various County departments. This program also issues and collects business license fees for five contract cities and approximately 61,000 public health licenses within the County and enforces business license standards as required under current business license ordinances. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Program Outcome: Collection of revenue for services provided by various departments and issuance of public health and business licenses.

Service Delivery Standard: For identifiable victims, issue restitution warrants within 30 days of collection of payments, 95 percent of the time.

Treasurer and Tax Collector (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of payments identified wherein victim restitution has been ordered and the victims are identifiable at the time payment is received	n/a	32,477	32,700	32,700
<u>Workload/Output</u>				
Number of warrants issued within 30 days	n/a	25,464	27,200	29,400
<u>Efficiency</u>				
Average number of days to issue a warrant	n/a	22	21	21
<u>Quality</u>				
Percentage of the time receipt and issuance are within the 30 days standard	n/a	78%	83%	90%

Explanatory Note(s):
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
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6. County Interdepartmental Services

\$ 2,063,000	\$ 1,231,000	\$ 467,000	\$ 365,000	\$ 351,000	\$ 14,000	17.7
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Authority: Mandated program under California Revenue and Taxation Code 2610.5, California Family Code Section 17304, County Code 2.40.070, 8.04.373, 20.08.110, 1117.3.1, and County Charter Article VI, Section 24 1/3, in accordance with agreements with various County departments.

This program processes approximately 6.3 million pieces of outgoing mail and 5.8 million pieces of incoming mail annually; provides microfiche services to requesting County departments and special districts. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Program Outcome: Mail and microfiche services to various departments and special districts.

Service Delivery Standard: Meet scheduled mail dates 98 percent of the time.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of mail jobs received	n/a	n/a	1,452	1,452
<u>Workload/Output</u>				
Number of mail jobs completed	n/a	n/a	1,452	1,452
<u>Efficiency</u>				
Number of mail jobs completed by scheduled date	n/a	n/a	1,162	1,234
<u>Quality</u>				
Percentage of the time scheduled mail dates are met	n/a	n/a	80%	85%

Explanatory Note(s):
n/a = not available

Treasurer and Tax Collector (cont'd)

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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7. Administration

\$ 3,258,000 \$ -- \$ 520,000 \$ 2,738,000 \$ 312,000 \$ 2,426,000 39.6

Authority: Non-mandated, discretionary program.

Provides general administrative direction and support to the Department, including the executive management of Departmental program budget development and control, cost accounting, contracting, coordination of facilities services, procurement, personnel, and payroll services.

Program Outcome: General administration of, and support to, the Department.

Service Delivery Standard: Respond to 95 percent of requests for computer assistance within 4 hours and satisfactorily resolve 80 percent of calls for assistance on the same day.

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Cost to provide assistance	n/a	\$452,000	\$466,000	\$466,000
<u>Workload/Output</u>				
Number of calls taken	n/a	5,118	6,114	6,114
<u>Efficiency</u>				
Number of calls responded to in 4 hours	n/a	5,075	5,934	5,934
Number of calls closed on same day	n/a	4,801	5,992	5,992
<u>Quality</u>				
Percent of calls responded to in 4 hours	n/a	99%	97%	97%
Percent of calls responded to on the same day	n/a	94%	98%	98%

Explanatory Note(s):
n/a = not available

Gross Appropriation	IFT	Revenue	Net County Cost	Unavoidable Fixed Costs (NCC)	Net County Cost Savings	Budgeted Positions
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8. Unincorporated Area Services Program

\$ 1,309,000 \$ -- \$ 1,567,000 \$ -258,000 \$ 129,000 \$ -387,000 14.8

Authority: Non-mandated, discretionary program that is performed under California Revenue and Taxation Code Sections 7280, 7284 and 7284.2, and Los Angeles County Code Section 2.52, Title 7 and Title 8.

Three major functions are provided for the Unincorporated Area Services program which are as follows: issuance and collection of approximately 9,000 business licenses; parking meter collection services; and the collection of transient occupancy, utility, and business taxes. Also, includes intrafund transfers and revenue that were partially generated by costs incurred in the Administration program.

Program Outcome: Collection of various taxes and fees in the unincorporated areas of the County.

Service Delivery Standard: Refer all applications for new licenses and renewal licenses to the appropriate agencies for processing within 30 days of receipt 90 percent of the time.

Treasurer and Tax Collector (cont'd)

<u>Performance Measures</u>	<u>Actual 2000-01</u>	<u>Actual 2001-02</u>	<u>Estimated 2002-03</u>	<u>Projected 2003-04</u>
<u>Input</u>				
Number of incoming applications	n/a	n/a	7,874	7,874
<u>Workload/Output</u>				
Number of days to refer applications	n/a	n/a	30	30
<u>Efficiency</u>				
Number of applications referred within 30 days	n/a	n/a	7,874	7,874
<u>Quality</u>				
Percentage compliance within the 30 days standard	n/a	n/a	100%	100%

Explanatory Note(s):
n/a = not available

<u>Gross Appropriation</u>	<u>IFT</u>	<u>Revenue</u>	<u>Net County Cost</u>	<u>Unavoidable Fixed Costs (NCC)</u>	<u>Net County Cost Savings</u>	<u>Budgeted Positions</u>
Total Programs						
\$57,292,000	\$ 8,944,000	\$ 28,787,000	\$ 19,561,000	\$ 7,850,000	\$ 11,711,000	539.0

TREASURER AND TAX COLLECTOR

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	21,839,000	26,036,000	24,878,000	-1,158,000
Employee Benefits	10,144,000	10,152,000	10,428,000	276,000
Total Salaries and Employee Benefits	31,983,000	36,188,000	35,306,000	-882,000
<u>Services and Supplies</u>				
Communications	700,000	675,000	675,000	0
Insurance	14,000	43,000	12,000	-31,000
Maintenance-Buildings and Improvements	776,000	515,000	515,000	0
Maintenance-Equipment	102,000	333,000	333,000	0
Memberships	3,000	3,000	3,000	0
Office Expense-Other	545,000	545,000	545,000	0
Office Expense-Postage	3,377,000	2,862,000	2,862,000	0
Office Expense-Stat and Forms	400,000	400,000	400,000	0
Professional and Specialized Services	11,108,000	11,860,000	11,860,000	0
Publication and Legal Notices	500,000	1,184,000	1,184,000	0
Rents and Leases-Bldg and Improvements	434,000	434,000	394,000	-40,000
Rents and Leases-Equipment	168,000	141,000	141,000	0
Special Departmental Expense	300,000	721,000	721,000	0
Training	80,000	100,000	100,000	0
Transportation and Travel-Auto Mileage	26,000	25,000	25,000	0
Transportation and Travel-Auto Service	45,000	38,000	38,000	0
Transportation and Travel-Other	155,000	207,000	207,000	0
Transportation and Travel-Traveling	24,000	18,000	18,000	0
Utilities	2,700,000	1,378,000	1,378,000	0
Total Services and Supplies	21,457,000	21,482,000	21,411,000	-71,000
<u>Other Charges</u>				
Judgments and Damages	14,000	14,000	14,000	0
Retirement of Other Long-Term Debt	361,000	361,000	361,000	0
Total Other Charges	375,000	375,000	375,000	0
<u>Fixed Assets</u>				
Equipment:				
Computer Info and Data Processing Sys	70,000	55,000	155,000	100,000
Major Office Equipment	498,000	395,000	45,000	-350,000
Construction and Heavy Equipment	27,000	0	0	0
Total Equipment	595,000	450,000	200,000	-250,000
Total Fixed Assets	595,000	450,000	200,000	-250,000
<u>Other Financing Uses</u>				
Operating Transfers Out	25,000	0	0	0
Total Other Financing Uses	25,000	0	0	0

Treasurer and Tax Collector (cont'd)

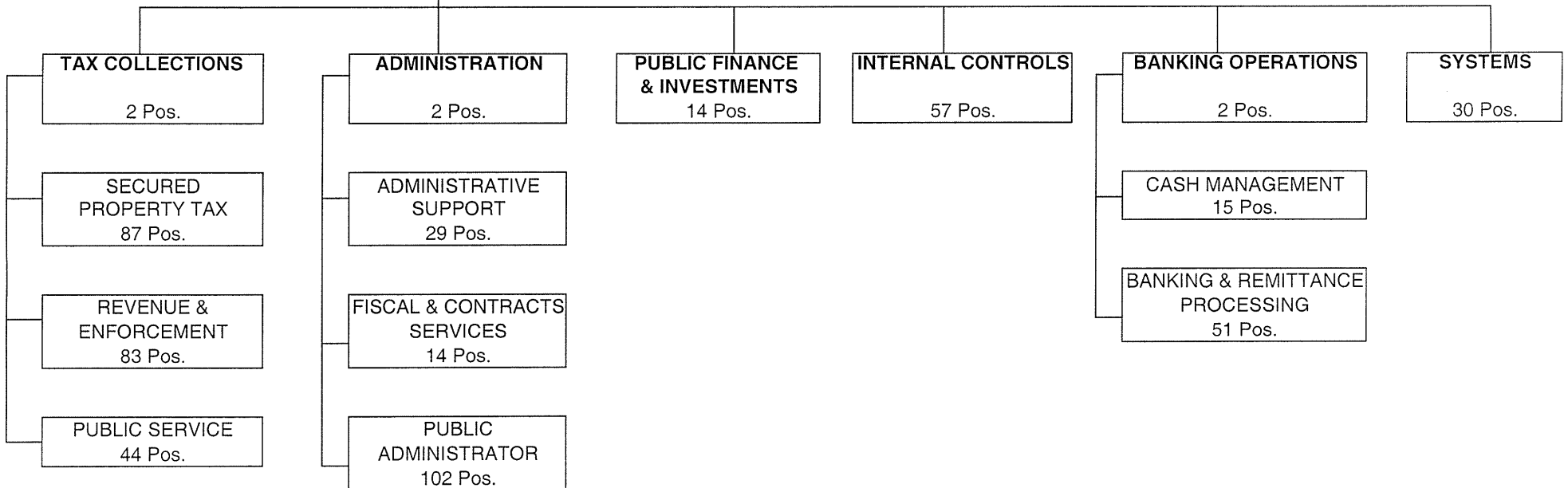
Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	54,435,000	58,495,000	57,292,000	-1,203,000
Less: Intrafund Transfers	8,944,000	8,944,000	8,944,000	0
TOTAL NET REQUIREMENTS	45,491,000	49,551,000	48,348,000	-1,203,000
REVENUES:				
Taxes	3,400,000	3,400,000	3,400,000	0
Licenses, Permits and Franchises	1,500,000	1,500,000	1,500,000	0
Intergovernmental Revenues-State	4,600,000	5,861,000	5,611,000	-250,000
Charges for Services	12,584,000	13,317,000	13,358,000	41,000
Miscellaneous Revenues	4,918,000	4,918,000	4,918,000	0
TOTAL REVENUES	27,002,000	28,996,000	28,787,000	-209,000
NET COUNTY COST	18,489,000	20,555,000	19,561,000	-994,000

TREASURER AND TAX COLLECTOR
5 Pos.

CHIEF DEPUTY
2 Pos.

**TREASURER AND TAX COLLECTOR
MARK J. SALADINO**
Total 2003-04 Proposed Budgeted Positions = 539.0

57.13



TRIAL COURT OPERATIONS

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SALARIES & EMP BEN	\$ 30,613,471	\$ 35,435,000	\$ 34,379,000	\$ 35,864,000	\$ 35,864,000	\$ 1,485,000
SERVICES & SUPPLIES	62,804,738	63,142,000	63,739,000	59,003,000	59,003,000	-4,736,000
OTHER CHARGES	258,161,415	257,832,000	257,332,000	257,832,000	257,832,000	500,000
GROSS TOTAL	\$ 351,579,624	\$ 356,409,000	\$ 355,450,000	\$ 352,699,000	\$ 352,699,000	\$ -2,751,000
LESS INTRAFD TRANSFER	16,525					
NET TOTAL	\$ 351,563,099	\$ 356,409,000	\$ 355,450,000	\$ 352,699,000	\$ 352,699,000	\$ -2,751,000
REVENUE	181,845,185	172,719,000	176,087,000	170,665,000	170,665,000	-5,422,000
NET COUNTY COST	\$ 169,717,914	\$ 183,690,000	\$ 179,363,000	\$ 182,034,000	\$ 182,034,000	\$ 2,671,000
BUDGETED POSITIONS	69.0	61.0	61.0	61.0	61.0	
REVENUE DETAIL						
BUSINESS LICENSES	\$ 12,150	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
OTHER LIC & PERMITS	157,875	150,000	150,000	150,000	150,000	
VEHICLE CODE FINES	7,227,586	7,722,000	7,113,000	7,590,000	7,590,000	477,000
OTHER COURT FINES	121,357,233	118,933,000	120,057,000	120,310,000	120,310,000	253,000
STATE-OTHER	79,385					
STATE-TRIAL COURTS	208					
FEDERAL-OTHER	1,358,058	15,000	800,000	15,000	15,000	-785,000
LEGAL SERVICES	2,989,888	2,800,000	2,600,000	2,800,000	2,800,000	200,000
COURT FEES & COSTS	44,323,852	39,976,000	42,295,000	36,665,000	36,665,000	-5,630,000
RECORDING FEES	139,350	75,000	32,000	70,000	70,000	38,000
CHRGs FOR SVCS-OTHER	86,183	5,000	45,000	5,000	5,000	-40,000
OTHER SALES	85,666	110,000	78,000	120,000	120,000	42,000
MISCELLANEOUS	1,491,106	1,438,000	1,422,000	1,430,000	1,430,000	8,000
OPERATING TRANSFER IN	2,536,645	1,485,000	1,485,000	1,500,000	1,500,000	15,000
TOTAL	\$ 181,845,185	\$ 172,719,000	\$ 176,087,000	\$ 170,665,000	\$ 170,665,000	\$ -5,422,000

2003-04 Budget Message

The Trial Court Funding Act (TCFA) of 1997, Assembly Bill (AB) 233, Chapter 850, Statutes of 1997, provides long-term fiscal relief to counties by capping the counties' contribution for court operations. The TCFA requires counties to make an annual Maintenance of Effort (MOE) payment to the State for support of trial courts and to continue to fund certain court-related expenditures such as indigent defense, collections enhancement, local judicial benefits, and court facilities (including building/grounds maintenance and alterations/improvements) for judicial and court support positions created prior to July 1, 1996. Revenue from court fines and fees is used to partially finance the MOE obligation to the State and court-related expenditures.

The 2003-04 Proposed Budget reflects funding for the County's \$246.3 million MOE payment to the State, \$94.9 million for court-related expenditures that are the County's responsibility, and \$11.5 million to the State which represents 50.0 percent of the AB 233 MOE fines and forfeitures revenue generated in excess of the MOE level, as required by the TCFA. The Proposed Budget also reflects the transfer of \$3.9 million in anticipated savings in private panel attorney costs to the Alternate Public Defender and the Public Defender for expansion of their criminal indigent defense programs to specific court locations in the County. A significant reduction in overall court fines and fees revenues is also included primarily due to a \$5.6 million reduction in court fees and costs resulting from the implementation of AB 3000, which is partially offset by a \$0.5 million increase in Vehicle Code fines and a \$1.0 million increase in AB 233 MOE fines and forfeitures revenue attributable primarily to the increase in real estate-related filings, 50.0 percent of which is required to be transmitted to the State.

Changes From 2002-03 Budget

	Gross Appropriation	Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -108,000	\$ --	\$ -108,000	--
	<u>Collection Enhancement Program</u> : Reflects a reduction in salaries and employee benefits costs of the program, partially offset by an increase in contract collection service costs. <i>Supports Countywide Strategic Goal 4, Strategy 1.</i>			
2.	\$ -825,000	\$ -785,000	\$ -40,000	--
	<u>Drug Court</u> : Reflects a decrease in contract drug treatment provider services and related federal Local Law Enforcement Block Grants Program revenues due to revised billing procedures, and the deletion of one-time carryover funding. <i>Supports Countywide Strategic Goal 4, Strategy 1.</i>			
3.	\$ -2,639,000	\$ --	\$ -2,639,000	--
	<u>Criminal Indigent Defense</u> : Reflects the transfer of anticipated savings in private panel attorney costs from the elimination of Public Defender unavailability at San Fernando, Chatsworth, Compton, Torrance, Inglewood, Long Beach, and Central Courts. <i>Supports Countywide Strategic Goal 4, Strategy 1.</i>			
4.	\$ -1,237,000	\$ --	\$ -1,237,000	--
	<u>Criminal Indigent Defense</u> : Reflects the transfer of anticipated savings in private panel attorney costs to fund the expansion of the Alternate Public Defender to the Pomona, West Covina, Alhambra, Southeast, and Downey Courts. <i>Supports Countywide Strategic Goal 4, Strategy 1.</i>			
<u>Other Changes</u>				
1.	\$ 78,000	\$ --	\$ 78,000	--
	<u>Salaries and Employee Benefits</u> : Reflects funding to annualize the remaining portion of previously negotiated and Board-approved increases in salaries and employee benefits.			
2.	\$ 1,667,000	\$ --	\$ 1,667,000	--
	<u>Salaries and Employee Benefits</u> : Reflects funding for State-approved increases in local judicial benefits.			
3.	\$ -187,000	\$ --	\$ -187,000	--
	<u>Services and Supplies</u> : Reflects decreased indigent defense costs, partially offset by increases in building and grounds maintenance costs primarily due to the opening of the Antelope Valley and the Chatsworth Courts. Also reflects a reduction in parking services and the deletion of one-time carryover funding.			
4.	\$ --	\$ -5,800,000	\$ 5,800,000	--
	<u>Assembly Bill (AB) 3000</u> : Reflects a reduction in reimbursement for services based on the new State legislation that mandates establishment of priorities for the distribution of court-ordered probationer payments.			

Trial Court Operations (cont'd)

Changes From 2002-03 Budget

	<u>Gross Appropriation</u>	<u>Revenue/IFT</u>	<u>Net County Cost</u>	<u>Budgeted Positions</u>
<u>Other Changes (cont'd)</u>				
5.	\$ 500,000	\$ 1,000,000	\$ -500,000	--
	<u>AB 233 Fines and Forfeitures:</u> Reflects an increase in AB 233 fines and forfeitures revenue attributable primarily to an increase in real estate-related filings, as well as a corresponding increase in the County's payment obligation to the State for 50.0 percent of the AB 233 fines and forfeitures revenue generated in excess of the Maintenance of Effort level.			
6.	\$ --	\$ 163,000	\$ -163,000	--
	<u>Other Revenues:</u> Reflects an increase in other revenues due primarily to an anticipated increase in Vehicle Code fines, legal services, and court fees and costs.			
Total \$	-2,751,000	\$ -5,422,000	\$ 2,671,000	0.0

TRIAL COURT OPERATIONS

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Salaries/Wages	2,263,000	2,375,000	2,446,000	71,000
Employee Benefits	33,172,000	32,004,000	33,418,000	1,414,000
Total Salaries and Employee Benefits	35,435,000	34,379,000	35,864,000	1,485,000
<u>Services and Supplies</u>				
Jury and Witness Expense	1,496,000	1,806,000	1,480,000	-326,000
Maintenance-Bldgs and Improvements	13,266,000	13,489,000	13,417,000	-72,000
Office Expense-Other	107,000	107,000	107,000	0
Professional and Specialized Services	48,103,000	48,167,000	43,827,000	-4,340,000
Rents and Lease Bldg and Improv	170,000	170,000	172,000	2,000
Total Services and Supplies	63,142,000	63,739,000	59,003,000	-4,736,000
<u>Other Charges</u>				
Other Charges	257,832,000	257,332,000	257,832,000	500,000
Total Other Charges	257,832,000	257,332,000	257,832,000	500,000
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Total Other Financing Uses	0	0	0	0
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	356,409,000	355,450,000	352,699,000	-2,751,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	356,409,000	355,450,000	352,699,000	-2,751,000

Trail Court Operations (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Licenses, Permits and Franchises	160,000	160,000	160,000	0
Fines, Forfeitures and Penalties	32,655,000	34,170,000	33,900,000	-270,000
AB 233 MOE Fines and Forfeitures	94,000,000	93,000,000	94,000,000	1,000,000
Intergovernmental Revenues-Federal	15,000	800,000	15,000	-785,000
Charges for Services	42,856,000	44,972,000	39,540,000	-5,432,000
Miscellaneous Revenues	1,548,000	1,500,000	1,550,000	50,000
Other Financing Sources	1,485,000	1,485,000	1,500,000	15,000
TOTAL REVENUES	172,719,000	176,087,000	170,665,000	-5,422,000
NET COUNTY COST	183,690,000	179,363,000	182,034,000	2,671,000

UTILITIES

FINANCING USES CLASSIFICATION	ACTUAL FISCAL YEAR 2001-02	ESTIMATED FISCAL YEAR 2002-03	BUDGET FISCAL YEAR 2002-03	REQUESTED FISCAL YEAR 2003-04	PROPOSED FISCAL YEAR 2003-04	CHANGE FROM BUDGET
SERVICES & SUPPLIES	\$ 123,542,628	\$ 136,108,000	\$ 137,342,000	\$ 146,001,000	\$ 146,001,000	\$ 8,659,000
LESS EXPENDITURE DIST	105,391,371	114,869,000	120,052,000	128,362,000	128,362,000	8,310,000
TOT S & S	18,151,257	21,239,000	17,290,000	17,639,000	17,639,000	349,000
OTHER CHARGES	1,093,393	1,092,000	2,092,000	2,092,000	2,092,000	
FIXED ASSETS-EQUIP	50,046					
OTHER FINANCING USES	855,437	845,000	845,000	807,000	807,000	-38,000
GROSS TOTAL	\$ 20,150,133	\$ 23,176,000	\$ 20,227,000	\$ 20,538,000	\$ 20,538,000	\$ 311,000
REVENUE	4,536,534	7,221,000	3,655,000	3,472,000	3,472,000	-183,000
NET COUNTY COST	\$ 15,613,599	\$ 15,955,000	\$ 16,572,000	\$ 17,066,000	\$ 17,066,000	\$ 494,000
REVENUE DETAIL						
INTEREST	\$ 464,021	\$	\$	\$	\$	\$
CHRGs FOR SVCS-OTHER	102,771	283,000	259,000	226,000	226,000	-33,000
MISCELLANEOUS	3,096,555	6,938,000	3,096,000	3,246,000	3,246,000	150,000
OPERATING TRANSFER IN	500,000		300,000			-300,000
RES EQUITY TRANS IN	373,187					
TOTAL	\$ 4,536,534	\$ 7,221,000	\$ 3,655,000	\$ 3,472,000	\$ 3,472,000	\$ -183,000
FUND	FUNCTION		ACTIVITY			
GENERAL FUND	GENERAL		PROPERTY MANAGEMENT			

Mission Statement

Utilities is a centralized appropriation administered by the Internal Services Department to fund utility costs, including: electricity, natural gas, water, industrial waste collection, energy management leadership programs and related regulatory and legal activities, and day-to-day operations of County cogeneration and power plants.

2003-04 Budget Message

The 2003-04 Proposed Budget reflects a net County cost increase of \$494,000 primarily attributable to increased expenditures for natural gas based on higher prices charged for 2002-03 procurement, partially offset by the stabilization of electricity costs and decreased costs of operating the cogeneration and power plants. The Proposed Budget also provides for the County's assumption of utility costs at the Walt Disney Concert Hall.

Critical Needs

In 2000-01, \$6.7 million was allocated from the Extraordinary Maintenance Budget, and in 2001-02, \$4.1 million was allocated from savings generated by lower natural gas prices, for energy retrofit projects. No funding has been allocated in 2002-03. Given the savings that could be accrued and a short payback period, funding for an energy retrofit program should be considered.

The Proposed Budget reflects a stabilization of electricity prices and an increase in natural gas prices based on the current market. However, there remains the possibility that market conditions or State regulatory decisions could result in costs that exceed the amounts incorporated in this budget.

Utilities (cont'd)

Changes From 2002-03 Budget

	Gross Appropriation	Expenditure Distribution Revenue/IFT	Net County Cost	Budgeted Positions
<u>Program Changes</u>				
1.	\$ -3,850,000	\$ -2,930,000	\$ -920,000	--
	<u>Electricity:</u> Reflects a reduction in funding for electricity based on the stabilization of costs in the current year. Also reflects the County's assumption of utilities expenditures at the Walt Disney Concert Hall. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
2.	\$ 12,779,000	\$ 11,144,000	\$ 1,635,000	--
	<u>Natural Gas:</u> Reflects increased expenditures for natural gas based on 2002-03 higher procurement prices incurred. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
3.	\$ --	\$ 59,000	\$ -59,000	--
	<u>Water and Other Utilities:</u> Reflects a realignment of costs among departments that results in a higher percentage of billable costs. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
4.	\$ -447,000	\$ -396,000	\$ -51,000	--
	<u>Cogeneration and Power Plants:</u> Reflects decreased costs of operating the cogeneration and power plants, primarily attributable to completion of major maintenance projects. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
5.	\$ 139,000	\$ 200,000	\$ -61,000	--
	<u>Energy Management Programs:</u> Reflects one-time grant funding available to partially offset County approved energy retrofit programs. <i>Supports Countywide Strategic Plan Goal 3 and Goal 4.</i>			
<u>Other Changes</u>				
1.	\$ --	\$ 50,000	\$ -50,000	--
	<u>Insurance Premiums:</u> Reflects elimination of one-time funding for insurance premium increases.			
Total \$	8,621,000	\$ 8,127,000	\$ 494,000	0.0

UTILITIES

DEPARTMENTAL DETAIL SUMMARY

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REQUIREMENTS:				
<u>Salaries and Employee Benefits</u>				
Total Salaries and Employee Benefits	0	0	0	0
<u>Services and Supplies</u>				
Administrative and General	217,000	230,000	241,000	11,000
Communications	77,000	82,000	77,000	-5,000
Information Technology Services	314,000	302,000	314,000	12,000
Insurance	422,000	415,000	422,000	7,000
Maintenance-Buildings and Improvements	9,769,000	10,695,000	9,805,000	-890,000
Professional and Specialized Services	15,228,000	12,966,000	13,564,000	598,000
Telecommunications	47,000	52,000	49,000	-3,000
Utilities	110,034,000	112,600,000	121,529,000	8,929,000
Less: Expense Distribution	114,869,000	120,052,000	128,362,000	8,310,000
Total Services and Supplies	21,239,000	17,290,000	17,639,000	349,000
<u>Other Charges</u>				
Retirement of Other Long-Term Debt	1,092,000	2,092,000	2,092,000	0
Total Other Charges	1,092,000	2,092,000	2,092,000	0
<u>Fixed Assets</u>				
Total Fixed Assets	0	0	0	0
<u>Other Financing Uses</u>				
Operating Transfers Out	845,000	845,000	807,000	-38,000
Total Other Financing Uses	845,000	845,000	807,000	-38,000
<u>Residual Equity Transfers</u>				
Total Residual Equity Transfers	0	0	0	0
Gross Total	23,176,000	20,227,000	20,538,000	311,000
Less: Intrafund Transfers	0	0	0	0
TOTAL NET REQUIREMENTS	23,176,000	20,227,000	20,538,000	311,000

Utilities (cont'd)

Subaccount	Estimated Fiscal Year 2002-03	Budgeted Fiscal Year 2002-03	Proposed Fiscal Year 2003-04	Change From Budget
REVENUES:				
Charges for Services	283,000	259,000	226,000	-33,000
Miscellaneous Revenues	6,938,000	3,096,000	3,246,000	150,000
Other Financing Sources	0	300,000	0	-300,000
TOTAL REVENUES	7,221,000	3,655,000	3,472,000	-183,000
NET COUNTY COST	15,955,000	16,572,000	17,066,000	494,000



Appendix/Index

STATISTICS

GEOGRAPHY: The County of Los Angeles has an area of 4,084.0 square miles with altitudes that vary from nine feet below to 10,080 feet above sea level.

WEATHER: Annual mean temperature (for calendar year 2001) 64.1 degrees F.
Annual precipitation (for calendar year 2001) 19.6 inches

GOVERNMENT: On November 5, 1912, voters approved the Charter County form of government, which took effect June 2, 1913, with a five-member Board of Supervisors. Supervisors are elected by district to serve four-year alternating terms at elections held every two years. On March 5, 2002, the voters amended the Charter of the County of Los Angeles to include term limits.

COUNTY SEAT: The voter-approved County seat is in the City of Los Angeles.

ELECTED OFFICIALS:

County

5 Supervisors
1 Sheriff
1 District Attorney
1 Assessor

Congressional Delegation

18 Representatives

State

14 Senators
26 Assembly Members
429 Superior Court Judges

REGISTERED VOTERS: 3,880,241 as of January 22, 2003

ASSESSED VALUATION: (2002-2003)	Local Assessed - Secured	\$605,261,162,978
	Local Assessed - Unsecured	41,926,721,716
	State Assessed	<u>13,067,156,180</u>
	Total	\$660,255,040,874

CITIES: There are 88 cities within the County (see page 60.1).

POPULATION: (Estimate as of 1/1/03)	Incorporated areas	8,882,200
	Unincorporated areas	<u>1,038,800</u>
	Total	9,921,000

**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	21,900	Lancaster	125,400
Alhambra	88,500	Lawndale	32,900
Arcadia	55,400	Lomita	20,700
Artesia	16,900	Long Beach	477,400
Avalon	3,200	Los Angeles	3,841,500
Azusa	46,600	Lynwood	72,700
Baldwin Park	79,200	Malibu	13,100
Bell	37,900	Manhattan Beach	35,900
Bell Gardens	45,500	Maywood	28,900
Bellflower	76,300	Monrovia	38,200
Beverly Hills	35,100	Montebello	64,200
Bradbury	900	Monterey Park	62,800
Burbank	103,700	Norwalk	108,100
Calabasas	21,100	Palmdale	128,200
Carson	93,900	Palos Verdes Estates	13,800
Cerritos	53,200	Paramount	57,500
Claremont	35,800	Pasadena	140,000
Commerce	13,000	Pico Rivera	65,800
Compton	96,500	Pomona	155,800
Covina	48,500	Rancho Palos Verdes	42,400
Cudahy	25,400	Redondo Beach	66,400
Culver City	40,000	Rolling Hills	1,900
Diamond Bar	58,500	Rolling Hills Estates	7,900
Downey	112,000	Rosemead	55,500
Duarte	22,300	San Dimas	36,300
El Monte	120,800	San Fernando	24,400
El Segundo	16,600	San Gabriel	41,300
Gardena	60,700	San Marino	13,300
Glendale	202,100	Santa Clarita	162,400
Glendora	51,100	Santa Fe Springs	18,200
Hawaiian Gardens	15,500	Santa Monica	88,600
Hawthorne	87,700	Sierra Madre	10,900
Hermosa Beach	19,300	Signal Hill	10,100
Hidden Hills	2,000	South El Monte	21,800
Huntington Park	63,500	South Gate	100,400
Industry	800	South Pasadena	25,000
Inglewood	115,600	Temple City	34,600
Irwindale	1,500	Torrance	143,000
La Cañada Flintridge	21,100	Vernon	100
La Habra Heights	5,900	Walnut	31,100
La Mirada	48,600	West Covina	110,200
La Puente	42,600	West Hollywood	37,000
La Verne	32,700	Westlake Village	8,700
Lakewood	82,100	Whittier	86,300

* Source: County of Los Angeles Chief Administrative Office, Urban Research Division, as of January 1, 2003

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 2003). Underlined items are operated by the County of Los Angeles.

CULTURAL/RECREATIONAL ATTRACTIONS

Angeles National Forest
Los Angeles County Botanic Garden
Cabrillo Marine Aquarium
Descanso Gardens
El Pueblo de Los Angeles
Greek Theatre
Griffith Observatory (closed for renovation, reopens 2005)
Hollywood Bowl
Huntington Library, Art Collections,
and Botanical Gardens
John Anson Ford Amphitheatre
Kodak Theatre
Long Beach Aquarium of the Pacific
Los Angeles County Fairplex
Los Angeles Philharmonic Orchestra
Los Angeles Zoo
Mount Wilson Observatory
Music Center

- Ahmanson Theatre
- Walt Disney Concert Hall (opens October 2003)
- Dorothy Chandler Pavilion
- Mark Taper Forum

Pantages Theatre
Queen Mary
Raging Waters
Santa Monica Mountains National Recreation Area
Shrine Auditorium
Six Flags Magic Mountain/Hurricane Harbor
South Coast Botanic Garden
Staples Center
Universal Amphitheater/Citywalk/Studios
Virginia Robinson Gardens

MOTION PICTURE STUDIOS

Disney
Dreamworks SKG
MGM
Paramount
Sony
Twentieth Century Fox
Universal
Warner Brothers

SPORTS

Los Angeles Avengers
Los Angeles Clippers
Los Angeles Dodgers
Los Angeles Galaxy
Los Angeles Kings
Los Angeles Lakers
Los Angeles Sparks

MUSEUMS

Autry Museum of Western Heritage
California African American Museum
California Science Center
Page Museum at the La Brea Tar Pits
Japanese American National Museum
J. Paul Getty Museum
Latino Museum of History, Art and Culture
Los Angeles County Museum of Art
Natural History Museum of Los Angeles County
Los Angeles Maritime Museum
Museum of Contemporary Art
Museum of Tolerance
Norton Simon Museum of Art
Pacific Asia Museum
Petersen Automotive Museum
Southwest Museum
UCLA Hammer Museum
Western Museum of Flight
William S. Hart Ranch and Museum

UNIVERSITIES AND COLLEGES

Art Center College of Design
California Institute of Technology
California Institute of the Arts
California State Polytechnic University at
Pomona
California State Universities at:

- Dominguez Hills
- Long Beach
- Los Angeles
- Northridge

Claremont Colleges

- Claremont Graduate University
- Claremont McKenna College
- Harvey Mudd College
- Keck Graduate Institute of Applied Life Sciences
- Pitzer College
- Pomona College
- Scripps College

La Verne University
Loyola Marymount University
Occidental College
Otis College of Art and Design
Pepperdine University
University of California at Los Angeles
University of Southern California
Whittier College

* Not listed are more than 100 parks, 19 golf courses, 21 beaches covering 30 miles of coastline, Marina del Rey Harbor, 84 public libraries, and 4 bookmobiles owned and/or operated by the County of Los Angeles.

GLOSSARY

ACTIVITY: A major work effort performed to meet a program objective.

ACTUAL FISCAL YEAR: Amounts represent actual expenditures and revenues for two fiscal years prior to proposed budget fiscal year.

APPROPRIATION: A legal authorization to make expenditures and incur obligations for specific purposes.

APPROPRIATION FOR CONTINGENCIES: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements. Abbreviation: APPR FOR CONTINGENCY

AUDITOR-CONTROLLER SCHEDULES: Provide summary and detail countywide financing and use information necessary to meet mandated State Controller requirements.

AVAILABLE FINANCING: Reflects the total resources (e.g., revenue, taxes, and unreserved/undesignated fund balance) utilized to finance expenditure needs. Primarily used in the displays for Special Districts and Special Funds. Abbreviations: AVAIL FINANCING, AVAIL FINANCE, AVAIL FIN

AVAILABLE FUND BALANCE: That portion of the fund balance that is not reserved or designated and therefore is available for financing the budgetary requirements.

BOND ANTICIPATION NOTES (BANs): An interim financing instrument issued in anticipation of permanent long-term financing. BANs are issued by Joint Powers Authorities (JPAs) and Non-profit Corporations (NPCs) as authorized by the Government and Corporations Codes, respectively.

BUDGET FISCAL YEAR: Provides the current year's budgeted amounts as a yardstick for measuring the recommendations for next year's proposed budget. Reflects the Board-adopted budget, and does not incorporate any budget adjustments or changes that may occur during the year.

BUDGET MESSAGE: A general discussion of the proposed budget as presented in writing to the legislative body. The budget message contains an explanation of the principal budget items and its financial status at the time of the message.

BUDGET SUMMARY SCHEDULES: Provide summary and detail information on financing requirements/uses, available financing, and budgeted positions.

BUDGETED POSITIONS: A unit of measure used to standardize positions with different bases (e.g., hours, months). All items are converted to full-time equivalent positions, which are represented as budgeted positions in departmental operations. A full-time equivalent represents one item working full time for one year; this facilitates analytical comparisons.

CANCEL RESERVES/DESIGNATION: An accounting transaction to release reserved or designated balances to finance appropriations. Abbreviation: CANCEL RES/DES

CAPITAL PROJECT: Capital improvements to buildings that result in an increase of square footage; construction of new facilities and the acquisition of land. Abbreviation: CAP PROJ

CAPITAL PROJECTS/REFURBISHMENTS ADDENDUM: Publication which provides a summary of the County's Capital Program and detailed information on each capital improvement and refurbishment project. Funds for these projects are appropriated in the Capital Projects/Refurbishments budget as fixed assets-land and fixed assets-buildings and improvements.

CHANGE FROM BUDGET: The resulting variance when the proposed budget is compared to the current budget.

CHILDREN AND FAMILIES BUDGET ADDENDUM: Publication which provides budget and performance measurement data for County programs serving children and families. This budget will be evolving over the next four years to provide a comprehensive program performance budget to support an evaluation of the efficiency, effectiveness, and results of individual programs, as well as review the collective, cross-agency contributions being made toward improving outcomes for children and families in the County.

CRITICAL NEEDS: Department's critical requirements not currently addressed in the budget.

DEBT SERVICE FUND: A fund used to account for the accumulation of resources to make payments of principal and interest on general obligation bonds and other long-term debt.

DESIGNATIONS: Portions of fund balance set aside to indicate tentative plans for future spending.

ENTERPRISE FUNDS: Those operations that are financed and run like commercial entities, where the intent is to recover the cost of providing ongoing services, primarily by user charges.

ESTIMATED DELINQUENCIES: The amount of estimated property taxes which will remain uncollected at the end of the fiscal year. Abbreviation: EST DELINQUENCY

ESTIMATED FISCAL YEAR: Reflects estimated expenditures and revenues for the entire current fiscal year.

EXPENDITURE: The spending or disbursement of financial resources.

EXPENDITURE DISTRIBUTION: Transactions that constitute reimbursement for expenditures or expenses initially made from a fund or organization, which are properly charged to another fund or organization. Abbreviation: EXPENDITURE DIST

FINANCING REQUIREMENTS: Total needs requiring financing for the fiscal year. Abbreviation: FINANCE REQMTS

FISCAL YEAR: The 12-month period, beginning on July 1 and lasting through June 30 of the next year, to which the annual operating budget applies. Abbreviation: FY

FIXED ASSETS-BUILDINGS AND IMPROVEMENTS: Expenditures for the acquisition of buildings and improvements. Abbreviation: FIXED ASSETS - B & I

FIXED ASSETS-EQUIPMENT: Expenditures for the acquisition of physical property of a permanent nature, other than land, buildings, and improvements. Abbreviation: FIXED ASSETS - EQUIP

FIXED ASSETS-LAND: Expenditures for the acquisition of land.

FUNCTION: A group of related activities aimed at accomplishing a major service or regulatory program.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording financing sources, requirements, assets and liabilities.

FUND BALANCE: The amount remaining at year-end representing the difference between current assets and liabilities.

GENERAL COUNTY: Term referencing all General Fund operations, general obligation bond and other long-term debt service requirements and Hospital Enterprise Fund operations.

GENERAL FUND: The fund used to account for all countywide operations except those required to be accounted for in another fund.

GENERAL PURPOSE (DISCRETIONARY) REVENUE: Monies that are not legally earmarked by the State or federal government for a specified program or use. Included in this category are a part of motor vehicle license fees, sales and use taxes, business license and utility user taxes, and property taxes.

GENERAL RESERVES: A fund equity restriction to provide for legally declared emergency expenditures. Board authorization is required to expend these monies.

GOAL: A long-term organizational target or direction. It states what the organization wants to accomplish or become over the next several years. Goals provide the direction for an organization and define the nature, scope, and relative priorities of all projects and activities. Everything the organization does should help it move toward attainment of one or more goals.

INTERNAL SERVICE FUND: A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, or to other governments, on a cost-reimbursement basis.

INTRAFUND TRANSFER (IFT): An accounting mechanism used to reflect expenditure transfers between operations within the same fund, thereby identifying the true location of actual cost. For example, the cost of some data processing services is budgeted in the Internal Services Department. To the extent those services are rendered to other General Fund departments, the related costs are also transferred to the appropriate departmental budget units to more accurately reflect total operating expenditures. Abbreviation: INTRAFD TRANSFER

JOINT POWERS AUTHORITY (JPA): A separate legal entity, authorized by the Government Code, which is empowered to act on behalf of a governmental entity to acquire capital assets, utilizing long-term financing.

MISSION STATEMENT: A statement of organizational purpose.

MODIFIED ACCRUAL BASIS OF ACCOUNTING: The County's basis of accounting in which revenues are recognized when they become both measurable and available to finance expenditures. Expenditures are generally recognized when incurred, except for self-insurance, litigation, and employee benefits, which are accounted for on a cash basis.

NET COUNTY COST (NCC): The amount of the operation financed by general purpose revenues, such as property taxes.

NONOPERATING EXPENSES: Expenses that are not directly related to the fund's primary activities.

NONOPERATING REVENUES: Revenues that are not directly related to the fund's primary activities.

NONPROFIT CORPORATION (NPC): A separate legal entity, authorized by the Corporations Code, which is empowered to act on behalf of a governmental entity to acquire or construct capital assets, utilizing long-term financing.

OBJECTIVE: A measurable target that must be met on the way to implementing a strategy and attaining a goal.

OPERATING BUDGET: Reflects plans for expenditures and the means of financing them. The operating budget is the primary means by which most of the financing of acquisitions, spending, and service delivery activities of the County is controlled.

OPERATING TRANSFERS: All interfund transfers, other than residual equity transfers, legally authorized from a fund receiving revenue to the fund through which the resources are to be expended.

OTHER CHANGES: Reflects changes such as: across-the-board salaries and employee benefits changes; accounting adjustments; ministerial appropriation, intrafund transfer, and revenue changes; and other changes that do not directly affect programs and service levels.

OTHER CHARGES: An object of expense which reflects costs not directly associated with the daily expenses of running an operation. Includes payments for California Work Opportunities and Responsibility to Kids (CaWORKs), In-Home Supportive Services, General Relief, Foster Care, interest and principal charges, capital lease payments, payments to other governmental agencies, and judgments and/or settlements.

OTHER FINANCING USES: Operating transfers out from one governmental fund to another.

OTHER FUNDS: Includes the Community Development Commission and the Housing Authority, which are under the control of the Board of Supervisors.

OTHER PROPRIETARY FUNDS: Funds to account for those governmental activities which are similar to those found in the private sector (includes enterprise funds, other than hospital enterprise and internal service funds).

PERFORMANCE MEASURE: The means to evaluate how well a series of activities are performed or programs operate as measured by input; workload/output; efficiency and quality. Performance measures assess how well programs operate as part of a larger strategy to improve outcomes. Performance measurements typically address matters of timeliness, cost-effectiveness, compliance with standards, and client or customer results.

PROGRAM: A combination of resources, personnel, materials and facilities that are combined to provide a service for an identifiable group or target population.

PROGRAM CHANGES: Includes operational changes, curtailments, and other changes that directly impact programs and services.

PROGRAM OUTCOME: A desired end result; a bottom-line, measurable condition of well-being for a specific population that may cross over agency and program lines and may require coordinated efforts of several agencies (e.g., improved children's health, improved safety of residents, fiscal stability).

PROGRAM PRIORITIZATION: The process of evaluating and ranking programs based upon program objectives, required resources, and effectiveness. The intent is to identify low-priority programs for possible reduction or elimination if funding is not available and use the resulting savings to maintain or enhance high-priority programs.

PROGRAM REALIGNMENT: Transfer of program funding between the State and the counties to more accurately reflect responsibilities. Realigned programs include Mental Health, Indigent Health, Foster Care, Child Welfare Services, CalWORKs, In-Home Supportive Services, certain juvenile justice programs, and other miscellaneous programs. Revenue from increased vehicle license fees and sales taxes finances the increased County program responsibilities.

PROPOSED BUDGET: Upon approval by the Board of Supervisors, the recommendations of the Chief Administrative Officer become the official Board proposals for appropriation and revenue for the next fiscal year. The Board of Supervisors normally approves the Proposed Budget in April. It may be amended following public budget hearings and Board deliberations anticipated in May and June, respectively.

QUALITY: The degree to which customers are satisfied with a program and/or compliance with accepted standards.

REFURBISHMENT: A renovation of existing space that costs in excess of \$100,000. Refurbishments are characterized by an overall enhancement in space decor, functional design, configuration, etc., for the purpose of improving aesthetic image, operational efficiency, or staff productivity.

REGULAR (EQUALIZED) ASSESSMENT ROLL: The listing of the assessed values of all properties within the County as of January 1 of each year. The regular roll contains values for both secured (real) and unsecured (personal) properties.

REQUESTED FISCAL YEAR: Respective operation's official request for appropriation and revenue to implement its stated objectives for the next fiscal year.

RESERVES: Portions of fund balance set aside due to legal or contractual restrictions and not available for appropriation.

RESIDUAL EQUITY TRANSFERS: Nonrecurring or nonroutine transfers of equity between funds (e.g., contributions of enterprise or internal service fund capital by the General Fund), subsequent return of all or part of such contributions to the General Fund, and transfers of residual balances of discontinued funds to the General Fund or a debt service fund. Abbreviation: RESIDUAL EQUITY TRANS

REVENUE: Source of income to an operation.

SALARIES AND EMPLOYEE BENEFITS: An object of expense reflecting the County's costs for employee compensation. Includes salaries and wages, insurance (health, dental, life, and unemployment), workers' compensation, retirement, bonuses, overtime, flexible benefit plans, and deferred compensation plans. Abbreviation: SALARIES & EMP BEN

SERVICE DELIVERY STANDARDS: Identifies a defined performance expectation or benchmark for how a department or agency provides its services to clients (e.g., respond to public inquiries within 24 hours, process client paperwork within three business days, refer all customer requests to appropriate department within one hour). Describes the "desired state" of service delivery.

SERVICES AND SUPPLIES: An object of expense reflecting purchase of goods and services within the year.

SPECIAL ASSESSMENTS: Fees that are charged to property owners in certain geographical areas for public improvements. A fee is levied only to those property owners that receive a direct benefit.

SPECIAL DISTRICTS: An independent unit of local government established to perform a single specified service. The special districts listed in this document are governed by the Board of Supervisors.

SPECIAL FUNDS: Funds used to account for the proceeds of specific revenue sources that are restricted in the way they may be spent.

STRATEGIC PLAN: The framework which outlines how the County will move in the direction defined by the County's Mission and Vision. The plan describes the desired goals, strategies to accomplish the goals, and measurable objectives to accomplish each strategy.

STRATEGY: The means by which the County intends to accomplish a goal as it moves to achieve outcomes or results. A strategy captures a defined intent across policies, programs, projects, actions, decisions and resource allocations to achieve an outcome. A coherent collection of actions that have a reasonable expectation of improving outcomes.

SUBVENTION: A grant (usually from the State or federal government).

SUPPLEMENTAL ROLL: Property taxes generated pursuant to Senate Bill 813 (Chapter 498, Statutes of 1983), whereby changes to property taxes are made effective the date the property ownership title is transferred.

BUDGET INDEX
Volume I and Volume II

- A -

Administrative Officer	I-1
Affirmative Action Compliance Office	I-2
Agricultural Commissioner-Vehicle A.C.O. Fund	II-2.11
Agricultural Commissioner/Weights and Measures	I-3
Air Quality Improvement Fund.....	II-2.12
Alternate Public Defender.....	I-4
Analysis of Financing Sources by Source by Fund-General County	II-7.1
Analysis of Financing Sources by Source by Fund-General Fund-Schedule 5	II-6.2
Analysis of Financing Sources by Source by Fund-Other Funds-Schedule 5	II-11.1
Analysis of Financing Sources by Source by Fund-Other Proprietary Funds-Schedule 5	II-10.1
Analysis of Financing Sources by Source by Fund-Special Districts-Schedule 16.....	II-9.1
Analysis of Financing Sources by Source by Fund-Special Funds-Schedule 5	II-8.3
Analysis of Fund Balance Unreserved/Undesignated-Hospital and Other Enterprise Funds-Schedule 11B.....	II-24
Analysis of Fund Balance Unreserved/Undesignated-Internal Service Funds-Schedule 10B.....	II-21
Analysis of Fund Balance Unreserved/Undesignated-Schedule 2	II-13
Analysis of Fund Balance Unreserved/Undesignated-Special Districts-Schedule 14	II-28
Analysis of Revenue by Fund-Schedule 4A.....	II-16
Animal Care and Control	I-5
Arts Commission	I-6
Assessor	I-7
Asset Development Implementation Fund	II-2.13
Auditor-Controller	I-8
Auditor-Controller-Transportation Clearing Account	I-8.3

- B -

Beaches and Harbors.....	I-9
Board of Supervisors.....	I-10
Budgeted Positions.....	II-6.27

- C -

Cable TV Franchise Fund.....	II-2.14
Capital Projects	Capital Projects/Refurbishments Addendum
Capital Projects/Refurbishments	I-11
Chief Information Officer.....	I-12
Child Abuse/Neglect Prevention Program Fund	II-2.15
Child Support Services.....	I-13
Children and Families Budget	Children and Families Budget Addendum
Children and Family Services-Administration.....	I-14.1
Children and Family Services-Adoption Assistance Program.....	I-14.17
Children and Family Services-Assistance Summary	I-14.15
Children and Family Services-Child Abuse Prevention Program.....	I-14.18
Children and Family Services-Foster Care	I-14.18
Children and Family Services-MacLaren Children's Center	I-14.20
Children and Family Services-Seriously Emotionally Disturbed Children.....	I-14.19
Children and Family Services-Summary	I-14

Budget Index (cont'd)

Children's Waiting Room Fund.....	II-2.16
Civic Center Employee Parking Fund	II-2.17
Community and Senior Services-Administration	I-15.1
Community and Senior Services-Assistance Summary.....	I-15.13
Community and Senior Services-Community Action Agency	I-15.15
Community and Senior Services-Older American Act	I-15.16
Community and Senior Services-Refugee Assistance.....	I-15.16
Community and Senior Services-Summary	I-15
Community and Senior Services-Workforce Investment Act	I-15.15
Community Development Commission Fund	II-5.1
Consolidated Budget Summary-Schedule A	II-12
Consumer Affairs.....	I-16
Coroner.....	I-17
County Counsel.....	I-18
Courthouse Construction Fund	II-2.18
Criminal Justice Facilities Temporary Construction Fund.....	II-2.19
Cultural and Recreational Opportunities	I-61

- D -

Debt Service Funds	II-1
Del Valle A.C.O. Fund	II-2.20
Dependency Court Facilities Program.....	II-2.21
Detail of Provisions for Reserves/Designations-Hospital and Other Enterprise Funds-Schedule 11C	II-25
Detail of Provisions for Reserves/Designations-Internal Service Funds-Schedule 10C	II-22
Detail of Provisions for Reserves/Designations-Schedule 3	II-14
Detail of Provisions for Reserves/Designations-Special Districts-Schedule 15	II-29
Detention Facilities Debt Service Fund	II-1.1
Dispute Resolution Fund	II-2.22
District Attorney	I-19
District Attorney-Asset Forfeiture Fund	II-2.23
District Attorney-Drug Abuse/Gang Diversion Fund.....	II-2.24
Domestic Violence Program Fund.....	II-2.25

- E -

Emergency Preparedness and Response.....	I-20
Employee Benefits.....	I-21
Employee Home Computer Purchase Program.....	I-22
Extraordinary Maintenance.....	I-23

- F -

Federal and State Disaster Aid.....	I-24
Financing Elements	I-25
Fire Department.....	I-26, II-3.2
Fire Department A.C.O. Fund	II-3.4
Fire Department Developer Fee Summary	II-2.26
Fire Department Helicopter A.C.O. Fund	II-2.27
Fire Department-Administrative Budget Unit.....	I-26.13
Fire Department-Clearing Account Budget Unit.....	I-26.15
Fire Department-Executive Budget Unit.....	I-26.14
Fire Department-Financing Elements Budget Unit.....	I-26.16

Budget Index (cont'd)

Fire Department-Health Hazardous Materials Budget Unit.....	I-26.17
Fire Department-Lifeguard Budget Unit	I-26.18
Fire Department-Lifeguards.....	I-26.23
Fire Department-Operations Budget Unit.....	I-26.19
Fire Department-Prevention Budget Unit	I-26.20
Fire Department-Services Budget Unit.....	I-26.21
Fire Department-Special Operations Budget Unit.....	I-26.22
Fish and Game Propagation Fund	II-2.28
Ford Theatre Development Fund	II-2.29

- G -

General County Financing Requirements Comparison.....	II-7
General Fund Financing Requirements and Available Financing Comparison	II-6
Glossary.....	I-62
Grand Jury.....	I-27

- H -

Hazardous Waste Special Fund.....	II-2.30
Health Care Self-Insurance Fund.....	II-4.1
Health Services-Administration	I-28.6
Health Services-Alcohol Abuse Education and Prevention Fund	II-2.31
Health Services-Alcohol and Drug First Offender Driving Under the Influence Fund	II-2.32
Health Services-Alcohol and Drug Penal Code Fund	II-2.33
Health Services-Alcohol and Drug Problem Assessment Fund.....	II-2.34
Health Services-Alcohol and Drug Programs Administration.....	I-28.11
Health Services-Alcohol and Drug Proposition 36 Substance Abuse Treatment Fund	II-2.35
Health Services-Alcohol and Drug Second Offender Driving Under the Influence Fund.....	II-2.36
Health Services-Alcohol and Drug Third Offender Driving Under the Influence Fund.....	II-2.37
Health Services-Antelope Valley Cluster Enterprise Fund Operating Plan.....	I-28.19
Health Services-Antelope Valley Cluster Health Centers	I-28.21
Health Services-Antelope Valley Rehabilitation Centers	I-28.22
Health Services-Child Seat Restraint Loaner Fund	II-2.38
Health Services-Children's Medical Services.....	I-28.14
Health Services-Coastal Cluster Enterprise Fund Operating Plan	I-28.23
Health Services-Coastal Cluster Health Centers	I-28.25
Health Services-Contributions to Hospital Enterprise Funds	I-28.16
Health Services-Drug Abuse Education and Prevention Fund	II-2.39
Health Services-EMS Vehicle Replacement Fund.....	II-2.40
Health Services-General Fund Summary.....	I-28.5
Health Services-Harbor/UCLA Medical Center	I-28.25
Health Services-Health Care	I-28.15
Health Services-High Desert Hospital	I-28.21
Health Services-Hospital Services Account.....	II-2.41
Health Services-Juvenile Court Health Services.....	I-28.13
Health Services-LAC+USC Healthcare Network Enterprise Fund Operating Plan.....	I-28.26
Health Services-LAC+USC Healthcare Network Health Centers	I-28.28
Health Services-LAC+USC Medical Center	I-28.28

Budget Index (cont'd)

Health Services-Martin Luther King, Jr./Drew Medical Center	I-28.36
Health Services-Measure B Special Tax Fund.....	II-2.42
Health Services-Office of AIDS Programs and Policy	I-28.10
Health Services-Office of Managed Care.....	I-28.8
Health Services-Olive View/UCLA Medical Center	I-28.33
Health Services-Physician Services Account.....	II-2.43
Health Services-Public Health Programs and Services	I-28.12
Health Services-Rancho Los Amigos Enterprise Fund Operating Plan	I-28.29
Health Services-Realignment.....	I-28.15
Health Services-San Fernando Valley Cluster Enterprise Fund Operating Plan	I-28.33
Health Services-San Fernando Valley Cluster Health Centers.....	I-28.31
Health Services-SB855 Enterprise Fund Operating Plan	I-28.37
Health Services-Southwest Cluster Enterprise Fund Operating Plan	I-28.34
Health Services-Southwest Cluster Health Centers.....	I-28.36
Health Services-Statham AIDS Education Fund.....	II-2.44
Health Services-Statham Fund	II-2.45
Health Services-Summary.....	I-28
Health Services-Summary of Enterprise Hospitals	I-28.17
Health Services-Tobacco Settlement Programs	I-28.9
Housing Authority Fund	II-5.2
Human Relations Commission	I-29
Human Resources.....	I-30
Human Resources-Office of Public Safety	I-30.7
- I -	
Information Systems Advisory Body.....	I-31
Information Systems Advisory Body (ISAB) Marketing Fund.....	II-2.46
Information Technology Infrastructure Fund	II-2.47
Insurance.....	I-33.2
Internal Services.....	I-32
Internal Services-Customer Direct Services and Supplies.....	I-32.5
- J -	
Judgments and Damages.....	I-33.1
Judgments and Damages/Insurance.....	I-33
Jury Operations Improvement Fund.....	II-2.48
- L -	
LAC+USC Replacement Fund	II-2.49
Linkages Support Program Fund	II-2.50
Local Agency Formation Commission.....	I-34
Long-Range Capital Construction Program	Capital Projects/Refurbishments Addendum
Los Angeles County Capital Asset Leasing	I-35
Los Angeles County Capital Asset Leasing (LAC-CAL) Summary of Authorized Transactions	II-6.29
- M -	
Marina del Rey Debt Service Fund	II-1.2
Marina Replacement A.C.O. Fund	II-2.51
Mental Health	I-36
Military and Veterans Affairs.....	I-37
Motor Vehicles A.C.O. Fund.....	II-2.52

Budget Index (cont'd)

Museum of Art	I-38
Museum of Natural History	I-39
Music Center	I-40
- N -	
Nondepartmental Revenue.....	I-41
Nondepartmental Special Accounts	I-42
- O -	
Ombudsman	I-43
Other Funds.....	II-5
Other Funds Financing Requirements Comparison.....	II-11
Other Proprietary Funds	II-4
Other Proprietary Funds Financing Requirements Comparison	II-10
- P -	
Park In-Lieu Fees A.C.O. Fund	II-2.53
Parks and Recreation	I-44
Parks and Recreation-County Trails Special Fund	II-2.54
Parks and Recreation-Golf Course Fund	II-2.55
Parks and Recreation-Landscape Maintenance Districts and LLAD Summary.....	II-3.5
Parks and Recreation-Oak Forest Mitigation Fund	II-2.56
Parks and Recreation-Off-Highway Vehicle Fund.....	II-2.57
Parks and Recreation-Recreation and Parks Districts and LLAD Summary	II-3.6
Parks and Recreation-Recreation Fund	II-2.58
Parks and Recreation-San Gabriel Canyon Recreation Fund	II-2.59
Parks and Recreation-Special Development Fund-Regional Parks	II-2.60
Population of the 88 Cities in the County of Los Angeles	I-60.1
Probation-Care of Juvenile Court Wards.....	I-45.14
Probation-Community-Based Contracts	I-45.16
Probation-Detention Bureau.....	I-45.14
Probation-Main	I-45.13
Probation-Residential Treatment Bureau	I-45.15
Probation-Summary.....	I-45
Productivity Investment Fund	II-2.61
Project and Facility Development.....	I-46
Provisional Financing Uses	I-47
Public Defender	I-48
Public Library	I-49, II-2.62
Public Library A.C.O. Fund.....	II-2.64
Public Library Developer Fee Summary.....	II-2.65
Public Social Services-Administration	I-50.1
Public Social Services-Assistance Summary	I-50.10
Public Social Services-California Work Opportunity and Responsibility to Kids	I-50.13
Public Social Services-Cash Assistance Program for Immigrants.....	I-50.13
Public Social Services-In-Home Supportive Services	I-50.14
Public Social Services-Indigent Aid.....	I-50.14
Public Social Services-Refugee Resettlement Program	I-50.15
Public Social Services-Summary	I-50
Public Works-Article 3-Bikeway Fund	II-2.66
Public Works-Aviation Capital Projects Fund.....	II-2.67

Budget Index (cont'd)

Public Works-Aviation Enterprise Fund.....	II-4.2
Public Works-County Engineer.....	I-51
Public Works-Facility Project Management.....	I-51.13
Public Works-Flood Control/Debt Services Summary.....	II-3.9
Public Works-Flood Control District Summary.....	I-51.29, II-3.7
Public Works-Garbage Disposal Districts Summary.....	II-3.10
Public Works-Internal Service Fund.....	I-51.47, II-4.3
Public Works-Off-Street Meter and Preferential Parking Districts Fund.....	II-2.68
Public Works-Other Special Districts Summary.....	II-3.11
Public Works-Pre-County Improvement District Studies.....	I-51.18
Public Works-Proposition C Local Return Fund.....	II-2.69
Public Works-Public Ways/Public Facilities.....	I-51.21
Public Works-Reimbursement for Sewer Construction.....	I-51.26
Public Works-Road Fund.....	I-51.38, II-2.70
Public Works-Sewer Maintenance Districts Summary.....	II-3.12
Public Works-Solid Waste Management Fund.....	II-2.71
Public Works-Special Road District Summary.....	II-2.72
Public Works-Street Lighting Districts/LLAD Summary.....	II-3.13
Public Works-Transit Operations Fund.....	II-4.4
Public Works-Waterworks Districts Summary.....	II-4.5

- R -

Regional Park and Open Space District Summary.....	II-3.14
Regional Planning.....	I-52
Registrar-Recorder/County Clerk.....	I-53
Rent Expense.....	I-54

- S -

Schedule of County Specific Financing Uses by Budget Unit by Function and Activity-Schedule 8A.....	II-19
Sheriff-Administration.....	I-55.10
Sheriff-Automated Fingerprint Identification System Fund.....	II-2.73
Sheriff-Automation Fund.....	II-2.74
Sheriff-Clearing Account.....	I-55.10
Sheriff-Countywide Warrant System Fund.....	II-2.75
Sheriff-Court Services.....	I-55.11
Sheriff-Custody.....	I-55.12
Sheriff-Detective Services.....	I-55.13
Sheriff-General Support Services.....	I-55.14
Sheriff-Inmate Welfare Fund.....	II-2.76
Sheriff-Jail Store Fund.....	II-2.77
Sheriff-Narcotics Enforcement Special Fund.....	II-2.78
Sheriff-Patrol.....	I-55.15
Sheriff-Processing Fee Fund.....	II-2.79
Sheriff-Special Training Fund.....	II-2.80
Sheriff-Summary.....	I-55
Sheriff-Vehicle Theft Program Fund.....	II-2.81
Small Claims Advisor Program Fund.....	II-2.82
Special District Summaries and Detail (Auditor-Controller schedules).....	II-30

Budget Index (cont'd)

Special Districts	II-3
Special Districts Financing Requirements Comparison	II-9
Special Funds	II-2
Special Funds Financing Requirements Comparison	II-8
Statistics	I-60
Status of Special District Expenditures from Bond (Construction) Proceeds-Schedule 17	II-32
Summary of County Budget by Funds-Schedule 1	II-12
Summary of County Financing Requirements by Function and Fund-Schedule 7	II-17
Summary of County Financing Requirements-Schedule 8	II-18
Summary of Estimated Additional Financing Sources-Schedule 4	II-15
Summary of Hospital and Other Enterprise Funds-Schedule 11A.....	II-23
Summary of Internal Service Funds-Schedule 10A	II-20
Summary of Special District Budget Financing Requirements.....	II-31
Summary of Special District Budgets-Schedule 13.....	II-27
- T -	
Telephone Utilities	I-56
Treasurer and Tax Collector.....	I-57
Trial Court Operations	I-58
- U -	
Utilities	I-59
- W -	
Waterworks Enterprise Operating Plans (Detail).....	II-26