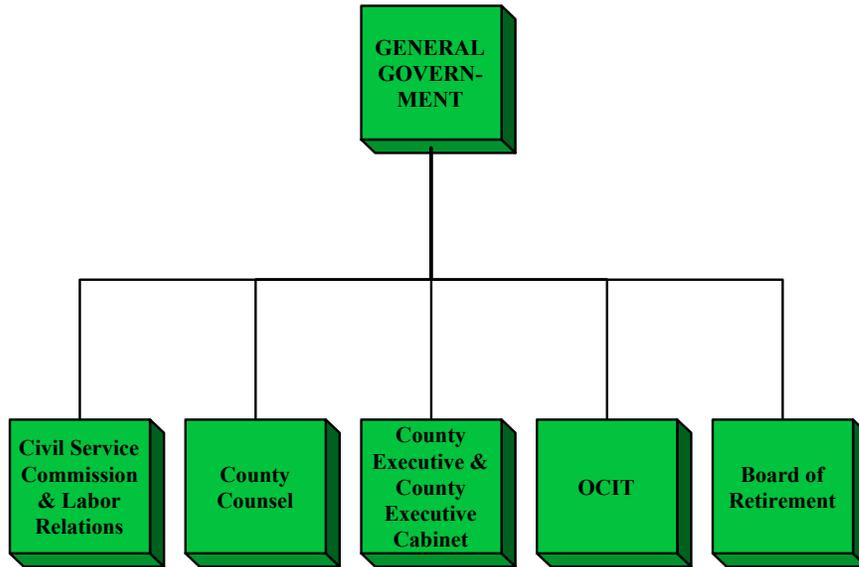


# GENERAL GOVERNMENT / ADMINISTRATION

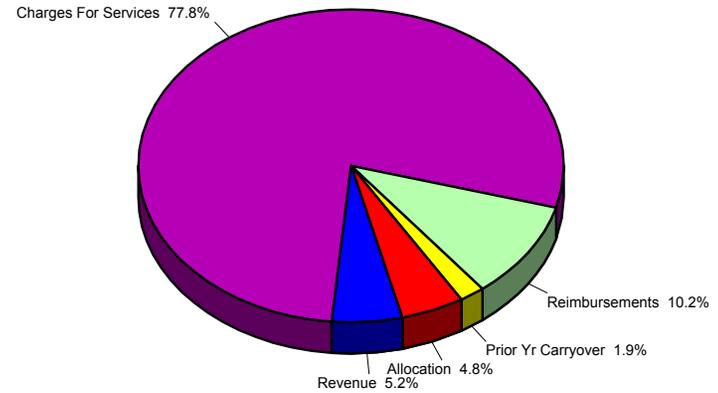
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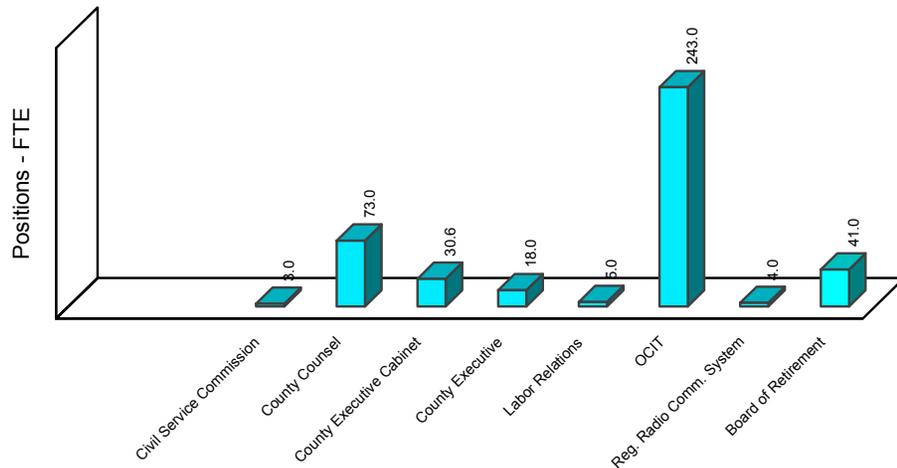
# INTRODUCTION



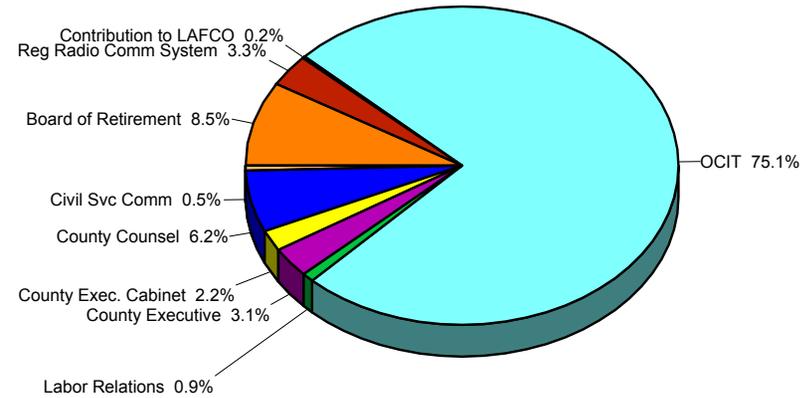
## Financing Sources



## Staffing



## Financing Uses



The County implemented an agency structure in Fiscal Year 1997-98. Although most of the County's departments fall within one of the four agencies, there are a group of departments that either report directly to the Board of Supervisors or report to the County Executive. In addition, the Executive Officer of the Civil Service Commission reports to the Civil Service Commission, the Local Agency Formation Commission (LAFCo) Board controls the utilization of the County's contribution to LAFCo, and the Sacramento County Employees' Retirement System (SCERS) controls the budget for the system's Retirement Administration. Following is a summary of the budget units that fall into these categories:

Reports to the Board of Supervisors: County Counsel and County Executive.

Reports to the County Executive: County Executive Cabinet, Labor Relations, and Office of Communications and Information Technology (OCIT).

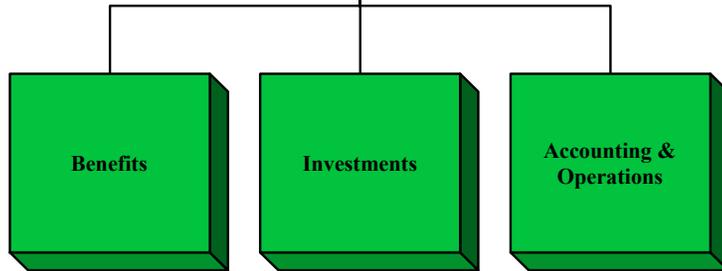
Reports to/controlled by Independent Authority: Civil Service Commission, Contribution to LAFCo, and Board of Retirement.

**Fund Centers/Departments**

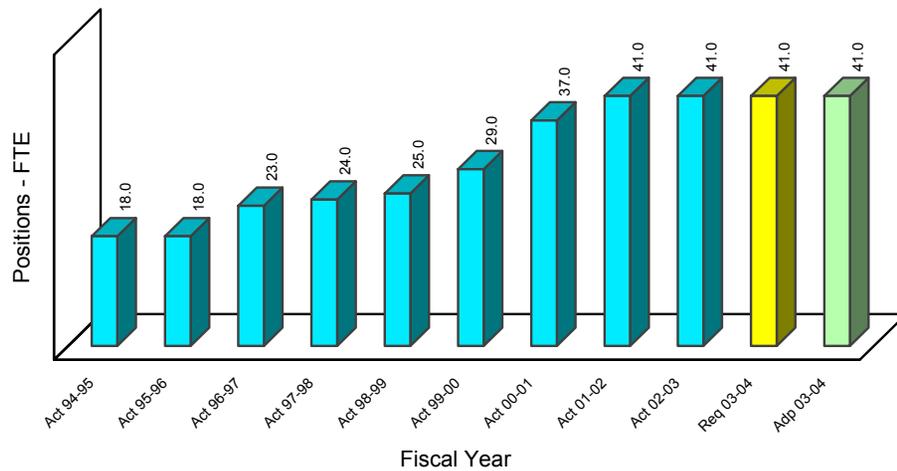
<b>Fund</b>	<b>Fund Center</b>	<b>Department</b>	<b>Appropriations</b>	<b>Financing</b>	<b>Net Cost</b>	<b>Positions</b>
001A	4210000	Civil Service Commission	\$368,375	\$113,500	\$254,875	3.0
001A	5920000	Contribution to LAFCo	165,000	0	165,000	0.0
001A	4810000	County Counsel	4,787,537	3,186,476	1,601,061	73.0
001A	5910000	County Executive	2,422,719	1,097,115	1,325,604	18.0
001A	5730000	County Executive Cabinet	1,685,912	1,746,863	-60,951	30.6
001A	5970000	Labor Relations	720,362	0	720,362	5.0
<b>GENERAL FUND TOTAL</b>			<b>\$10,149,905</b>	<b>\$6,143,954</b>	<b>\$4,005,951</b>	<b>129.6</b>
031A	7600000	Office of Communications and Information Technology (OCIT)	\$58,349,749	\$57,926,074	\$423,675	243.0
059A	7020000	Regional Radio Communication System	2,572,406	2,815,888	-243,482	4.0
060A	7860000	Board of Retirement	6,579,150	6,579,150	0	41.0
<b>GRAND TOTAL</b>			<b>\$77,651,210</b>	<b>\$73,465,066</b>	<b>\$4,186,144</b>	<b>417.6</b>

# Departmental Structure

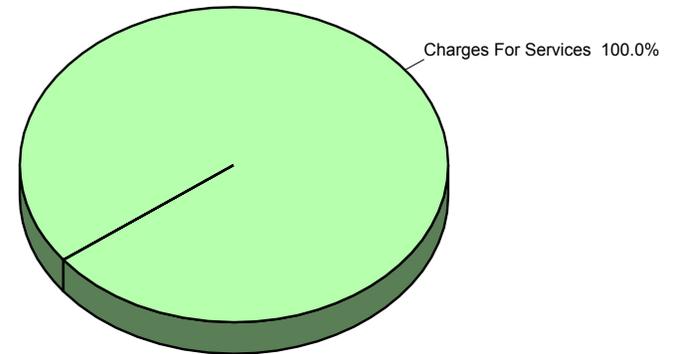
JOHN R. DESCAMP, Chief Administrator



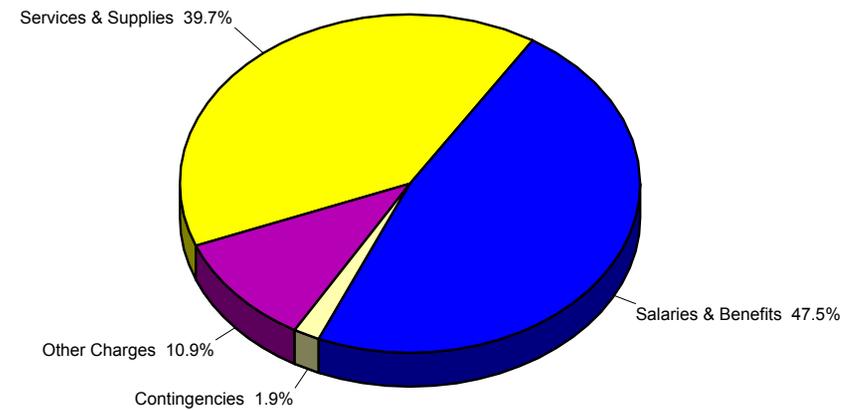
# Staffing Trend



# Financing Sources



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

FUND: BOARD OF RETIREMENT  
060A

ACTIVITY: Administration  
UNIT: 7860000

SCHEDULE 10  
OPERATIONS OF INTERNAL SERVICE FUND  
FISCAL YEAR: 2003-04

Operating Details	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Charges for Service	0	0	6,015,349	6,579,150	6,579,150
Total Operating Rev	0	0	6,015,349	6,579,150	6,579,150
Salaries/Benefits	2,133,536	2,390,942	2,542,463	3,051,658	3,051,658
Service & Supplies	2,610,180	2,389,911	2,294,188	2,678,105	2,678,105
Other Charges	755,542	1,047,708	1,047,698	718,187	718,187
Depreciation/Amort	6,133	10,222	6,000	6,200	6,200
Total Operating Exp	5,505,391	5,838,783	5,890,349	6,454,150	6,454,150
Interest Income	0	-8,147	0	0	0
Other Revenues	3,331	0	0	0	0
Total Nonoperating Rev	3,331	-8,147	0	0	0
Contingencies	0	0	125,000	125,000	125,000
Total Nonoperating Exp	0	0	125,000	125,000	125,000
Net Income (Loss)	-5,502,060	-5,846,930	0	0	0
Positions	41.0	41.0	41.0	41.0	41.0
Bd Members	5.0	5.0	5.0	5.0	5.0

**PROGRAM DESCRIPTION:**

Management of the Sacramento County Employees' Retirement System (SCERS), pursuant to the provisions of the County Employees' Retirement Law of 1937 (1937 Act), is vested in the Board of Retirement which:

- Is responsible for the administration and maintenance of the records of the System in accordance with the provisions of the 1937 Act and Retirement Board Bylaws.
- Sets policy for the investment of the assets of the Retirement Fund and monitors its investments.
- Appoints a Retirement Administrator who serves as Chief Executive Officer for the System, who is not subject to County Civil Service or merit system rules but serves at the will and pleasure of the Retirement Board.
- Annually adopts a budget covering the entire expense of administration of the System. This budget is not approved by the Board of Supervisors and is included in the county budget as information only.

**MISSION:**

The mission of the Sacramento County Employees' Retirement System Board and Administration is to provide high quality, timely, and cost-effective services that assist staff in achieving prompt delivery of benefits and related services to SCERS participants and their beneficiaries in a responsible manner.

**GOALS:**

- To undertake a planned asset/liability study with the assistance of its investment consultant, Mercer Investment Consulting. Based on the study, the Board will make decisions on revising the asset allocation and investment policy, which will set the direction for the investment program for the next three to five years.
- Coordinate with Mercer Human Resource Consulting to augment Retirement Allowance Program to include disability calculations under both disability formulas and reserve amounts in cases of 100 percent continuance to beneficiaries.
- To implement provisions of collective bargaining agreements and Board of Supervisor resolutions making higher service retirement formulas applicable retroactively to members' accrued service credits.
- Establish an identifier in pension payroll for retirees who are within 85.0 percent of the 415 limit and who have exceeded the 415 limit.
- Implement a Benefit Replacement Plan to compensate retirees for the promised statutory benefit when it exceeds Internal Revenue Code Section 415 limits.

- Enhance SCERS web site to provide greater accessibility to members with physical limitations and to provide online access to applications and other forms.
- Implement an interface-based update system to input Special District payroll activity.
- Automate reconciliation process between Comprehensive Online Management Personnel and Accounting System for Sacramento County (COMPASS) and Member and Benefit Accounting System for Employees (MBASE).
- Expand communication techniques and continue to improve member outreach.
- Continue to intensify in-house staff training in anticipation of legislative changes and litigation resolution.
- Explore developing video production for new employee and retirement orientation seminars in coordination with the Office of Communications and Information Technology (OCIT).

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Prepared for implementation of enhanced benefits, which will result in a substantial increase in service retirements and public service purchase requests. Preparation included in-house training, pre-calculation and file review, review and rewrite of retirement application, development of purchase of public service packet, and delivery of informational meetings.
- Implemented an upgrade to the COMPASS financial system pertaining to pension payroll.
- Implemented phase III of MBASE, which expanded reporting capabilities and provided the flexibility of on-line table maintenance.
- Enhanced automation of benefit processing by adding automated forms production to the Retirement Allowance Program.
- Implemented the process that will be used for Internal Revenue Code Section 415 testing, which is an essential part of implementing the enhanced benefit formulas.
- Diversified the small cap growth equity investments by hiring M.A. Weatherbie & Co., Inc., as a second manager in this style to manage a \$50.0 million portfolio.
- Transitioned \$98.0 million in real estate investment properties managed by PM Realty Advisors to SSR Realty Advisors. PM Realty Advisors resigned its contract and went out of business.

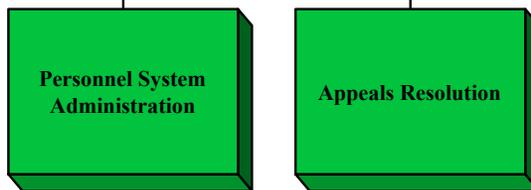
- Complied with newly-chaptered law and evaluation of potential impact of ambiguously-worded retirement related legislations.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Financial Officers Association (GFOA) for the Fiscal Year 2001-02 Comprehensive Annual Financial Report.
- Seated an alternate retiree member of the Board in accordance with the statutes of 2001.
- Appointed new Chief Operations Officer.
- Implementation of enhanced benefits for both active and retired members presents SCERS with a challenge as workload increases significantly.

**SIGNIFICANT CHANGES FOR 2003-04:**

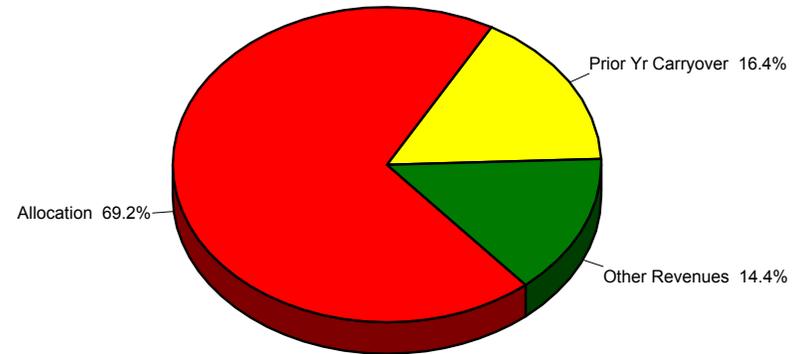
- Continue to develop SCERS' use of COMPASS.
- Revise MBASE input forms to improve data entry process.
- The Legislature continues to adopt changes to the 1937 Act, particularly regarding benefit levels. Staff will continue to monitor and evaluate legislation.

## Departmental Structure

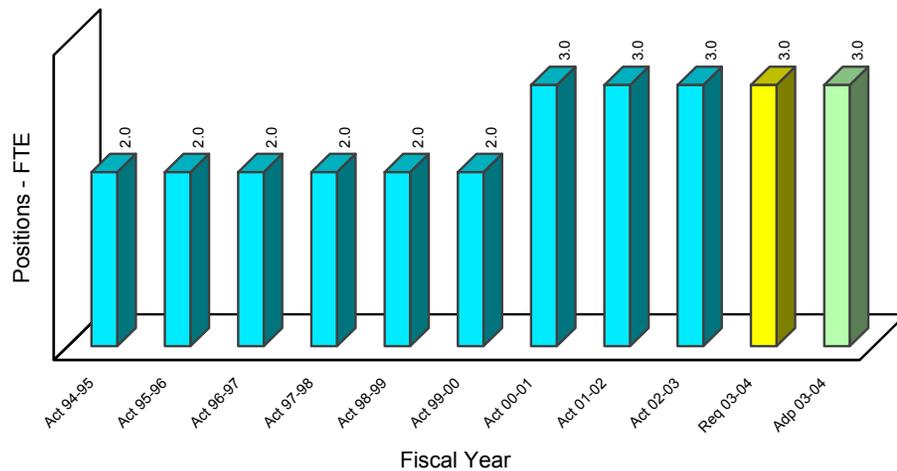
KATHLEEN INZERILLO, Executive Officer



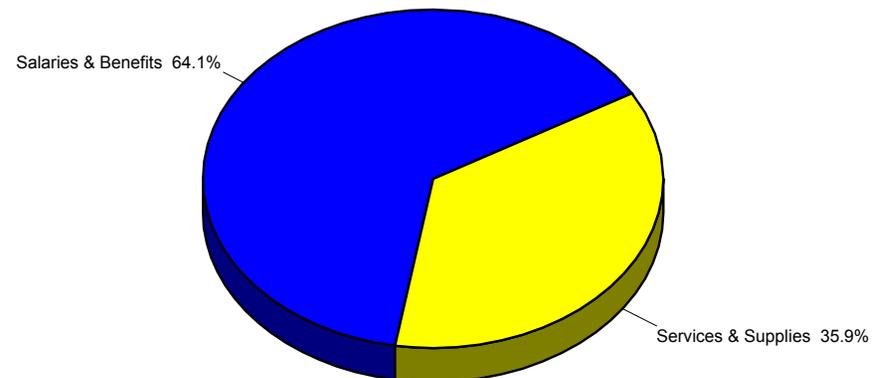
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
 County Budget Act (1985)

UNIT: 4210000 Civil Service Commission  
 DEPARTMENT HEAD: KATHLEEN INZERILLO

SCHEDULE 9  
 BUDGET UNIT FINANCING USES DETAIL  
 FISCAL YEAR: 2003-04

CLASSIFICATION  
 FUNCTION: GENERAL  
 ACTIVITY: Personnel  
 FUND: GENERAL

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Salaries/Benefits	246,339	179,087	232,976	240,770	236,197
Services & Supplies	72,711	97,389	130,600	130,129	130,129
Intrafund Charges	2,035	2,049	2,049	2,049	2,049
<b>NET TOTAL</b>	<b>321,085</b>	<b>278,525</b>	<b>365,625</b>	<b>372,948</b>	<b>368,375</b>
Prior Yr Carryover	31,449	19,122	19,122	60,500	60,500
Revenues	12,730	23,668	58,000	53,000	53,000
<b>NET COST</b>	<b>276,906</b>	<b>235,735</b>	<b>288,503</b>	<b>259,448</b>	<b>254,875</b>
Positions	3.0	3.0	2.8	3.0	3.0
Comm Members	5.0	5.0	5.0	5.0	5.0

**PROGRAM DESCRIPTION:**

- Develop policies and rules for the administration of a personnel system based upon merit.
- Review and approve county classification plan.
- Provide for resolution of appeals related to disciplinary actions and releases from probation.
- Provide for resolution of appeals related to civil service examinations and classification.
- Ensure that county personnel procedures are consistent with all federal and state laws.

**MISSION:**

To improve the quality of the delivery of county services by providing the citizens, management, and employees of Sacramento County with a responsive personnel system dedicated to the fair and impartial hiring of the most qualified employees on the basis of merit. Our mission is to provide policy direction and oversight for the merit selection, promotion, retention, classification, and

discipline of civil service employees pursuant to Article XVI of the Sacramento County Charter and accepted principles of public personnel administration.

**GOALS:**

- To provide formalized training to human resources personnel countywide on a regular and as-needed basis regarding the Civil Service Rules and Commission policies and procedures.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Streamlined processes relative to classification and selection issues and related appeals within Commission jurisdiction, and enhanced recordkeeping through completion of computer software and hardware system upgrades.
- The vacant part-time Administrative Services Officer II position was reallocated to a 1.0 Civil Service Staff Assistant, to more properly reflect the redistribution of required duties between the three positions within the

office of the Civil Service Commission and to provide adequate administrative and clerical support to the Commission.

- Introduced the Civil Service Commission web page to provide improved customer service through wider publication of the agenda and minutes of commission meetings.
- Departmental savings of \$60,500 included salary savings from vacant part-time position as well as less than anticipated discipline and/or release from probation appeals.
- Continued review of all classification plan changes recommended by the Director of Personnel Services. Eleven classification studies were presented to the Commission by the Department of Personnel Services for action, inclusive of 45 new and/or revised individual classifications. This is a decrease of 28 from the 39 studies submitted in the previous fiscal year, due in part to Personnel Services priorities shift to matters of seniority and lay-off procedures associated with the county's budget dilemma.
- Received and processed a total of 101 appeals this fiscal year, which represents a decrease of 15 appeals from that received in the previous fiscal year. These 101 appeals included 33 discipline; 13 release from probation, 8 pre-employment drug, medical and/or psychological; 18 application rejections, 22 examination disqualifications; and 7 position allocations.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2001	Target 2002	Actual 2002	Target 2003
1. Management, employees and the public have confidence in the County's civil service merit system.	At least two public meetings of the Civil Service Commission held each month, with additional special meetings as needed. (Minimum of 24 annually)	22	24	19	24
	Commission action on classification study recommendations concluded at initial public hearing. (75%)	77%	75%	70%	75%
	Commission action on appeals concluded at initial public hearing. (80%)	82%	80%	74%	80%
2. Appeals are responded to and resolved in an effective and timely manner.	Acknowledge discipline/release from probation appeals in writing within 3 business days. (80%)	79%	80%	89%	80%
	For discipline and/or release from probation appeals, hearing date coordinated between hearing officer, appellant, and county department within 30 days. (75%)	83%	75%	68%	75%
	For selection/examination appeals, commission staff investigation and recommendation completed within 10 days of receipt of county response.* (80%)	71%	80%	100%	80%
	For position allocation appeals, commission staff investigation and recommendation completed within 30 days of receipt of county response.* (80%)	100%	80%	0/0	80%
	Appeals resolved administratively, settled or withdrawn without formal hearing and/or commission decision. (25%)	52%	25%	55%	25%

\* Excludes untimely filed appeals and appeals withdrawn or administratively resolved.

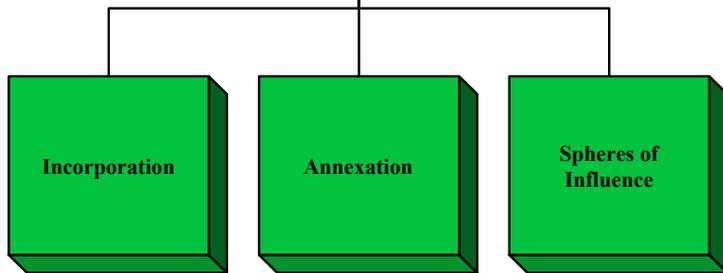
2003-04 PROGRAM INFORMATION

Budget Unit: 4210000 Civil Service Commission Agency: General Government/Admin.

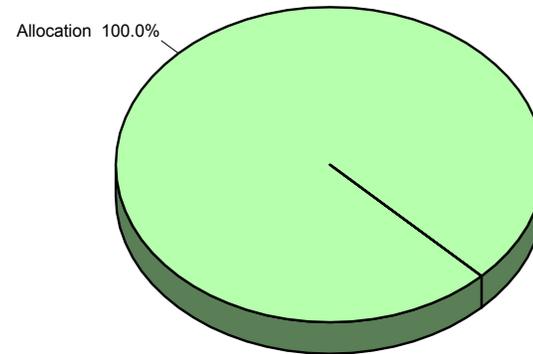
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001-A	<i>Staff support to the Commission</i>	308,452	0	53,000	60,500	<b>194,952</b>	2.0	0
<b>Program Description:</b>	Administrative support to the Commission							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	Timely & effective response to appeals and requests. Complete investigation and provide recommendation on appeals from selection/exam process within 10 days of receipt of County response; provide recommendation on proposed classification changes within 5 days.							
001-B	<i>Staff support to the Commission</i>	59,923	0	0	0	<b>59,923</b>	1.0	0
<b>Program Description:</b>	Clerical support to the Commission - Executive Secretary							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	Timely & effective process for agendas and minutes of commission meetings and memos of confirmation of commission action to affected parties; preparation and dissemination of meeting materials to Commissioners; record keeping responsibilities.							
<b>TOTAL:</b>		368,375	0	53,000	60,500	<b>254,875</b>	3.0	0

## Departmental Structure

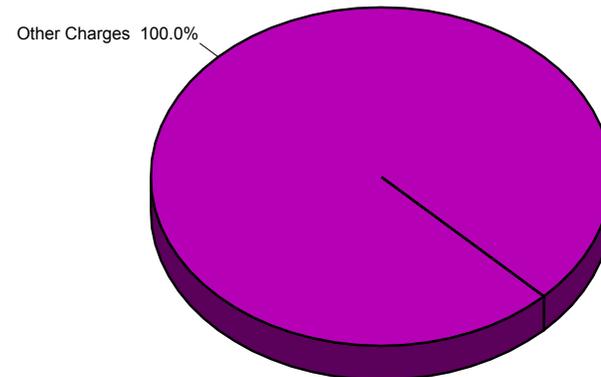
PETER BRUNDAGE, Executive Director



## Financing Sources



## Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5920000 Contribution To LAFCO

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2003-04

CLASSIFICATION  
FUNCTION: PUBLIC PROTECTION  
ACTIVITY: Other Protection  
FUND: GENERAL

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Other Charges	234,000	145,050	145,050	165,000	165,000
NET TOTAL	234,000	145,050	145,050	165,000	165,000
Revenues	0	0	0	0	0
NET COST	234,000	145,050	145,050	165,000	165,000

**PROGRAM DESCRIPTION:**

- The Local Agency Formation Commission (LAFCo) approves, with or without conditions, modifies, or denies proposals for:
  - Incorporation of cities.
  - Annexation, detachment, or reorganization of territory to a city or a special district.
  - Consolidation, merger, and formation or reorganization of special districts which impact the provision of public services within the County.
- Promotes the logical and reasonable development of local governmental agencies to provide for the present and future needs of the County and its communities.
- Adopts and amends Spheres of Influence, which are defined as plans for the probable ultimate physical boundaries and service area of a local governmental agency for each independent special district and city within the County.
- Protects prime agricultural farmland and open space from urban development where appropriate.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Completed the Municipal Service Review for the Sacramento-Yolo Mosquito and Vector Control District.
- Completed the Municipal Service Review for the American River Flood Control District.

- Formed County Service Area No. 10 to provide extended transportation services for the Villages of Zinfandel.
- Completed the annexation of Stock Ranch to the Citrus Heights Water District.
- Obtained approval for out of area service contract for the Sacramento Regional County Sanitation District.
- Completed annexation of Kapalua Estates to Sacramento Regional County Sanitation District.
- Updated Service Provider Directory and improved the LAFCo Web site.

**SIGNIFICANT CHANGES FOR 2003-04:**

- Complete the annexation of the Laguna West, an incorporated area, into the City of Elk Grove.
- Complete the annexation of the City of West Sacramento into the Sacramento Regional County Sanitation District service area.
- Commence Municipal Service Reviews for affected service providers within Sacramento County. The Municipal Service Reviews will be used to update Spheres of Influence for cities and special districts.
- Process several potential annexations into the City of Sacramento.

- Update LAFCo policies related to water availability, property tax sharing agreements, fair share housing, and open space and agricultural preservation elements.
- Update Citrus Heights Sphere of Influence and Municipal Service Review.
- Process the annexation of Courtland and Walnut Grove to Sacramento Regional County Sanitation District.

**2003-04 PROGRAM INFORMATION**

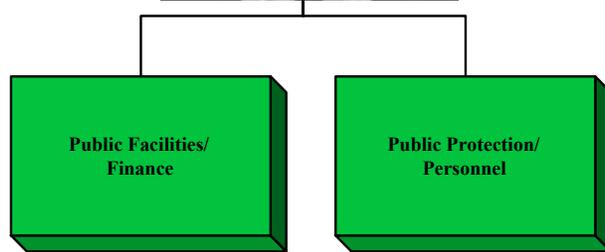
Budget Unit: 5920000 LAFCO

Agency: General Government/Admin.

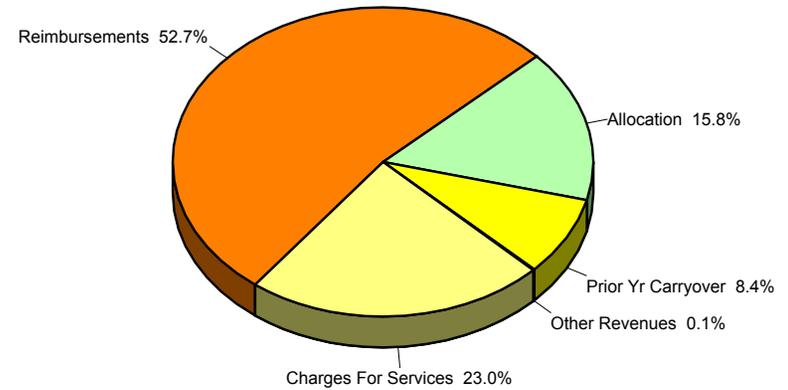
Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<b>LAFCo</b>	165,000	0	0	0	<b>165,000</b>	0.0	0
<b>Program Description:</b> Administration of LAFCo								
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations								
<b>Agency Priority:</b> 03 CDNA Provide the highest level of municipal and neighborhood services								
<b>Anticipated Results:</b> Efficient LAFCo Administration								
<b>TOTAL:</b>		165,000	0	0	0	<b>165,000</b>	0.0	0

# Departmental Structure

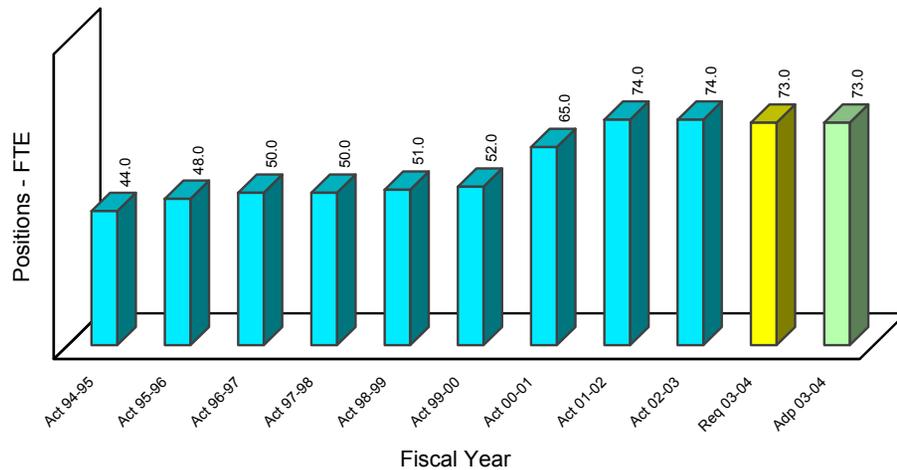
ROBERT A. RYAN, JR.--County Counsel



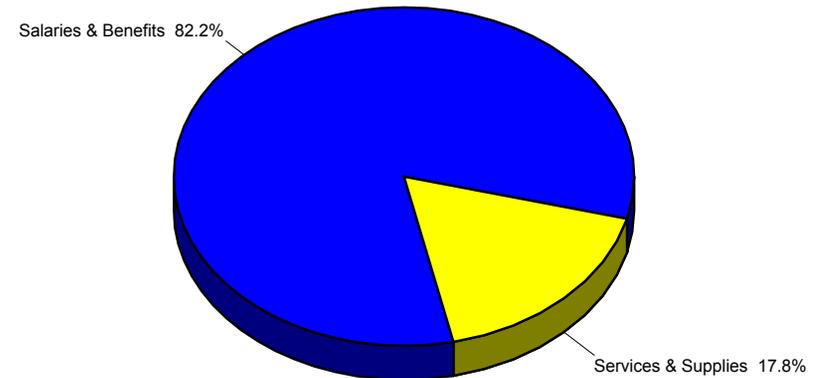
# Financing Sources



# Staffing Trend



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 4810000 County Counsel  
DEPARTMENT HEAD: ROBERT A. RYAN, JR.

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2003-04

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Counsel  
FUND: GENERAL

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Salaries/Benefits	6,878,432	7,632,585	8,140,134	8,607,405	8,322,435
Services & Supplies	1,221,739	1,165,647	1,429,334	1,796,843	1,796,843
Intrafund Charges	1,575	2,799	2,799	3,577	3,577
<b>SUBTOTAL</b>	<b>8,101,746</b>	<b>8,801,031</b>	<b>9,572,267</b>	<b>10,407,825</b>	<b>10,122,855</b>
Interfund Reimb	-61,487	-139,914	-122,000	-187,000	-187,000
Intrafund Reimb	-4,341,432	-4,665,691	-4,648,150	-5,148,318	-5,148,318
<b>NET TOTAL</b>	<b>3,698,827</b>	<b>3,995,426</b>	<b>4,802,117</b>	<b>5,072,507</b>	<b>4,787,537</b>
Prior Yr Carryover	871,602	1,202,674	1,202,674	845,468	845,468
Revenues	1,870,660	1,874,302	1,865,000	2,446,161	2,341,008
<b>NET COST</b>	<b>956,565</b>	<b>918,450</b>	<b>1,734,443</b>	<b>1,780,878</b>	<b>1,601,061</b>
Positions	74.0	74.0	74.0	73.0	73.0

**PROGRAM DESCRIPTION:**

- Acts as general legal counsel to the County, its officers, and related constituent local governmental entities.
- Provides general legal advice and prepares the legal instruments by which the County transacts business, including ordinances, resolutions, and contracts.
- Defends labor, planning, environmental, and public works litigation.
- Prosecutes major caseloads with respect to the formation and administration of: juvenile dependency proceedings; conservatorships and probate; labor relations; grievance arbitration and related litigation; personnel discipline; zoning, and other code enforcement.
- The services of this office continue to be incorporated into a number of countywide committees and task forces including the Information Technology Policy Board, the Debt Utilization Advisory Committee, the Risk Management Policy Committee, and certain community program initiatives, such as the Municipal Services “Core Group.”

**MISSION:**

To serve and protect the County, its treasury, and its governing body, by providing timely and accurate legal services and aggressively representing the County in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.

**GOALS:**

- Expand the in-service training program for the attorney staff to improve the overall quality of legal services delivered to county clients.
- Conduct management and customer training programs for other county departments.
- Implement the performance measure plan.

- Expand performance measures to general advisory workload.
- Reconfigure the juvenile dependency service model.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Continued in-service training programs for attorneys to improve the overall quality of legal services delivered to county clients. The Office maintained its certification as a continuing legal education provider.
- Provided significant litigation efforts for legal challenges to: local transportation projects; land use approvals; and the Housing Element.
- Continued to provide countywide training programs on contract matters.
- Performed significant work on McClellan reuse.
- Required participation in statewide processes on dependency issues.
- Devoted substantial resources for the proposed Rancho Cordova Incorporation.
- Continued strategic planning and succession planning within the Office.
- Provided training on Health Insurance Portability and Accountability Act which is now used throughout the County.
- Provided training on Family Medical Leave Act and related legal matters to the County’s Human Resources Managers.
- Helped establish and staff the Freeport Regional Water Authority.
- Provided legal assistance in the Deputy Sheriffs’ Association labor arbitration.

**SIGNIFICANT CHANGES FOR 2003-04:**

- Two attorneys are assigned to the arbitration of the labor agreement with the Deputy Sheriffs’ Association.
- Expansion of new team-concept processes for juvenile dependency programs to provide systemic improvements in the dependency process. Expand team concept to other areas, as appropriate.
- Provide legal counsel and defense of expected challenges to the county’s existing Housing Element.
- Participate in transition of services by contract to the City of Rancho Cordova.
- Public Employees’ Relations Board (PERB) jurisdiction will continue to require additional attorney effort in labor matters.
- Promulgate a comprehensive policies and procedures manual for the Office.
- Strategic planning and succession planning will continue.
- Continue to provide a county training program.

- Continue training of community planning advisory councils.
- Draft ordinance framework for new methods of community governance and internal county structure.
- Prosecute significant eminent domain actions for acquisition of water and wastewater facilities.
- Provide legal counsel on significant environmental documents for Freeport Regional Water Authority.
- Develop public health emergency ordinances.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2001	Target 2002	Actual 2002	Target 2003	
1. Disability Retirement – to oppose disability retirement applications that do not satisfy applicable legal standards	Number of filed applications that are scheduled for hearing	20	22	19	24	
	Number of contested cases that are opened in office	43	50	28	30	
	Number of contested cases that go to hearing	14	16	17	20	
	Percent of contested cases successfully defended before hearing officer	87.5%	90%	90%	90%	
	Percent of decisions that are challenged in court (writs)	25%	25%	25%	25%	
	Percent of successful upheld court challenges	100%	100%	50%	75%	
2. Juvenile Dependency – To remove juveniles from dangerous family environments	Number of detention hearings	1,059	1,111	852	1,007	
	Number of writs with petitions granted	0	0	1	0	
	Number of writs with petitions denied	41	37	10	25	
<b>LANTERMAN-PETRIS-SHORT (LPS)</b>						
3. Probate/Conservatorship – Assist the Public Guardian/Public Administrator (PG/PA), Sacramento County Mental Health Treatment Center (SCMHTC) and Jail Psychiatric Services (JPS) with issues relating to mentally ill, demented or vulnerable adults, and decedent estates	Number of active cases	354	389	404	404	
	Number of openings	98	107	84	84	
	Number and percent of petitions granted (court ordered)	89 (91%)	90 (84%)	78 (93%)	78 (93%)	
	Number of trials set	20	20	28	28	
	Number and percent of successful trial outcomes	18 (90%)	20 (100%)	21 (75%)	21 (75%)	
	<b>DECEDENT ESTATES</b>					
3. Probate/Conservatorship – Assist the Public Guardian/Public Administrator (PG/PA), Sacramento County Mental Health Treatment Center (SCMHTC) and Jail Psychiatric Services (JPS) with issues relating to mentally ill, demented or vulnerable adults, and decedent estates	Number of active cases (includes no Letters of Administration)	118	125	115	115	
	Number of openings	108	120	84	84	
	Amount collected by County Counsel	\$53,188	\$75,000	\$80,243	\$60,000	
	<b>PROBATE CONSERVATORSHIPS</b>					
	Number of active cases	286	295	302	302	
	Number of openings	61	80	84	84	
3. Probate/Conservatorship – Assist the Public Guardian/Public Administrator (PG/PA), Sacramento County Mental Health Treatment Center (SCMHTC) and Jail Psychiatric Services (JPS) with issues relating to mentally ill, demented or vulnerable adults, and decedent estates	Number and percent of petitions granted (court ordered)	52 (85%)	52 (65%)	82 (98%)	82 (98%)	
	Number of trials set	8	10	7	7	
	Number and percent of successful trial outcomes	8 (100%)	8 (80%)	6(86%)	6 (86%)	
	Amount collected by County Counsel	\$112,925	\$62,000	\$55,706	\$65,000	
	Sacramento County Mental Health Treatment Center (SCMHTC) – JAIL – Electro Convulsive Treatment (ECT) Number of capacity hearings filed	214	227	288	288	

PERFORMANCE MEASURES (continued)

PERFORMANCE MEASURES	INDICATORS	Actual 2001	Target 2002	Actual 2002	Target 2003	
<b>CAPACITY HEARINGS</b>						
<b>3. Probate/Conservatorship (continued)</b>	Number of petitions filed that went to hearing	38	40	67	67	
	Number and percent of petitions granted (out of those originally filed)	30 (79%)	35 (88%)	62 (93%)	62 (93%)	
<b>4. Debt Collection – To assist in the collection of debts owed to the County</b>	Percent of cases successful in preventing discharge of debt	90%	90%	90%	90%	
	Percent of cases where tax obligation is secured/prioritized	95%	95%	95%	95%	
<b>ADMINISTRATIVE ENFORCEMENT (Substandard Housing, Dangerous Building, and Phoenix Ordinance Cases)</b>						
<b>5. Code Enforcement – To assist in ensuring general compliance with the County's Building, Housing, Nuisance and Zoning Codes</b>	Number of code violation cases received	12	18	13	13	
	Percent of cases resolved voluntarily/or receive abatement orders	100%	100%	95-100%	95-100%	
	<b>COURT CASES</b>					
	Number of cases referred for action	134	100	40	40-45	
	Percent of voluntary compliance or receive the requested injunction	95%	95%	95%	95%	
	<b>Order to Show Cause (OSC) – Contempt</b>					
	Number of cases requiring an OSC	7	6	8	8	
	Percent OSC is successfully obtained or owner voluntarily complies	100%	100%	100%	100%	
	Average number of months to get compliance	7	5	4-6	4-6	
	<b>CODE ENFORCEMENT Overall, All cases combined (Mode of Compliance)</b>					
	Percent resolved through voluntary compliance	75%	75%	75%	75%	
	Percent resolved through court order	20%	20%	20%	20%	
	Percent resolved through administrative orders	5%	5%	5%	5%	
	<b>6. Eminent Domain – County acquires interest in property for underlying public purpose</b>	Number of cases that are filed or referred for eminent domain action	11	15	15	15
Number of cases where litigation expenses are awarded		0	0	0	0	
Percent of court ordered dispositions (+ \$20,000) that are 115 percent of appraisal		0	0	0	0	
<b>7. Employee Discipline – To assist County departments in evaluating appropriate disciplinary action for employee misconduct and then sustaining any discipline imposed by appointing authority</b>	Number of appeals from disciplinary action received	24	30	48	48	
	Percent of cases where proposed discipline is upheld	100%	100%	100%	100%	

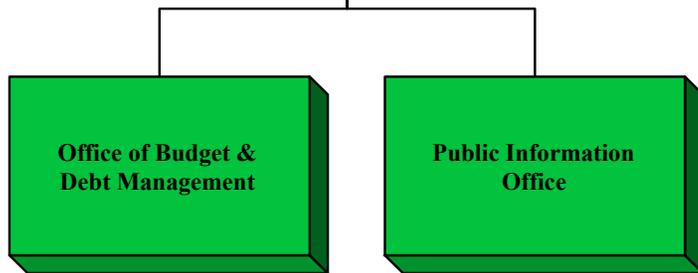
2003-04 PROGRAM INFORMATION

Budget Unit: 4810000		County Counsel		Agency: General Government/Admin.						
Program Number and Title				Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>				Program Type: <b>MANDATED</b>						
001-A	<b>General Fund</b>			1,610,587	0	0	9,526	<b>1,601,061</b>	9.0	0
<b>Program Description:</b>		Legal services - General Fund agencies/departments								
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations								
<b>Agency Priority:</b>		01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations								
<b>Anticipated Results:</b>		This program is partially funded. While it is anticipated that legal services will be provided to all general fund agencies and departments, those services will be directed in a manner to give priority of service to those agencies and departments which are identified as connected with the highest priorities of the County. Most affected will be representation on personnel and labor matters for departments which do not provide direct services.								
002	<b>DHHS-Juvenile Dependency</b>			4,195,918	4,195,918	0	0	<b>0</b>	34.0	0
<b>Program Description:</b>		Legal services - DHHS - Juvenile Dependency								
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations								
<b>Agency Priority:</b>		01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations								
<b>Anticipated Results:</b>		This program, deeply entwined with child protection, is funded to maintain staffing at 2002-2003 levels. It is anticipated that general counsel, training and litigation support at levels required by CPS and judicial operations will be fully maintained.								
003	<b>PA/PG/LPS Conservatorships</b>			965,942	0	130,000	835,942	<b>0</b>	7.0	0
<b>Program Description:</b>		Legal svcs - Pub Admin & Guardian/LPS Conservatorships								
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations								
<b>Agency Priority:</b>		01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations								
<b>Anticipated Results:</b>		This program, involving adult protection, is funded to maintain staffing at 2002-2003 levels. It is anticipated that, other than personnel matters, general counsel, training and litigation support at levels required by Public Administrator/Public Guardian and judicial operations will be fully maintained.								
004	<b>Inter/Intrafund</b>			1,139,400	1,139,400	0	0	<b>0</b>	10.0	0
<b>Program Description:</b>		Legal svcs - Interfund/Intrafund agencies/departments								
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations								
<b>Agency Priority:</b>		01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations								
<b>Anticipated Results:</b>		This "program" is funded outside the general fund and involves legal services provided to departments such as the Department of Finance, Health and Human Services (other than juvenile dependency), Human Assistance, Revenue Recovery, Economic Development, Environmental Management and Code Enforcement. It is anticipated that full legal services can be provided under this program.								

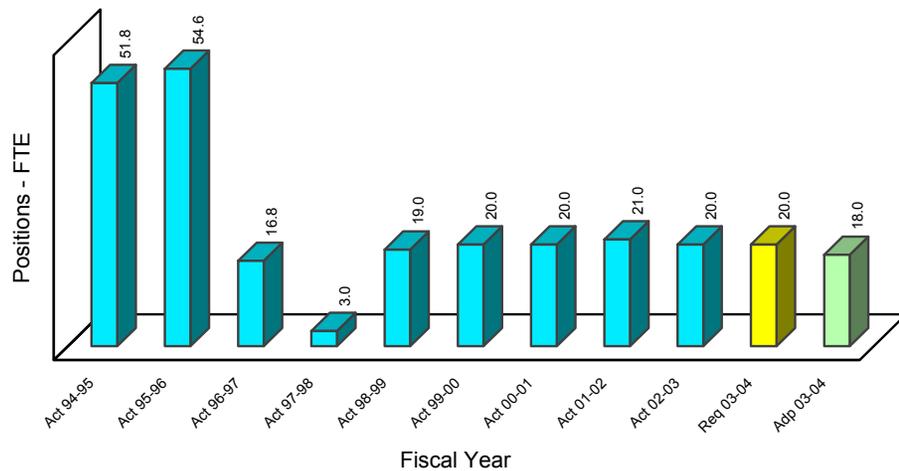
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
005	<i>Non-General Fund</i>	2,211,008	0	2,211,008	0	0	13.0	0
<b>Program Description:</b>	Legal svcs - Non-General Fund agencies/departments							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations							
<b>Anticipated Results:</b>	This program is funded. As a result, a full range of legal services can be provided to the Public Works Agency, the Airport System, the Retirement System and the Office of Risk Management.							
<b>MANDATED Total:</b>		10,122,855	5,335,318	2,341,008	845,468	<b>1,601,061</b>	73.0	0
<b>FUNDED Total</b>		10,122,855	5,335,318	2,341,008	845,468	<b>1,601,061</b>	73.0	0
<b>UNFUNDED - LOCAL</b>		Program Type: <b>DISCRETIONARY</b>						
001-B	<i>General Fund</i>	123,196	0	0	0	<b>123,196</b>	1.0	0
<b>Program Description:</b>	Legal services - General Fund agencies/departments							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	All IT services are being centralized in OCIT.							
<b>DISCRETIONARY Total:</b>		123,196	0	0	0	<b>123,196</b>	1.0	0
<b>UNFUNDED - LOCAL Total</b>		123,196	0	0	0	<b>123,196</b>	1.0	0

# Departmental Structure

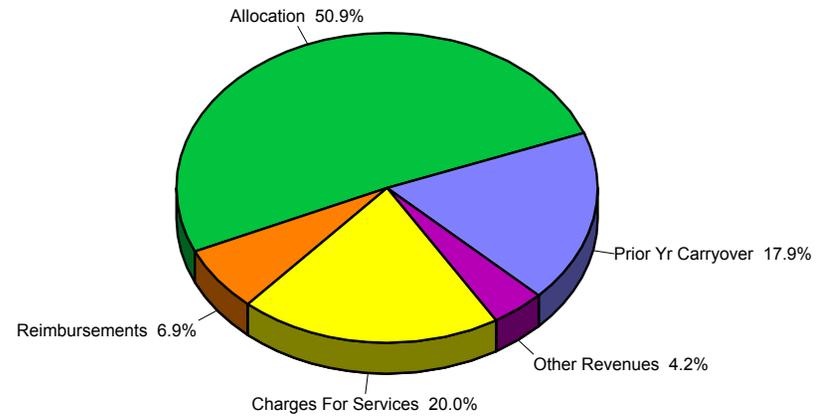
TERRY SCHUTTEN, County Executive



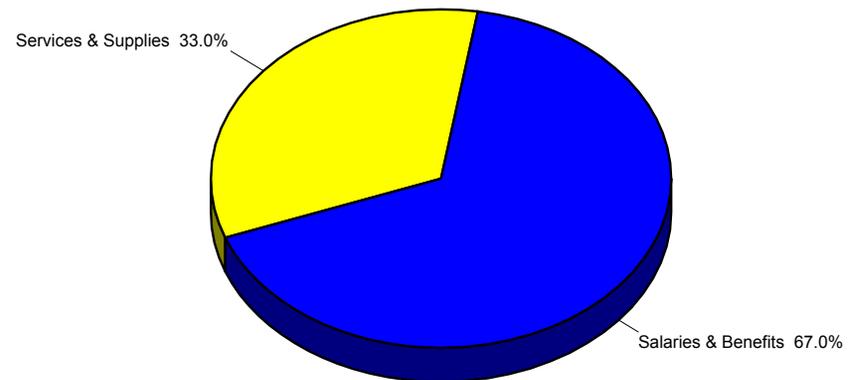
# Staffing Trend



# Financing Sources



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5910000 County Executive  
DEPARTMENT HEAD: TERRY SCHUTTEN

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Legislative & Administrative  
FUND: GENERAL

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2003-04

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Salaries/Benefits	1,959,196	1,649,706	1,844,997	2,045,155	1,743,190
Services & Supplies	617,807	543,394	655,792	858,639	858,639
Intrafund Charges	13,162	5,553	44,727	890	890
<b>SUBTOTAL</b>	<b>2,590,165</b>	<b>2,198,653</b>	<b>2,545,516</b>	<b>2,904,684</b>	<b>2,602,719</b>
Interfund Reimb	-131,440	-58,148	-25,000	-60,000	-60,000
Intrafund Reimb	-122,239	-119,000	-119,000	-120,000	-120,000
<b>NET TOTAL</b>	<b>2,336,486</b>	<b>2,021,505</b>	<b>2,401,516</b>	<b>2,724,684</b>	<b>2,422,719</b>
Prior Yr Carryover	396,585	205,953	205,953	465,467	465,467
Revenues	668,496	643,955	647,695	631,648	631,648
<b>NET COST</b>	<b>1,271,405</b>	<b>1,171,597</b>	<b>1,547,868</b>	<b>1,627,569</b>	<b>1,325,604</b>
Positions	21.0	20.0	19.0	20.0	18.0

**PROGRAM DESCRIPTION:**

- The County Executive is responsible to the Board of Supervisors for planning, organizing, directing, controlling, and coordinating virtually all county activities. These responsibilities include serving in an advisory capacity to the Board of Supervisors with respect to the functions of joint powers authorities, officials and boards not under the direct jurisdiction or control of the County Executive. The functions and activities of the County Executive are mandated by the County Charter. The County Executive's Office budget unit also includes the Office of Budget and Debt Management including the Chief Financial Officer, the County's Public Information Officer (PIO), and related analytical/support staff.

**MISSION:**

To ensure that all county activities are geared toward efficiency, economy, and maximum service effectiveness. To guide the County toward this vision, it is the mission of the County Executive's Office to ensure proper, efficient, and effective administration of county business on behalf of the Board of Supervisors and their constituents.

**GOALS:**

- County Management – Continue to develop innovative and effective solutions to the problem of delivering effective and cost-efficient services to the residents of Sacramento County.

- Budget Preparation and Debt Management – Oversee a fair and impartial budget process that guides the Board of Supervisors to make their difficult budget decisions; obtain lowest cost and maximum return on cash flow and capital debt financings.
- Public Information – Provide the public and county employees with better information regarding current county activities.

#### **SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Sacramento County was awarded the Governmental Finance Officers Association Distinguished Budget Presentation Award for the 2002-03 Budget Document. This is the first time this award has been awarded to Sacramento County.
- The Office of Budget and Debt Management oversaw the development of the Fiscal Year 2003-04 Proposed and Final budgets, which involved significant changes in the county's budget process. Countywide budget priorities were recommended to the Board of Supervisors and were adopted with some modification. These priorities were used to guide resource allocation and budget reduction decisions throughout the budget process. The County also returned to the practice of the early allocation of the anticipated general purpose financing, the county's local financial resources. In essence, General Fund departments were given bottom line spending targets very early in the budget process and were instructed to develop their budget requests around these targets.
- The Office of Budget and Debt Management organized and conducted a series of budget workshops before the Board of Supervisors. In these workshops, held before the formal budget hearings, the Board of Supervisors and the public were informed of the potential budget reductions which would result from meeting the bottom line budget spending targets.
- The Office of Budget and Debt Management successfully completed restructuring on portions of the county's long-term debt providing significant budgetary relief for the General Fund. The sale of a swap option for the 1990 Certificates of Participation issue resulted in a one-time payment of \$10.4 million which was used to avoid even deeper budget reductions.
- The Office of Budget and Debt Management oversaw the issuance of \$95.2 million in 2002 Certificates of Participation to finance the construction of a Juvenile Courthouse, the refinancing of the Main Jail, and the improvement and expansion of the Warren E. Thornton Youth Center, a juvenile detention facility. The refinancing of the Main Jail provided approximately \$6.0 million in budget cost reduction for the 2003-04 Fiscal Year.

- The Office of Budget and Debt Management published the entire county budget document and numerous budget announcements on the county's public website, and also established our first Intranet site for use by county departments to receive budgetary information and download budget forms.
- Worked with the Office of Labor Relations to educate employee organizations regarding retirement benefit enhancements, and participated in the Health and Welfare benefit review. Performed complex calculations on employee wage and benefit proposals, and participated in the Deputy Sheriff's Association binding arbitration hearings.
- The Public Information Office
  - Responsible for managing communications to the media and the community regarding the status of community updates. This included newsletters, mailers, paid advertisements, fliers, media relations, and attendance at communication subcommittee meetings.
  - Responsible for supporting the County Executive Office's efforts to communicate the budget process to county employees. This included organizing meetings with employees, articles in County News, voicemail and e-mail broadcasts from the County Executive, handouts, etc.
  - Coordinated the itinerary for the Indian Delegation during their stay in Sacramento.
  - Assisted the PIO of Public Health in the development of a bioterrorism media/communications plan.
  - Coordinated the development and production of the County News. This included story development, writing, editing, and design and production management.

#### **SIGNIFICANT CHANGES FOR 2003-04:**

- The Office of Budget and Debt Management completed, early in the fiscal year, issuing \$152.3 million in taxable pension refunding bonds. This debt issue allows the County to reduce debt service on existing pension obligation bonds issued in 1995 over the next five years providing significant budgetary relief. The gross cost reduction in 2003-04 is over \$21.0 million.
- The Office of Budget and Debt Management oversaw issuing \$280.0 million in tax revenue anticipation notes to provide for the county's cash flow needs during the fiscal year.
- The County is facing a very difficult budget situation for Fiscal Year 2004-05. The Office of Budget and Debt Management is actively pursuing new sources of financing and cost reduction to alleviate the county's budget problems.

- The Office of Budget and Debt Management will prepare a sophisticated multiyear budget projection for the county's General Fund for use in guiding the budget process and budget decisions over the next several years.
- The 2003-04 budget documents include a five-year Capital Improvement Plan. The County has not prepared a five-year Capital Improvement Plan in several years and is including the plan as a formal part of the budget document for the first time.
- The County will submit the budget documents to the Governmental Finance Officers Association for the annual Distinguished Budget Presentation Award. Approximately 1.0 percent of all eligible local agencies receives the award, given on an annual basis.
- The Public Information Office
  - Continues to support the community plan update efforts in Arden Arcade and Carmichael. Efforts include production of newsletters, mailers, paid advertisements, fliers and media relations. In North Highlands, the PIO office is participating in the development of a comprehensive media and community awareness campaign to promote the area's redevelopment efforts.
  - Will be producing a Request For Proposal for a graphic designer for the County News and coordinating all production aspects of the newsletter.
  - Responds on an ongoing basis to a variety of requests from the Board of Supervisors for support with media events such as the opening of the Primary Care Center.

2003-04 PROGRAM INFORMATION

Budget Unit: 5910000 County Executive

Agency: General Government/Admin.

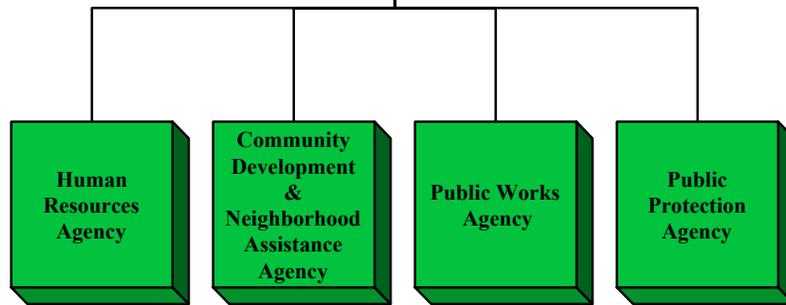
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
<i>001-H</i>	<i>Countywide Admin &amp; Budget</i>	1,302,317	180,000	49,981	465,467	<b>606,869</b>	7.8	0
<b>Program Description:</b>	Countywide central budget review/budget recommendations-program/policy/agenda oversight							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations							
<b>Anticipated Results:</b>	System coordination and compliance with County budget act and State mandates via budgetary, financial and administrative services. Budget deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time.							
<i>003</i>	<i>Debt Management</i>	365,988	0	365,988	0	<b>0</b>	2.2	0
<b>Program Description:</b>	Capital & cash-flow borrowing, covenant compliance							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	03 G Gov't Provide support to achieve maximum generation of revenues, maintenance of debt service and other financial obligations							
<b>Anticipated Results:</b>	System coordination and compliance with County budget act and State mandates debt issuance and related administrative services. Cash Flow/Financing needs are met 100% of the time. Department funding is sufficient to meet cash flow/financing requirements 100% of the time.							
<i>004-A</i>	<i>Agency/Co. Executive Admin</i>	330,422	0	0	0	<b>330,422</b>	2.0	0
<b>Program Description:</b>	County Executive and related direct staff support							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations							
<b>Anticipated Results:</b>	To provide leadership, meet mandates and assure Board policy directives are implemented. Compliance with mandates and Board's policy high priority directives 100% of the time.							
<i>006-A</i>	<i>Communication &amp; Media</i>	192,094	0	0	0	<b>192,094</b>	1.0	0
<b>Program Description:</b>	Centralized public info to media/public of countywide info							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	Countywide Communications and Media Director responds to critical demands for information from Board members, CEO, Cabinet, media, public and other agencies. Dept funding provides sufficient staffing level to respond only to critical information requests 100% of the time.							

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
007	<b>LAFCO</b>	215,679	0	215,679	0	0	2.0	0
<b>Program Description:</b>		Staff support to LAFCO						
<b>Countywide Priority:</b>		0 Mandated Countywide/Municipal or Financial Obligations						
<b>Agency Priority:</b>		01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations						
<b>Anticipated Results:</b>		Compliance with the Cortese-Knox Act and other State mandates regarding local government governance changes and related matters. Legal deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time.						
<b>MANDATED Total:</b>		2,406,500	180,000	631,648	465,467	1,129,385	15.0	0
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
006-B	<b>Communication &amp; Media</b>	107,688	0	0	0	107,688	1.0	0
<b>Program Description:</b>		Centralized public info to media/public of countywide info						
<b>Countywide Priority:</b>		4 General Government						
<b>Agency Priority:</b>		02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities						
<b>Anticipated Results:</b>		Countywide Communications and Media Officer responds to requests for information from Board members, CEO, Cabinet, media, public and other agencies. Departmental funding provides sufficient staffing level to respond to critical and non-critical information requests 100% of the time.						
012	<b>CEO/Cabinet Clerical Support</b>	88,531	0	0	0	88,531	2.0	0
<b>Program Description:</b>		Clerical support to CEO and Co. Executive Cabinet						
<b>Countywide Priority:</b>		4 General Government						
<b>Agency Priority:</b>		02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities						
<b>Anticipated Results:</b>		Provide for public reception/counter function for County Executive's Office, including centralized telephone reception. Provide high level of public responsiveness 100% of the time.						
<b>DISCRETIONARY Total:</b>		196,219	0	0	0	196,219	3.0	0
<b>FUNDED Total</b>		2,602,719	180,000	631,648	465,467	1,325,604	18.0	0

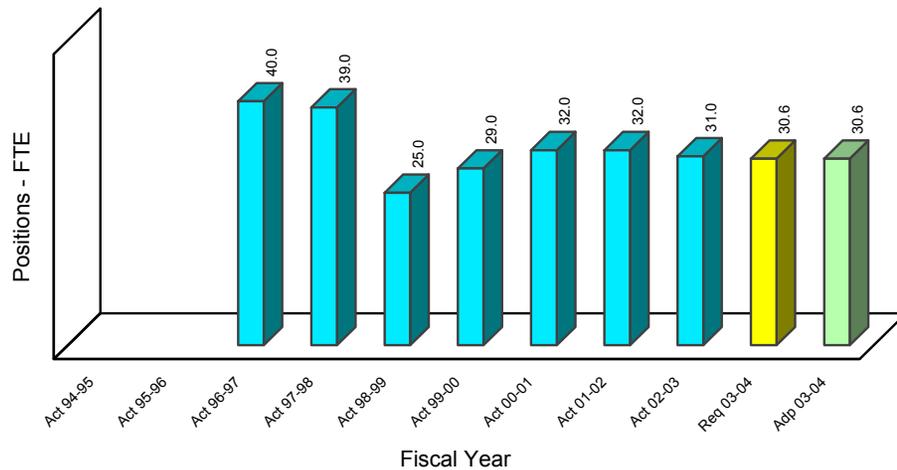
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>UNFUNDED - LOCAL</b>		Program Type: <b>DISCRETIONARY</b>						
<i>001-I</i>	<b>Countywide Admin &amp; Budget</b>	103,570	0	0	0	<b>103,570</b>	1.0	0
<b>Program Description:</b>	Central budget review/budget recommendations-IT policy/financial/agenda oversight							
<b>Countywide Priority:</b>	4	General Government						
<b>Agency Priority:</b>	02	G Gov't	Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities					
<b>Anticipated Results:</b>	Coordination with Chief Information Officer (CIO) and Office of Communications & Information Technology (OCIT) for oversight of IT policy/financial/agenda matters. Provides additional layer of IT policy/financial/agenda matter oversight beyond OCIT departmental administrative officer.							
<i>004-B</i>	<b>Countywide Admin &amp; Budget</b>	158,596	0	0	0	<b>158,596</b>	1.0	0
<b>Program Description:</b>	County Executive and related direct staff support							
<b>Countywide Priority:</b>	4	General Government						
<b>Agency Priority:</b>	01	G Gov't	Provide support to achieve compliance with federal, state and local laws and regulations					
<b>Anticipated Results:</b>	To provide additional layer of leadership, and assure all Board policy directives are implemented. Work on detailed special projects as assigned by County Executive. Compliance with mandates and all of Board's policy directives 100% of the time.							
<b>DISCRETIONARY Total:</b>		262,166	0	0	0	<b>262,166</b>	2.0	0
<b>UNFUNDED - LOCAL Total</b>		262,166	0	0	0	<b>262,166</b>	2.0	0

# Departmental Structure

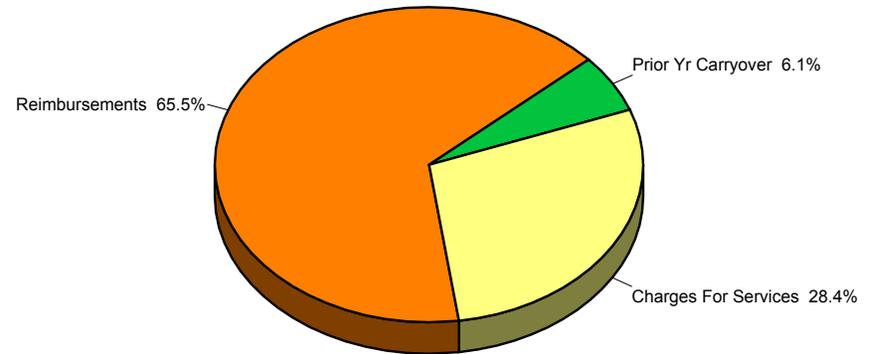
TERRY SCHUTTEN, County Executive



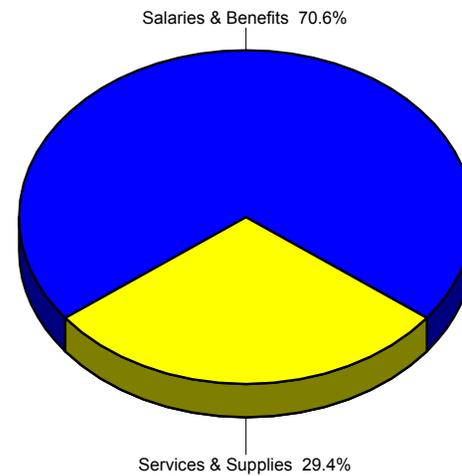
# Staffing Trend



# Financing Sources



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5730000 County Executive Cabinet

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2003-04

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Legislative & Administrative  
FUND: GENERAL

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Salaries/Benefits	2,981,775	3,079,347	3,297,956	3,599,436	3,533,549
Services & Supplies	677,309	614,676	996,862	1,358,565	1,358,565
Equipment	20,073	0	0	0	0
Intrafund Charges	564,043	426,421	500,992	115,701	115,701
<b>SUBTOTAL</b>	<b>4,243,200</b>	<b>4,120,444</b>	<b>4,795,810</b>	<b>5,073,702</b>	<b>5,007,815</b>
Interfund Reimb	-94,048	-486,470	-785,072	-849,332	-849,332
Intrafund Reimb	-2,595,062	-2,698,264	-2,823,031	-2,472,571	-2,472,571
<b>NET TOTAL</b>	<b>1,554,090</b>	<b>935,710</b>	<b>1,187,707</b>	<b>1,751,799</b>	<b>1,685,912</b>
Prior Yr Carryover Revenues	173,492	-44	-44	306,914	306,914
	1,294,912	1,462,587	1,359,339	1,465,335	1,439,949
<b>NET COST</b>	<b>85,686</b>	<b>-526,833</b>	<b>-171,588</b>	<b>-20,450</b>	<b>-60,951</b>
Positions	32.0	31.0	30.0	30.6	30.6

**PROGRAM DESCRIPTION:**

- The County Executive Cabinet is responsible to the County Executive for: program oversight; monitoring and reporting of major systems indicators; coordinated policy development and implementation; analysis of proposed legislation and state/federal initiatives; development of agency-related legislative platforms; analysis of agency-related departmental budgets; and coordination with elected officials. The County Executive Cabinet consists of the following agencies, agency administrators and their respective analytical and support staff: Community Development and Neighborhood Assistance, Human Resources, Public Protection, and Public Works. The assignment of departments within each agency, and the functions and activities of the agencies are enacted by county ordinance. The agency administrators report directly to the County Executive.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Human Resources Agency**
  - Worked with Voter Registration and Elections to complete an early voting pilot project using fully accessible voting systems (Disability Compliance).
  - Participated in the antiterrorism smallpox vaccination program (Employee Health).
  - Implemented medical and dental benefits programs for Domestic Partners of County Employees (Benefits).
  - Developed an insurance/claims program enabling the County's Public Works Agency to contract to provide services to cities within the County (Liability/Property Insurance).

- Developed and implemented a placement process, matching employees whose positions were to be eliminated by budget cuts with other, vacant positions that were not being eliminated (Selection & Classification).
- Implemented a major upgrade to the County's personnel and payroll system (Personnel/Payroll Training & Support; Personnel Records).
- Conducted countywide training courses that were attended by over 4,000 county employees (Training Office).
- **Public Works Agency**
  - Issued \$50.0 million in revenue bonds through joint powers authority for the Sacramento County Water Agency Zone 40.
- **Community Development and Neighborhood Assistance Agency**
  - Developed outreach plans for identifying solutions for key issues in Arden Arcade, giving residents a voice in setting priorities for the community.
  - Further developed community service teams in Fair Oaks, Orangevale, North Highlands, and South Sacramento.
  - Began discussions with affected county departments for redesigning the delivery of municipal services to the urban unincorporated area with the goal of increasing opportunities for local governance.
  - Coordinated a Neighborhood Appreciation Day during the 2003 Sacramento County Fair to recognize the efforts of neighborhood and community groups.
  - Established face-to-face relationships with municipal government officials in Jabalpur, India for the purpose of sharing knowledge and solutions for mutual problems.
- **Public Protection Agency**
  - Effective January 8, 2003, the Board of Supervisors officially reorganized and transferred Correctional Health Services from the Coroner's Office. The funding for adult correctional health services is now reflected in an independent budget unit that is managed by the Sacramento Sheriff's Department. Juvenile correctional health services was transferred to the Department of Health and Human Services and renamed Juvenile Medical Services.
  - Since March 2001, the Agency has contracted with MAXIMUS, Inc. for the purpose of enhancing available revenues. MAXIMUS, Inc. develops proposals outlining opportunities for increasing revenue based on an analysis of programs, caseloads, processes and current funding and expenditure levels. As a result of this effort, County revenue has increased by \$11.5 million to date.
- A new 16-month labor agreement between the County of Sacramento In-Home Supportive Services (IHSS) Public Authority and the Service Employees International Union (SEIU) Local 250, providing wages and other conditions of employment for approximately 13,500 providers in the IHSS Providers unit, was ratified by the union membership and approved by the Board of Supervisors. This new contract expires October 31, 2004 and includes the provision to offer health care benefits to 2,900 IHSS caregivers and provides an increase in the County's contribution for the Kaiser health benefit plan.
- In 1998, legislation passed that laid out a process to ultimately transfer financial responsibility for Trial Court Operations from counties to the State. Subsequent legislative requirements and changes in policy and philosophy have made this process very complicated. Even so, the County continues to provide services to the Court for which the Court is charged. The Agency facilitated significant progress in developing a memorandum of understanding between the County and the Court that will document the services to be provided and the methodology to be used for determining the cost.
- The Board of Supervisors authorized the transfer of \$3,252,448 from the TLS Endowment Fund to provide additional funding for the General Fund. The funds transferred for this purpose were litigation settlement funds received prior to the bond sale.
- The United States Congress passed the Health Insurance Portability and Accountability Act, HIPAA, in 1996. The intent of the law was to implement reform in the health insurance industry and to simplify the administration of health care. HIPAA mandates compliance with regulations that govern privacy of personal medical information, security and administrative standardization and simplification of standards for both health care information and billing of federal healthcare revenues. In February 2003, the Countywide HIPAA Steering Committee was created and the Sacramento County Office of HIPAA (SCO-HIPAA) was established in September 2003. This office will serve as a central point of contact related to all HIPAA mandates, compliance efforts and training within Sacramento County government. In addition, this office will provide oversight of departments and divisions efforts that are required to meet federally mandated HIPAA requirements within specified timelines.

**SIGNIFICANT CHANGES FOR 2003-04:**

- **Human Resources Agency**

- Complete the accessibility transition plan for county streets and sidewalks in conjunction with the County Department of Transportation (Disability Compliance)
- Develop tracking systems for tuberculosis surveillance testing, rabies, hepatitis vaccinations, and respiratory protection physicals (Employee Health)
- Develop and implement workforce reporting procedures in compliance with recent changes in state Equal Employment laws, enabling the County to maintain a diverse workforce (Equal Employment)
- Implement a new life insurance plan with expanded coverage up to \$500,000 (Benefits)
- Develop and implement a Countywide Wellness Program (Benefits)
- Install an automated recruitment system which will advertise recruitments to subscribing public jurisdictions and enable applicants to apply online (Selection & Classification)
- Begin implementation of a comprehensive training program for departmental personnel and payroll staff in order to standardize and improve human resources business processes (Personnel/Payroll Training & Support; Personnel Records)

- **Public Works Agency**

- Evaluating governance model in collaboration with the Community Development and Neighborhood Assistance Agency for delivery of municipal services to the community.
- Developing a presentation to the Board of Supervisors regarding the delivery of municipal services to the community.
- Cheryl Creson was appointed Agency Administrator.
- Secured contractual agreements with the City of Rancho Cordova to provide transportation and building inspection activities.

- **Community Development and Neighborhood Assistance Agency**

- Will complete prioritization of policies and services in Arden Arcade and Carmichael.
- Will revamp the county's codes and ordinances for combating prostitution and other crimes infiltrating our neighborhoods in the guise of massage parlors.
- Will return to Jabalpur, India with Public Works Agency team to offer hands-on assistance with waste disposal and traffic issues.

- Will oversee the completion and opening of a six-level parking garage at Sacramento International Airport, as well as the adoption of a 20-year Master Plan.
  - Subject to Board authorization, will begin to implement the redesign of county service delivery and the internal support system to accompany that redesign.
  - Will begin design and implementation phase of new county animal shelter.
  - After several years of negotiations, successfully negotiated a settlement with the Department of Justice for the purchase of Mather Golf Course for \$4.4 million.
- **Public Protection Agency**
  - It is anticipated that the memorandum of understanding between the Court and the County that documents services to be provided and the cost methodology will be presented to the Board of Supervisors in the Fall of 2003.
  - The Good Neighbor Policy applies to all countyowned and leased facilities, and facilities occupied by direct service providers under contract with the County. As part of the policy, a contract was let for a hot line to provide a centralized point of contact for constituents with complaints. The volume of calls anticipated has not materialized and the contract for this service will be reduced.
  - The Departments within the Agency implemented a combined net budget reduction for Fiscal Year 2003-04 of \$67,034,859, 431.6 positions were deleted and approximately 293.3 equivalent positions within contracted Community Based Organizations were deleted. This was primarily due to the loss of Temporary Assistance for Needy Families (TANF) funds, loss of state funds and a local budget shortfall. The magnitude of this loss in funding will result in the following:
    - Accuracy in determining eligibility for financial benefits will suffer.
    - Statutory timeframes for eligibility determination will be compromised.
    - Limited capacity to respond to the frail elderly and disabled population.
    - Limited capacity to provide probation field supervision for criminal offenders.
    - Limited ability to provide employment related services and prevention programs.

- Capacity for provision of medical services to the indigent population will be reduced.
- As a result of these service level reductions, the Agency will focus efforts in Fiscal Year 2003-04 to facilitate a solution to the lack of capacity for health care by working with hospitals and healthcare service providers. Contracts will be re-negotiated and new concepts such as community clinics will be explored. The Agency will also coordinate with cities to monitor the impact of these reductions on the citizens of their communities and work towards solutions. The anticipated increased risk of error rates and non-compliance with statutory timeframes will also be closely monitored in order to avoid further fiscal consequences.
- The Adopted Final Budget for 2003-04 included funding for additional positions in Probation (8.0) to staff the Sacramento County Boys Ranch expansion. The Department of Human Assistance received new revenue from TANF incentives and California's Work Opportunity and Responsibilities to Kids (CalWORKs) in the amount of \$10.2 million to fund 90.0 positions. This funding will be used for: CalWIN case conversion and change management; provision of low-income family supportive services; start-up costs for expansion of family housing units at Mather; and, provide additional temporary shelter beds within the winter shelter overflow program for emancipated foster youth.
- In September 2002, the Federal Administration for Children and Families reviewed the California Child Welfare Services (CWS) system and found that the system failed to meet national outcome standards and required a Performance Improvement Plan. In response to this, the California Child and Family Services Review will be implemented in January 2004 to monitor counties' CWS systems to ensure established outcomes for children's safety, permanence and well-being are achieved. This effort will affect the ways in which the child welfare system is administered in California. Sacramento County's Department of Health and Human Services, in partnership with the community, is implementing strategies to meet the following objectives: prevent child abuse and neglect, preserve and strengthen families, restore family capacity, rebuild alternate families for children, prepare youth for success in adulthood, and effect change through an excellence in the workforce.

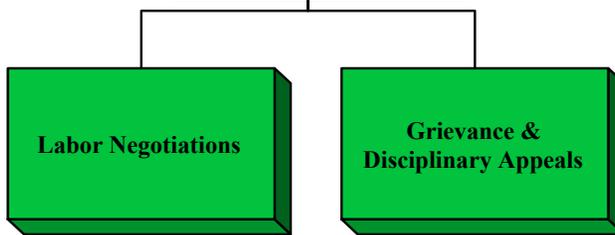
2003-04 PROGRAM INFORMATION

Budget Unit: 5730000 County Executive Cabinet		Agency: General Government/Admin.							
Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>FUNDED</b>		Program Type: <b>MANDATED</b>							
001-A	<b>Countywide Admin &amp; Budget-CDNAA</b>	602,848	325,538	277,310	0	0	4.0	0	
<b>Program Description:</b>	Agency leadership incl. program/policy/budget/community relations								
<b>Countywide Priority:</b>	4 General Government								
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities								
<b>Anticipated Results:</b>	To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.								
001-C	<b>Countywide Admin &amp; Budget-HRA</b>	541,416	541,416	0	0	0	3.0	0	
<b>Program Description:</b>	Agency leadership incl. program/policy/budget/community relations								
<b>Countywide Priority:</b>	4 General Government								
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities								
<b>Anticipated Results:</b>	To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.								
001-D	<b>Countywide Admin &amp; Budget-PPA</b>	1,108,446	1,087,003	21,443	0	0	6.0	0	
<b>Program Description:</b>	Agency leadership incl. program/policy/budget/community relations								
<b>Countywide Priority:</b>	4 General Government								
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities								
<b>Anticipated Results:</b>	To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.								
001-G	<b>Countywide Admin &amp; Budget-PWA</b>	858,973	0	858,973	0	0	6.0	0	
<b>Program Description:</b>	Agency leadership incl. program/policy/budget/community relations								
<b>Countywide Priority:</b>	4 General Government								
<b>Agency Priority:</b>	02 G Gov't Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities								
<b>Anticipated Results:</b>	To provide leadership, meet mandates and assure Board policy is implemented. Zero exposure from lack of oversight on health and quality of life issues. 97% of the time: Dept funding is prioritized toward mandates/Board approves recommendations.								
<b>MANDATED Total:</b>		3,111,683	1,953,957	1,157,726	0	0	19.0	0	

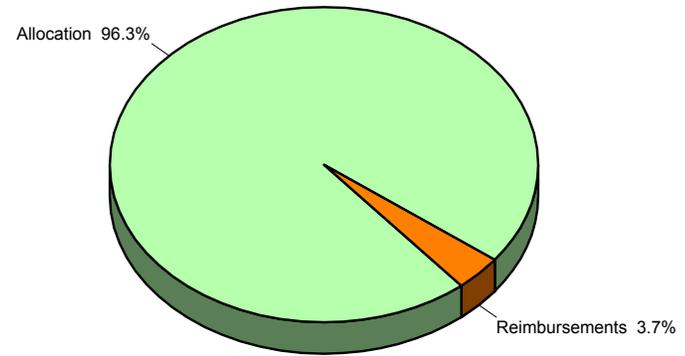
Program Number and Title		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
001-B	<b>Countywide Admin &amp; Budget-CDNAA</b>	203,280	169,289	40,785	0	<b>-6,794</b>	1.0	0
<b>Program Description:</b>	To manage special projects with departments at request of Board of Supervisors and County Executive.							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Govt Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	To facilitate problem solving and policy development to the satisfaction of top policy makers.							
001-E	<b>Countywide Admin &amp; Budget-PPA</b>	416,324	436,218	0	0	<b>-19,894</b>	4.0	0
<b>Program Description:</b>	To staff boards/commissions, agency-wide coordination, and community outreach							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Govt Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	To facilitate system coordination, communication and community interaction. All decision makers within a system meet to discuss issues at least four times a year. Community outreach efforts occur at least once per month.							
001-F	<b>Countywide Admin &amp; Budget-PWA</b>	241,438	0	241,438	0	<b>0</b>	2.6	0
<b>Program Description:</b>	To staff boards/commissions, agency-wide coordination, and community outreach							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Govt Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	System coordination and compliance with County Budget Act and State mandates via budgetary, financial, and administrative services. Budget deadlines are met 100% of the time. Department funding is sufficient to meet mandates 100% of the time							
001-J	<b>Countywide Admin &amp; Budget-HRA</b>	242,374	252,439	0	0	<b>-10,065</b>	3.0	0
<b>Program Description:</b>	Agencywide coordination and community outreach							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	02 G Govt Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	To facilitate problem solving and policy development to the satisfaction of top policy makers.							
011	<b>Community Initiatives-CDNAA</b>	792,716	510,000	0	306,914	<b>-24,198</b>	1.0	0
<b>Program Description:</b>	Community outreach action plans							
<b>Countywide Priority:</b>	3 Quality of Life							
<b>Agency Priority:</b>	02 G Govt Provide support for the County, its officers, depts, agencies, and commissions which conform to Board established, countywide priorities							
<b>Anticipated Results:</b>	Involve at least 9,000 people in community planning, community service, and capacity building in 6 communities in the unincorporated area							
<b>DISCRETIONARY Total:</b>		1,896,132	1,367,946	282,223	306,914	<b>-60,951</b>	11.6	0
<b>FUNDED Total</b>		5,007,815	3,321,903	1,439,949	306,914	<b>-60,951</b>	30.6	0

# Departmental Structure

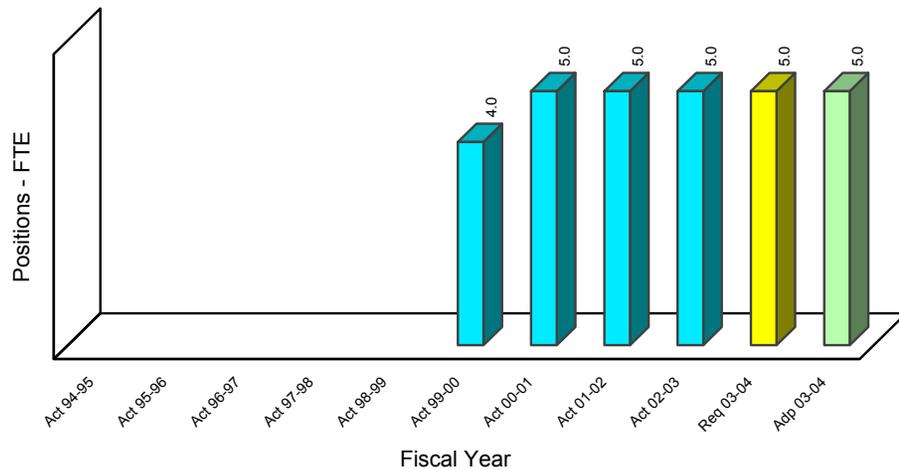
STEVE LAKICH, Employee Relations Officer



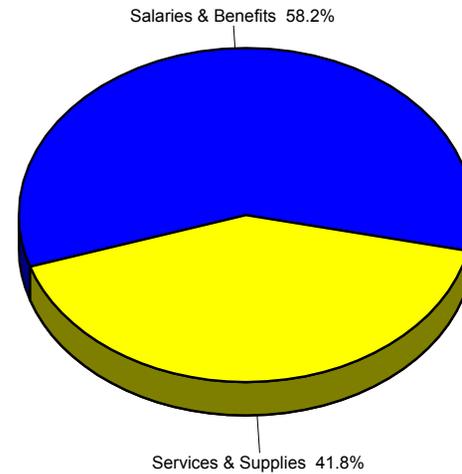
# Financing Sources



# Staffing Trend



# Financing Uses



COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

UNIT: 5970000 Office of Labor Relations  
DEPARTMENT HEAD: STEVE LAKICH

CLASSIFICATION  
FUNCTION: GENERAL  
ACTIVITY: Personnel  
FUND: GENERAL

SCHEDULE 9  
BUDGET UNIT FINANCING USES DETAIL  
FISCAL YEAR: 2003-04

Financing Uses Classification	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Salaries/Benefits	437,339	442,619	414,690	444,494	435,468
Services & Supplies	183,044	201,442	231,146	191,876	191,876
Intrafund Charges	122,939	119,000	119,700	120,700	120,700
<b>SUBTOTAL</b>	<b>743,322</b>	<b>763,061</b>	<b>765,536</b>	<b>757,070</b>	<b>748,044</b>
Interfund Reimb	0	0	-11,100	-15,000	-15,000
Intrafund Reimb	0	0	0	-12,682	-12,682
<b>NET TOTAL</b>	<b>743,322</b>	<b>763,061</b>	<b>754,436</b>	<b>729,388</b>	<b>720,362</b>
Prior Yr Carryover	64,687	64,590	64,590	0	0
Revenues	3,294	2,474	0	0	0
<b>NET COST</b>	<b>675,341</b>	<b>695,997</b>	<b>689,846</b>	<b>729,388</b>	<b>720,362</b>
Positions	5.0	5.0	5.0	5.0	5.0

**PROGRAM DESCRIPTION:**

- The Office of Labor Relations is responsible for preparing for and conducting labor negotiations; advising and hearing grievance and disciplinary appeals; and administering employee relations statutes, ordinances, and policies.

**MISSION:**

Support the County and its Departments by:

- Negotiating labor agreements within authorized parameters.
- Protecting the County's ability to effectively manage its workforce.
- Administering labor agreements, seeking to resolve interest and rights disputes through mediation, arbitration, and administrative hearings.
- Designing and presenting training services in support of new employee orientation, discipline processes, contract interpretation, grievance processing, labor-management problem solving.

- Representing county interests in meet and confer processes.
- Promoting greater efficiency through the development of more harmonious relationships with employee organizations.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- The County and employee organizations agreed to an enhanced retirement benefit to be effective June 29, 2003. Pensions are now based on a 2.0 percent at age 55 ½ formula for miscellaneous employees and a 3.0 percent at age 50 formula for safety employees. Employee organizations have also agreed to a cost of living adjustment (COLA) deferral of 3.0 percent of a 3.2 percent total in Fiscal Year 2003-04.

- All negotiations with employee organizations were conducted with the goal of having a common expiration date for contracts of June 30, 2006. All units but two now have agreements in place which include this common expiration date.
- Pursuant to provisions of the Sacramento County Charter, the County has been conducting an interest arbitration process with the Sacramento County Deputy Sheriff's Association. The arbitration hearings were still being held at the end of the Fiscal Year.
- The County has proposed, and most, but not all, employee organizations have agreed to a major restructuring of how the health insurance subsidy is determined. For most organizations, the monthly subsidy will be 80.0 percent of the Kaiser Family Plan rate, effective January 2004. The new health insurance paradigm also includes a cap on the monthly health contribution of \$535 for purposes of determining cash back payments and a plan selection incentive of \$150 per month for no cash back employees who select the lowest cost insurance plan.

**SIGNIFICANT CHANGES FOR 2003-04:**

- The interest arbitration with the Sacramento County Deputy Sheriff's Association will be resolved in the first half of the Fiscal Year. Only one other employee organization is not under contract extending until June 30, 2006.

- Through a Joint Labor Management Working Group there have been significant changes in employee dental insurance and life insurance benefits. The employee dental plan will be converted to a fully insured plan with the employer rates guaranteed for three years. Employees will be able to purchase higher levels of life insurance.

**PERFORMANCE MEASURES:**

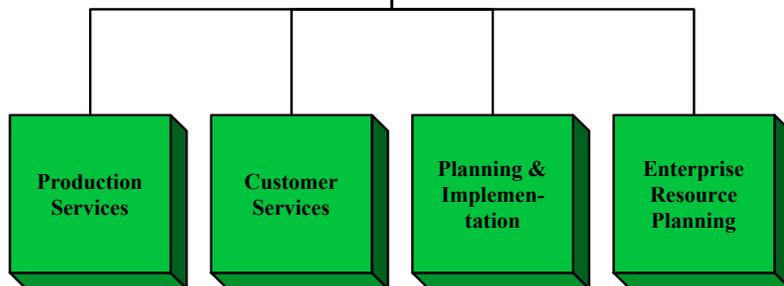
PERFORMANCE MEASURES	INDICATORS	Actual 2001	Target 2002	Actual 2002	Target 2003
1. Unions & management have written labor agreements covering employees for employment conditions	Percent of labor agreements in place	95%	100%	90%	100%
	Number of grievances	97	10	54	10
2. A cooperative and harmonious work relationship exists with bargaining agents	Number of grievance settlements	11	10	32	10
	Number of Unfair Labor Practices with Public Employment Relations Board	3	15	6	10
	Number of adverse arbitration decisions (contract administration)	2	1	2	1
	Number of clarifications/addenda to labor agreements	30	30	14	10
3. There is consistent and uniform application of labor agreements	Number of participants that go through labor relations training	80	80	92	120
	Percent of participants that say the labor relations training has been helpful back at the job	73%	75%	92%	90%

**2003-04 PROGRAM INFORMATION**

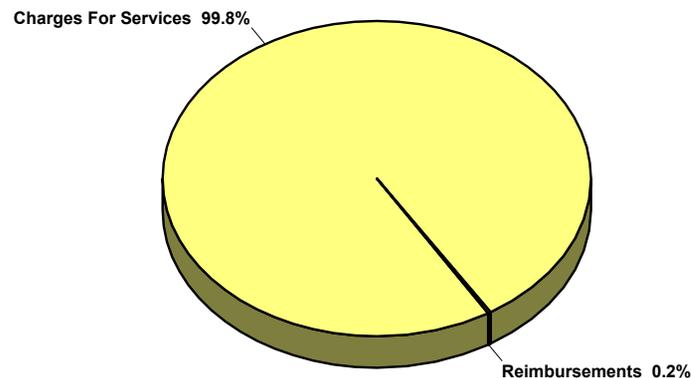
<b>Budget Unit: 5970000 Labor Relations</b>		<b>Agency: General Government/Admin.</b>							
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>FUNDED</b>		Program Type: <b>MANDATED</b>							
001	<b>Labor Relations</b>	748,044	27,682	0	0	<b>720,362</b>	5.0	0	
<b>Program Description:</b> Administers Labor Relations Department									
<b>Countywide Priority:</b> 0 Mandated Countywide/Municipal or Financial Obligations									
<b>Agency Priority:</b> 01 G Gov't Provide support to achieve compliance with federal, state and local laws and regulations									
<b>Anticipated Results:</b> Negotiate new labor agreement for IHSS for Public Authority to stabilize the labor-management relationship. Establish labor-management leadership coalition to improve labor-management cooperation. Conduct training for managers and supervisors on the Public Employment Relations Board to reduce number of unfair labor practice charges.									
<b>TOTAL:</b>		748,044	27,682	0	0	<b>720,362</b>	5.0	0	

## Departmental Structure

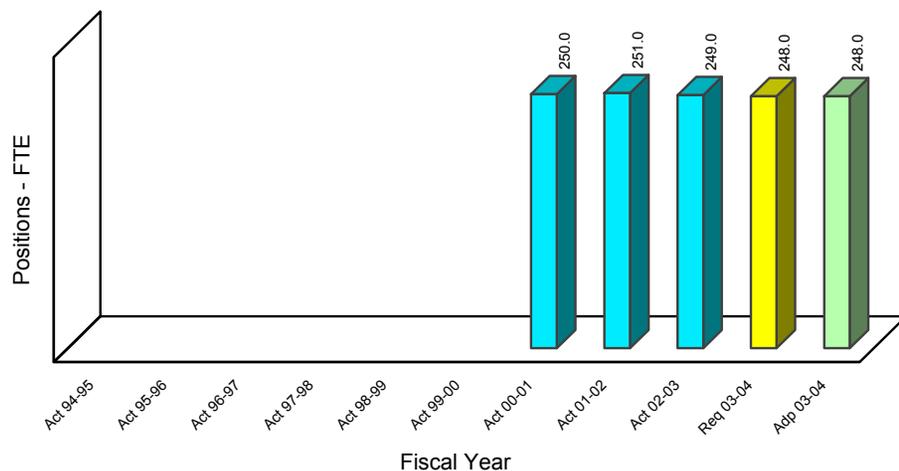
PATRICK GROFF, Chief Information Officer



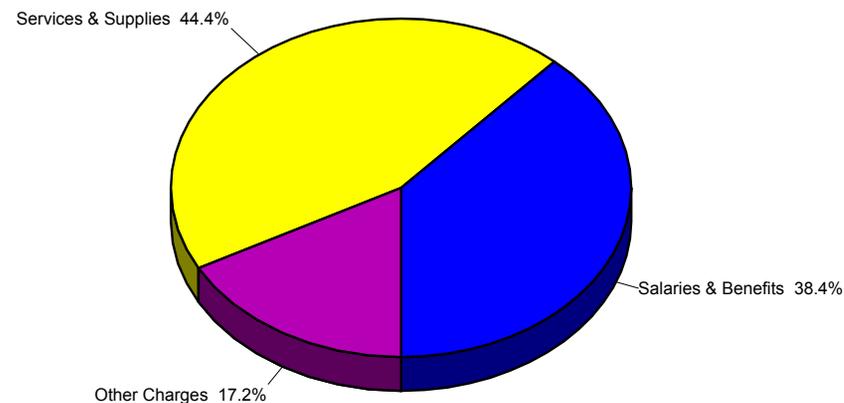
## Financing Sources



## Staffing Trend



## Financing Uses



COUNTY OF SACRAMENTO  
 STATE OF CALIFORNIA  
 County Budget Act (1985)

FUND: OCIT  
 031A

ACTIVITY: OCIT  
 UNIT: 7600000

SCHEDULE 10  
 OPERATIONS OF INTERNAL SERVICE FUND  
 FISCAL YEAR: 2003-04

Operating Details	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Use Of Money/Prop Charges for Service	15,520 60,757,984	27,318 59,822,110	15,000 62,313,207	0 57,926,074	0 57,926,074
Total Operating Rev	60,773,504	59,849,428	62,328,207	57,926,074	57,926,074
Salaries/Benefits	18,450,038	19,683,638	20,866,810	22,475,889	22,475,889
Service & Supplies	28,112,171	26,959,227	28,584,051	25,805,386	25,805,386
Other Charges	198,324	583,772	583,646	714,721	714,721
Depreciation/Amort	7,722,759	8,071,924	2,588,800	1,540,553	1,540,553
Cost of Goods Sold	3	0	0	0	0
Total Operating Exp	54,483,295	55,298,561	52,623,307	50,536,549	50,536,549
Gain/Sale/Property	0	83	0	0	0
Aid-Gov'n't Agencies	0	0	50,000	0	0
Other Revenues	10,601	10,261	0	0	0
Total Nonoperating Rev	10,601	10,344	50,000	0	0
Interest Expense	986,908	727,888	945,900	264,200	264,200
Debt Retirement	3,818,016	3,920,331	9,336,000	7,549,000	7,549,000
Equipment	85,862	0	0	0	0
Total Nonoperating Exp	4,890,786	4,648,219	10,281,900	7,813,200	7,813,200
Net Income (Loss)	1,410,024	-87,008	-527,000	-423,675	-423,675
Positions	247.0	245.0	245.0	244.0	244.0

**PROGRAM DESCRIPTION:**

- The Office of Communications and Information Technology (OCIT) provides central telecommunications and data processing support to county departments and other authorized agencies. Primary areas of focus include the following:
  - Mainframe data processing.
  - Mainframe and client server applications development and support.
  - Enterprise server maintenance and support.
  - Telephone, two-way radios and voice processing services.
  - Countywide networking, imaging, web hosting and central electronic mail.
  - Centralized computer help-desk support and technical computer training.
  - Enterprise Content Management.

**MISSION:**

To provide efficient, reliable, high-quality telecommunications and information technology services to employees, departments, businesses, and the community.

**GOALS:**

- **Enhance Customer Services** - Build relationships with customers and determine key factors that lead to customer satisfaction, retention, and business expansion/innovation.
  - Achieve at least 80.0 percent customer satisfaction rating by December 31, 2003.
  - Have at least 90.0 percent of projects operating on time and within budget by December 31, 2003.
  - Provide current information about costs and work in progress to our customers within 7 business days of the close of the month.
- **Invest in the Workforce** - Enable employees to develop and utilize their full potential in alignment with the overall goals and objectives of OCIT. Build and maintain a quality of work life that is conducive to performance excellence, customer service, and personal and organizational growth.
  - Attain at least 80.0 percent favorable rating on employee quality of work life survey by December 31, 2003.
  - Maintain annual average vacancy level of less than 5.0 percent measured quarterly.
  - Commit the time and funding for employees to develop their skills and knowledge such that at least 60.0 percent of vacancies/promotions are filled with OCIT employees as the most qualified candidates for non-entry-level positions.

- **Enhance and Promote Services and Products** - Provide effective performance management systems for measuring, aligning, communicating and improving performance. Ensure the continuing relevance of our services and develop new business opportunities.
  - Establish a customer-focused performance measurement, evaluation, and improvement process.
  - Implement communication processes that promote the accomplishments and value of OCIT services.
  - Ensure the continuing relevance of our services by evaluating the cost effectiveness and efficiency of the services that we provide.
- **Enable County Business** - Partner with departments in applying Information Technology (IT) solutions that support and enable county business.
  - Partner with departments and vendors to accomplish at least two countywide projects per calendar year.
  - Position COMPASS for new business opportunities.
  - Support Enterprise-wide E-government Initiatives.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- New service offerings of Enterprise Content Management.
- Implemented an Internet search engine and web usage reporting tools on County Intranet.
- Developed online Employee Directory on County Intranet.
- Supported growth of County's e-Government Program (i.e. web accessibility standards, community-based websites, implementation of County Internet templates, content development for Internet and Intranet).
- Implemented a COMPASS solution for Public Works Equipment Billing application.
- Implemented COMPASS training program that is business process focused.
- Initiated maintenance of the Sheriff/Sacramento Metro Fire District's mobile data radio system.
- Implemented Ad Hoc reporting capability on selected law enforcement data for the Criminal Justice community.
- Implemented an Internet version of the Recorder's On-Line System Index that allows county residents, banks, title companies and others to access to Grantee/Grantor information via the internet.
- Completed upgrade of COMPASS production hardware and software environment to support 4.6 upgrade.

- Completed the upgrade of the mainframe operating system for hardware replacement.
- Creation of a shared print and file service to migrate customers from Novell systems to Microsoft based systems.
- Completed a hardware and software upgrade to enhance Domain Name Services (DNS) for the WAN. (IP Services project)
- Expanded Property Shared Database information and began project to extend the information to the Internet via the GIS parcel viewer application.

**SIGNIFICANT CHANGES FOR 2003-04:**

- Continue deployment of the inter-networking signaling system (QSIG).
- Implement Unified Messaging between the telephone and Exchange Email.
- Implement Caller ID capabilities for incoming telephone calls.
- Continue to promote and enhance enterprise web solutions including deployment and implementation of new county Internet headers, incorporation of web accessibility standards to all County Internet sites and explore opportunities to provide better access to government for constituents.
- Purchase and install new mainframe CPU.
- Purchase and install new mainframe high speed laser printers.
- Purchase and install new MICR check printers to support warrant printing for various departments.
- Implementation of streaming audio and video capabilities on both Intranet and Internet portals.
- Work with E-Government Steering Committee (EGSC), Technology Review Group (TRG), ITPB to establish standards, architecture and policies to support e-commerce activities via the Internet.
- Implement e-PropTax a web application that allows property holders to view their property tax information and make payments via the web.
- Work with the Technology Review Group (TRG) to complete a business case and transition plan for a converged voice/data network.
- Work with the TRG to establish a standard for unified messaging.
- Work with the Chief Information Officer, ITPB, and the TRG to implement projects included in the Countywide Information Technology Plan.
- Install phase I of the Network Intrusion Detection System.
- Implement the RD Lap Mobile Data Terminal Infrastructure Upgrade for the Sheriff and Sacramento Metropolitan Fire District.
- Complete a vulnerability assessment on all DMZ servers, perimeter routers, the firewall, and Internet accessed devices.
- Work with the TRG to complete a feasibility study for the possible consolidation of the County’s Exchange E-mail and Calendaring system into an enterprise service provided by OCIT.
- Implement an enhanced countywide public safety paging system.

- Partner with the Department of Water Quality to approve a project that will implement a Workflow technology.
- Publish web accessibility guidelines and tools on the Intranet.
- Organize and support a countywide web accessibility work group.
- Develop template and implement community based websites on the Internet Portal.
- Identify requirements and make recommendations for Intranet search functionality.

**PERFORMANCE MEASURES:**

PERFORMANCE MEASURES	INDICATORS	Actual 2001	Target 2002	Actual 2002	Target 2003
1. Implementation of technologies in a timely and competitive manner	Completion of countywide Information Technology (IT) projects as identified by the IT community within the County	5	2	5	2
	Percent of projects progressing within the time and budget agreed upon by the parties	82.24%	85%	59.76%	95%
2. Services delivered and supported in line with customer expectations	Percent of customers who rate overall Office of Communication Information and Technology (OCIT) services as satisfactory or above based upon a survey scale of 1 – 5	74%	80%	NA	80%
	Percent of Customer Education “Course Critique” evaluations where the course rating was average or above	98.9%	95%	92.9%	95%
	Percent of Desktop services “Record of Field Service” surveys with a rating of satisfactory or better on how well the service met customer needs	97.67%	90%	99	90%
	Average number of visits to the county web portal per month	303,000	350,000	336,650	400,000
3. Reliable and stable delivery of service in line with Service Level Agreements	Percent of time voice network available to customers	99%	99%	99%	99%
	Percent of time data network available to customers	99%	99%	99.99914%	99%
	Percent of Telecom service requests completed within 15 working days	90%	90%	90%	90%
	Percent of Network service requests completed within 15 working days	90%	90%	82%	90%
	Average number of priority 1 trouble calls received at the Help Desk per week	11	11	12	42 <sup>1</sup>
	Percent of priority number 1 Help Desk calls resolved within the allotted time	90%	90%	57%	75%

<sup>1</sup>Amended definition of priority 1 call.

2003-04 PROGRAM INFORMATION

Budget Unit: 7600000      Communications & Info Technology      Agency: General Government/Admin.

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
001	<b>Application Support</b>	5,023,215	0	5,023,215	0	0	27.0	0
<b>Program Description:</b>	Develop, implement & maintain software applications such as law & justice, tax collection & payroll							
<b>Countywide Priority:</b>	0      Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01    OCIT      Maintain and support mission critical countywide systems and application							
<b>Anticipated Results:</b>	Applications built, implemented and maintained within time, scope and budget approved by the customer							
002	<b>Equipment Support</b>	5,564,446	0	5,564,446	0	0	8.0	0
<b>Program Description:</b>	Equip. maint. & admin for countywide services such as E-mail, computer equipment & central servers							
<b>Countywide Priority:</b>	0      Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	02    OCIT      Maintain and support other countywide systems and applications							
<b>Anticipated Results:</b>	Respond to problem calls and restore services within established guidelines 90% of the time.							
003	<b>County Data Center</b>	13,242,299	0	13,242,299	0	0	78.0	0
<b>Program Description:</b>	Operates a 24/7/365 data center for centralized hardware, software, databases & high volume printers							
<b>Countywide Priority:</b>	0      Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01    OCIT      Maintain and support mission critical countywide systems and application							
<b>Anticipated Results:</b>	Computer applications will be available to customers 99.9% of the time except during scheduled maintenance periods for each application. Problems are repaired within the service specifications of each application 90% of the time.							
004	<b>COMPASS</b>	12,061,647	0	12,061,647	0	0	42.5	0
<b>Program Description:</b>	Enhance and support the Human Resources, Financial and Materials Management application (COMPASS)							
<b>Countywide Priority:</b>	0      Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01    OCIT      Maintain and support mission critical countywide systems and application							
<b>Anticipated Results:</b>	Service requests are completed within the time, scope and budget approved by the customers.							

<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles
<b>FUNDED</b>		Program Type: <b>MANDATED</b>						
006	<b>Communication Networks</b>	21,087,088	0	21,087,088	0	0	78.5	0
<b>Program Description:</b>	Voice and data communication connectivity between county staff, their contacts & information storage							
<b>Countywide Priority:</b>	0 Mandated Countywide/Municipal or Financial Obligations							
<b>Agency Priority:</b>	01 OCIT Maintain and support mission critical countywide systems and application							
<b>Anticipated Results:</b>	Communications Networks are available 99.95% of the time. Equipment or service changes are made within 15 days of request 90% of the time.							
<b>MANDATED Total:</b>		56,978,695	0	56,978,695	0	0	234.0	0
<b>FUNDED</b>		Program Type: <b>DISCRETIONARY</b>						
005	<b>Customer Education</b>	1,371,054	0	947,379	0	423,675	10.0	0
<b>Program Description:</b>	Computer software training on PC automation software, COMPASS, SCARPA & other countywide application							
<b>Countywide Priority:</b>	4 General Government							
<b>Agency Priority:</b>	03 OCIT Provide COMPASS training to county employees							
<b>Anticipated Results:</b>	Prepare and deliver hands on training courses for countywide applications and office automation software. Courses delivered within 30 days of request unless later schedule date requested and receive an average satisfaction rating of 95% favorable							
<b>DISCRETIONARY Total:</b>		1,371,054	0	947,379	0	423,675	10.0	0
<b>FUNDED Total</b>		58,349,749	0	57,926,074	0	423,675	244.0	0

# REGIONAL RADIO COMMUNICATIONS SYSTEM

7020000

COUNTY OF SACRAMENTO  
STATE OF CALIFORNIA  
County Budget Act (1985)

FUND: REGIONAL RADIO COMMUNICATIONS SYSTEM  
059A

ACTIVITY: Communications System  
UNIT: 7020000

SCHEDULE 10  
OPERATIONS OF INTERNAL SERVICE FUND  
FISCAL YEAR: 2003-04

Operating Details	Actual 2001-02	Actual 2002-03	Adopted 2002-03	Requested 2003-04	Adopted 2003-04
Use Of Money/Prop Charges for Service	912 4,648,423	7,077 4,696,352	0 4,786,900	0 2,815,888	0 2,815,888
<b>Total Operating Rev</b>	<b>4,649,335</b>	<b>4,703,429</b>	<b>4,786,900</b>	<b>2,815,888</b>	<b>2,815,888</b>
Salaries/Benefits	283,059	331,749	304,500	342,191	342,191
Service & Supplies	826,461	1,690,310	1,071,600	1,125,715	1,125,715
Other Charges	249,280	298,488	304,500	384,500	384,500
Depreciation/Amort	2,411,261	2,478,416	3,220,000	720,000	720,000
<b>Total Operating Exp</b>	<b>3,770,061</b>	<b>4,798,963</b>	<b>4,900,600</b>	<b>2,572,406</b>	<b>2,572,406</b>
Interest Income	294,538	149,283	0	0	0
Other Revenues	106,678	91,200	0	0	0
<b>Total Nonoperating Rev</b>	<b>401,216</b>	<b>240,483</b>	<b>0</b>	<b>0</b>	<b>0</b>
Interest Expense	767,147	66,490	157,600	0	0
Equipment	186,597	427,839	0	0	0
<b>Total Nonoperating Exp</b>	<b>953,744</b>	<b>494,329</b>	<b>157,600</b>	<b>0</b>	<b>0</b>
<b>Net Income (Loss)</b>	<b>326,746</b>	<b>-349,380</b>	<b>-271,300</b>	<b>243,482</b>	<b>243,482</b>
Positions	4.0	4.0	4.0	4.0	4.0

**PROGRAM DESCRIPTION:**

- The Sacramento Regional Radio Communications System (SRRCS):
  - Operates and maintains two-way mobile communications for all county departments, the cities of Sacramento, West Sacramento and Folsom, the Sacramento Regional Transit District, and all fire districts.
  - Emergency response and safety agencies, such as law enforcement and fire suppression, emergency medical response, and hazardous material responses are the primary users of the system.
  - The Office of Communications and Information Technology (OCIT) is the lead agency in the maintenance for the system.
  - The Planning and Implementation Division of OCIT provides management and administrative oversight, technical support, preventative and corrective maintenance of the system.
  - All expenses incurred by the division in managing and maintaining the system are fully reimbursed by the system participants.

**SIGNIFICANT DEVELOPMENTS DURING 2002-03:**

- Started an equipment upgrade of the microwave network that ties the system together to improve system reliability and performance.
- A dispatch console upgrade project was completed at all participant dispatch centers.
- The two initiatives above will facilitate and enable the SRRCS to migrate to the next generation system.

**SIGNIFICANT CHANGES FOR 2003-04:**

- SRRCS and participating agencies to develop a long-range strategic plan for the future of regional communications (includes wireless voice, data, and paging services).
- Complete preliminary design of a new digital backbone for SRRCS.

**2003-04 PROGRAM INFORMATION**

Budget Unit: 7020000		OCIT-Reg Radio Communications		Agency: General Government/Admin.					
<i>Program Number and Title</i>		Appropriations	Inter/Intrafund Reimbursements	Revenues	Carryover	Net Allocation	Position	Vehicles	
<b>FUNDED</b>		Program Type: <b>SELF-SUPPORTING</b>							
001	<b>SRRCS 800 Mhz Backbone</b>	2,572,406	0	2,815,888	0	<b>-243,482</b>	4.0	2	
<b>Program Description:</b>		800 Mhz trunked radio backbone services							
<b>Countywide Priority:</b>		1 Discretionary Law Enforcement							
<b>Agency Priority:</b>		01 OCIT Maintain and support mission critical countywide systems and application							
<b>Anticipated Results:</b>		Provide for routing and emergency, mobile and portable radio communications capability over 95% of the County's geographical area, with 99.99% reliability. The system will operate at better than a P02 level of service over its expected 15 year life.							
<b>TOTAL:</b>		2,572,406	0	2,815,888	0	<b>-243,482</b>	4.0	2	